



A Place of Sanctuary

New garden for Chichele College in Higham Ferrers

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Building Conservation

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Welcome



>Nathan Thompson, CEO

The last 12 months have presented some extraordinary challenges for us all. The outbreak of COVID-19 in the UK in March has meant that the past six months have required everyone to think differently, work creatively and act responsibly to keep themselves and others safe. This has undoubtedly been a time of national crisis and one which sadly has had tragic consequences for large numbers of people as well as presenting economic challenges for all.

John F Kennedy famously pointed out the word for 'crisis' in Chinese is made up of two characters side by side – one which denotes 'risk' and the other representing 'opportunity'. This has been borne out by many companies, particularly those in the hospitality sector who found themselves to be the hardest hit at the start of this global pandemic. Their ability to adapt and sustain their businesses during a national and indeed international lockdown has been inspirational.

For our part, the Duchy team has been working hard to support our most vulnerable tenants and the wider

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A Vision for Dunsop Bridge



>Dunsop Bridge, Whitewell

The picturesque village of Dunsop Bridge lies at the heart of the Duchy's Whitewell Estate in the Trough of Bowland in Lancashire. Over the past year, the Duchy team has been exploring options for the redevelopment of the former garage site in the centre of the village. A number of traditional buildings at the nearby farm have also been identified as requiring significant repairs to bring them back into use.

Taken together, these two sites present an opportunity to take a more strategic approach and create a new and sustainable 'hub' for the village. This would serve the local community, support the local economy and help to make the village more sustainable for future generations.

As we have been unable to gather the community together to discuss the concept during the COVID-19 outbreak, the team has circulated a questionnaire to all households to canvass local views. The project is at a very early stage, but the Duchy is keen to



ensure that any plans put forward reflect the input, feedback and ideas of the local community.

Questionnaire responses are being analysed and will inform the design process. Once restrictions are lifted a public open meeting will be held in the village to discuss the proposals.

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communities across the estates. We responded quickly to introduce safe working practices and have managed to keep the London and Lancaster offices open for essential work throughout. We have worked collaboratively with partners, community groups and tenants across our estates to mitigate the risk of infection and my thanks to the team for their dedication and support.

Despite the operational constraints presented by a global pandemic, we have achieved many of the targets we set ourselves at the end of last year.

We continue to restore and upgrade our rural residential properties and while the completion of our major redevelopment project on the Strand has been delayed, the finished product will be worth the wait. The refurbishment of the lower courtyard at Lancaster Castle has also been completed, allowing access to the visiting public for the first time in generations. We remain committed to improving the environmental sustainability of the business and have made progress both in improving soil health and the delivery of our woodland management strategy.

My thanks to everyone for their continued cooperation and support during a period of unprecedented challenges. I hope that you and all members of the wider Duchy family continue to remain safe and well throughout the year ahead.

Nathan Thompson
CEO, Duchy of Lancaster



>Restored courtyard at Lancaster Castle



>New Castle café



>Teaching and conference suite

Lancaster Castle Revealed

The refurbishment of the lower courtyard at Lancaster Castle was completed in November, revealing historic buildings which had remained hidden for more than a generation.

A new public piazza now provides step-free access to the famous Well Tower in which the Lancashire Witches were held before trial in 1612 as well as the King's Evidence Tower and Male Felons Tower.

The refurbishment has also uncovered an arched cloister walk and restored the original sightlines between the Castle and the city's Priory Church, a Grade I listed building founded as a Benedictine Priory in 1094.

A new purpose-built café, gallery space and fully equipped teaching and conference suite have been created, bringing more of the Castle's original buildings back into public use. The café is operated by local coffee roasters and baristas Atkinsons and the teaching suite has been let to Lancaster University.

Traditional crafts are also represented at the Castle with resident experts Alan Ward and Sara Dennis conducting workshops in stone-carving, calligraphy, life drawing, embroidery and needlework. Later this year the Castle hopes to play host to a week of classes for the Royal College of Needlework, subject to compliance with COVID-19 restrictions.

This year marked a milestone birthday for the Queen's Frigate as she entered her third decade since being launched by Her Majesty Queen Elizabeth II on 24 May 1990.

To mark the occasion, the ship's company gathered on the flight deck to tuck into the enormous cake baked by the duty chefs. Since entering front-line service in May 1992, HMS Lancaster has remained at the core of the Royal Navy's frigate fleet providing maritime security, war and peace-keeping activities across the globe.

Following an extensive refit the flight deck has now been re-commissioned and the primary weapons and sensors fully tested and proven to be operational. The focus will now turn to training throughout July and August before the ship reports to Plymouth for Basic Operational Sea Training in the autumn.

Later in the year, HMS Lancaster looks forward to test-firing her new Sea Ceptor missiles before taking part in an exercise run by the Norwegian Navy.

Happy 30th Birthday to HMS Lancaster



>HMS Lancaster

A Place of Sanctuary



>Chichele College, Higham Ferrers

A medieval garden brought back to life by volunteers has provided the people of Higham Ferrers in Northamptonshire with a place of sanctuary and quiet contemplation during the Covid-19 pandemic.

Now the walled garden of Chichele College is to be complemented by the addition of a new Duchy Barn Garden. The garden will provide opportunities for members of local charity, the Higham Ferrers Gateway Club, to gain practical experience of planting, pruning and growing, creating raised beds of vegetables and a herb garden as well as a wildlife area rich in biodiversity.

Chichele College is a rare surviving example of a chantry college, a type of institution common in England in the 14th and 15th centuries. It was founded by Henry Chichele, Archbishop of Canterbury, in 1422 as a college for secular canons.

Today the Ancient Scheduled Monument is under the guardianship of English Heritage. www.english-heritage.org.uk

Protecting Biodiversity



>Dunraven Bay, Ogmore

Working in partnership with the Game and Wildlife Conservation Trust (GWCT), we will

undertake an audit in the next 12 months to categorise the nature and scope of the habitats on our foreshore.

The study will highlight any risks to the long-term sustainability of these habitats and identify opportunities for the conservation of priority species. It will also involve the mapping of environmental designations and land uses.

An action plan will then be developed to ensure the long-term protection of this invaluable natural resource.

Environmental Sustainability

The natural environment has been a major area of focus for the Duchy this year. We are committed to encouraging increased take-up of countryside stewardship schemes among our tenant farmers over the next ten years, improving the health of our soil, increasing biodiversity and ensuring sustainable woodland management across the estates.

Several of our farming tenants have started to introduce environmentally friendly practices into their day-to-day operations. For some this has included direct drilling; a system of seed placement where the soil is left undisturbed with crop residue remaining on the surface from harvest until sowing.

Over two-thirds of our arable farmers have expressed an interest in introducing this methodology and we have offered a capital grant which will help them to invest in the necessary equipment.



>Field margins and borders

We are continuing to encourage the use of flower and seed rich mixes in field margins and borders in order to protect and preserve the biodiversity across our estates and have set ourselves a target of planting 500 acres of new woodland over the next five years.

Extending Our Whitewell Estate

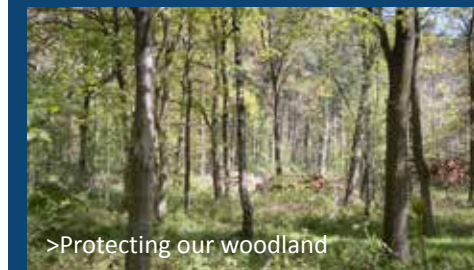


>Whitewell Estate, Lancashire

At the beginning of the year, the Duchy purchased 332 acres of land in the Forest of Bowland. Higher Lickhurst Farm marches with the Duchy's Whitewell estate and the steading includes a range of modern agricultural buildings as well as an agricultural dwelling in need of refurbishment. In addition to the farm's 226 acres of pastureland the acquisition also includes ownership of two-thirds of the adjoining Stanley Common which covers a further 96 acres.

The Whitewell Estate now extends to 6,369 acres within the Area of Outstanding Natural Beauty of the Forest of Bowland. It is part of the Duchy's Lancashire Survey which also includes Estates at Myerscough, Salwick and Wyreside.

Woodland Management



>Protecting our woodland

We have created bespoke management plans to further develop the sustainability of the woodland on the Crewe, Whitewell, Wyreside and Pickering Estates for the next 20 years. Each area of woodland will be carefully monitored in line with the Countryside Stewardship Woodland Improvement Scheme to ensure that we continue to improve overall biodiversity and resilience to climate change.

Restoration and Renewal

We continue to invest in the restoration and updating of our residential portfolio, paying particular attention to the fabric of the properties, many of which are listed.

On our Yorkshire Survey, we have worked closely with local conservation officers to remodel and upgrade two historic listed properties – one on the Pickering estate and one on the Cloughton estate. Both were let to local families within days of completion.

Almost £4m has been invested across the rural estates in the last 12 months as we continue to upgrade our residential portfolio in line with the Duchy design guide and quality specification.



Duke of Lancaster Housing Trust

As a responsible landowner, the Duchy is particularly mindful of the need to provide high quality housing at affordable rents within rural communities. Earlier this



>Duffield Cottages

year, Duchy Council approved our target of acquiring 40 affordable homes by March 2021. These are owned and administered by the Duke of Lancaster Housing Trust, a charity established in 2007 with the consent of Her Majesty The Queen. In the last 12 months a further four properties have been added to the Trust's portfolio bringing the total number of homes under its ownership to 33.



>The Old Milk Store

Supporting Young People

The Duchy of Lancaster continues to encourage young people studying agriculture, land management and traditional construction skills. Around £30,000 is awarded annually in the form of bursaries and scholarships to students at Harper Adams University in Shropshire, Myerscough College in Lancashire, Moulton College in Northamptonshire and Lancaster University.

This year we have also launched a 12-month placement for a sandwich course student at Harper Adams University to provide practical experience of the workplace and a chance for further career

development. The new placement will start in September 2021.

In a new working partnership this year, the Duchy also joined forces with the City & Guilds of London Art College to restore a piece of our history. Our thanks to students Cody Cochrane and Louise Davison for their careful restoration and repainting of the stone-carved Duchy crest which sits above the front door of our administrative headquarters at 1 Lancaster Place in London. The work was completed in just six days by the students who are in their final year of a 3-year Conservation Studies degree.

New High Quality Homes

In all of its development projects the Duchy is committed to ensuring the highest standards of design and specification. Our aim is to work with partners who share this vision to and whose schemes demonstrate a clear commitment to quality and sustainability. We want to work with developers who deliver schemes which are sympathetic to the natural landscape and which complement the surrounding environment.



>Francis Jackson Homes

One example of this has been our partnership with Francis Jackson Homes in Caldecott, Northamptonshire. The firm's Bidwell Lane development of five individually designed homes is nearing completion with only two properties still available for sale. The scheme will be fully completed in September 2020.



>Restoring the Duchy crest

SavoyStrand Takes Shape



>SavoyStrand front elevation

The refurbishment of the former Norman House at 105-109 Strand is well underway with good progress made before Government restrictions were introduced as part of the response to the COVID-19 outbreak in March of this year.

Renamed SavoyStrand to reflect the building's heritage as part of the historic Savoy Estate, the completed project will provide high quality office and retail space while creating a stronger physical connection between the Strand, The Queen's Chapel of the Savoy and Embankment Gardens.

The redesign includes the addition of two new storeys to the front façade and three new storeys to the rear, as well as open terraces with commanding views over the River Thames. Floors 2 and 3 have been pre-let, as has the ground floor retail space.

Contractors returned to site in May 2020 and the work is now progressing with the installation of the new services, including two new lift cars and air-conditioning equipment. The project is expected to complete in the spring of 2021 and following this tenants will fit-out their floors for occupation.



>New reception area



>Open plan offices



>Rooftop terraces

New Office Suite Completed

We have completed the refurbishment of several floors of a large split-level block on Savoy Street in London during lockdown. The finished project provides contemporary open plan office space in one of London's most historic and prestigious addresses. Located between the Strand and the Embankment, the original building was built in the 1920s and also houses the Duchy's administrative headquarters.

Historically, the second floor of 9 Savoy Street was home to multiple small offices with no external space. The interior has now been converted into a bright open plan space of 4,980 sq ft with a new private stone-built terrace overlooking the River Thames. Two parking spaces in the basement of the adjacent building at Brettenham House have also been converted to provide shower and cycle storage facilities serving tenants within the building.

All works were delivered whilst observing strict Government guidelines on social distancing and travelling to places of work.



>The refurbished office space



>Stone-built terrace



>Cycle storage facility

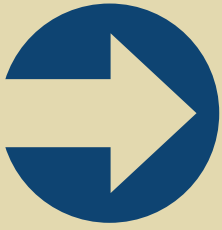
In September the Duchy added two new acquisitions to the Urban portfolio: a BMW/Mini car showroom in Newcastle-upon-Tyne and a Ford car showroom in Stockport, Greater Manchester. This is part of our strategy to ensure we maintain a well-balanced and diversified asset portfolio. Both acquisitions are guaranteed by Pendragon plc.



>Newcastle-upon-Tyne



>Stockport, Manchester



Getting to know...

The Reverend Canon Thomas Woodhouse, Chaplain

What is your role within the Duchy?

I am Chaplain of The Queen's Chapel of the Savoy, Chaplain of the Royal Victorian Order and a Deputy Priest-in-Ordinary to Her Majesty. My hope is that the Duchy staff will help me define my role within the Duchy! My ambition is that as we continue to get to know one another, you will decide how best to use the skills I bring to our common life.

What does a typical day entail?

At the ordination service priests are told: Remember always with thanksgiving that the treasure now to be entrusted to you is Christ's own flock, bought by the shedding of his blood on the cross. It is to him that you will render account for your stewardship of his people. The only possible way to meet that charge is to begin and end the day in prayer: when I arrive at the chapel, I say Morning Prayer and before I leave, I say Evening Prayer.

When I am praying I think about the people I have planned to meet or have indeed met; I pray for The Queen and Royal Family; the worshipping community at the chapel; the Duchy staff; the Officers of the Royal Victorian Order and anything that has crossed my desk, or people and situations that have crossed my path. And between

these two 'Offices' my day can be as random as it can be for anyone reading this, despite a well-ordered diary!

What do you do to relax?

Those who have met me will not be surprised when I say I love conversation – I delight in people! But I can be quiet, and I enjoy walking alone (or in company) in urban landscapes as well as in the countryside and I love being near water. I listen to the radio a lot and I like the idea of watching television, but I cannot watch rubbish and often leave the room before the end of a programme!

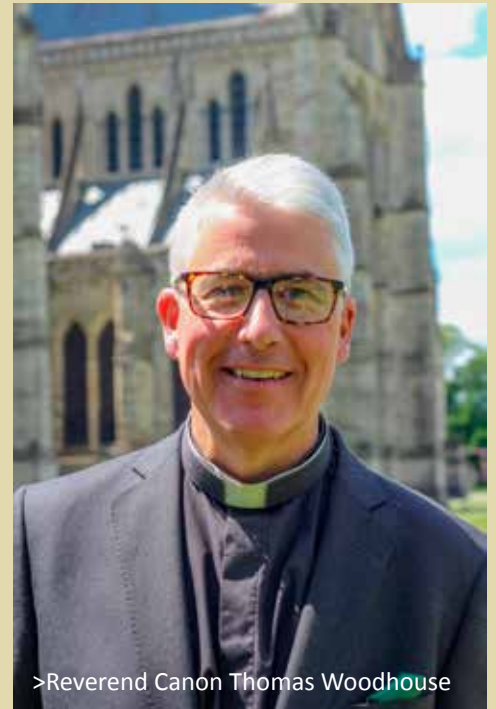
I have had great fun looking after the gardens in our five parsonage houses. My wife, Kate, and our daughters might add 'relaxing with them', which it is.... sometimes!

Who would your ideal dinner guest be?

Someone who brings a bottle and helps with the washing up.

What super power would you most like to have?

With four amazing daughters, some quiet time to reflect on how blessed I am! And if that is not possible infinite wisdom...



>Reverend Canon Thomas Woodhouse

What's the best piece of advice you've ever been given?

If I could remember I might have got on better! However, in his Letter to the Romans St Paul wrote: *Let love be genuine; hate what is evil, hold fast to what is good; love one another with mutual affection; outdo one another in showing honour. Do not lag in zeal, be ardent in spirit, serve the Lord. Rejoice in hope, be patient in suffering, persevere in prayer. Contribute to the needs of the saints; extend hospitality to strangers.*

He offers a lot of advice in a few lines and I always come back to "extend hospitality".

New Head of Rural Investment Appointed



>Carol Hawkey

The Duchy has appointed a new Head of Rural Investment to support the management and growth of its rural estates across England and Wales.

Carol Hawkey joins the team from the Church Commissioners for England, where she spent over seven years as Head of Rural Asset Management. In her previous role, Carol was responsible for a £900 million portfolio of diversified rural property, including 100,000 acres of tenanted farmland, 6,000 acres of strategic land and 500,000 acres of mineral assets and working quarries, as well as overseas assets in renewable energy and forestry.

Born and brought up on a farm in Scotland, Carol graduated from the University of Aberdeen in Sociology and with a Masters in Land Economy, becoming a

Member of the Royal Institution of Chartered Surveyors (MRICS), RICS Registered Valuer and Fellow of the Central Association of Agricultural Valuers (FAAV) in 2002. Prior to her work at the Church Commissioners, Carol was a partner of Bidwells, and has chaired the Institutional Landowners Group of the CLA.

A keen sportswoman, Carol is an experienced horsewoman, having recently been accepted as a civilian support rider for the Household Cavalry Mounted Regiment. She is also an accomplished musician, playing both modern and baroque violin at a professional level.

Carol is married to The Reverend Dr Jamie Hawkey, Canon Theologian of Westminster Abbey and a Chaplain to Her Majesty The Queen.