

DUCHY of LANCASTER

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Welcome



Following the announcement of the death of Her Majesty Queen Elizabeth II on 8th September 2022, we took the decision to postpone the publication of the Duchy's annual newsletter as a mark of respect. Following a period of national mourning, we believe the time is now right to share the full newsletter with the wider Duchy family.

The last 12 months have continued to present challenges to UK businesses, not least to the country's farmers and those operating in the agricultural and food sectors. Nevertheless, despite wrestling with staff shortages, increasing energy prices, rising inflation and the continuing impact of Covid-19 on the supply chain, they continue to prove themselves both forward-thinking and pragmatic. Many are continuing to invest in new and sustainable methodologies and practices which will increase the long-term productivity and profitability of their holdings while protecting the natural environment. As people who depend on the land for their livelihoods, they are all too conscious of the need to protect the natural world and its

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Platinum Jubilee Celebrations



This year's Platinum Jubilee also marked 70 years of Her Majesty The Queen's service as Duke of Lancaster. To celebrate the occasion, the Duchy hosted a service of thanksgiving at Lancaster's Priory Church as well as a beacon lighting ceremony at Lancaster Castle.

Members of the clergy, civic dignitaries and invited guests assembled in the courtyard to watch the Lord-Lieutenant and his cadet complete a beacon relay from the lower courtyard to the top of the Gatehouse overlooking the city.

We also unveiled a commemorative datestone carved by the Castle's resident sculptor Alan Ward to sit alongside those already embedded in the walls of the medieval Keep for Queen Elizabeth I (dated 1585) and another which marks the visit by Queen Victoria in 1851.

As part of The Queen's Green Canopy initiative, our Rural Surveyors created a pollinator glade around two oak trees planted by The Queen and His Royal Highness The Duke of Edinburgh during a visit to the Pickering Estate in 1975. Thousands of bulbs have now been planted around the trees to create a sustainable wildflower meadow.

Additional planting also took place across our estates including 70 'Jubilee trees' on key holdings, a new parkland at our holiday cottages site in Yorkshire and a new woodland spinney planted by the Lord-Lieutenant of Lancashire and his deputies on the Wyreside Estate in Lancashire. A commemorative mulberry tree has also been planted at both Lancaster Castle and The King's Chapel of the Savoy in London.



rich biodiversity for future generations. But it's not just about farmers, farming practices and food production. In order to safeguard the planet's natural resources for the future, we must all play our part. This starts with education. As we all become more aware of the damaging impact of our actions, we can begin to change our behaviour and act more responsibly. Environmental sustainability has to be more than just a buzzword. It must become part of a common understanding that sits front and centre in all that we think, say and do.

In our cities, we will have to think more creatively about new and green energy sources as well as levels of energy consumption. In the design and refurbishment of our buildings we will need to continually test our historic assumptions. We are already seeing dramatic changes in the workplace, not only in working patterns and the ways in which people travel to and from their places of work, but also in an increasing demand for spaces which incorporate wellbeing facilities to encourage a healthier work-life balance.

Ecological awareness and environmental responsibility is everybody's business and the next big challenge for UK businesses. There are no quick fixes and the changes we need to make will require a seismic shift in our perception and attitudes. Anyone who has watched the David Attenborough and Johan Rockstrom documentary 'Breaking Boundaries' on Netflix can be in no doubt as to the scale of the task.

However, as with all journeys, the path in front of us is made easier by the company we keep. By joining together in common cause, we can and will make a genuine lasting difference and one which will protect and enhance the Duchy's historic estates for centuries to come.

Nathan Thompson CVO
CEO, Duchy of Lancaster

Sustainability Pledge

The Duchy recognises the urgency of responding to climate change and will seek to reduce greenhouse gas emissions as quickly as possible in the years ahead.

As a business we are committed to reducing our energy consumption and becoming operationally net zero (Scope 1 and 2) by 2028.

In addition, we will continue to work with our tenants and partners to encourage regenerative farming practices as a means of further reducing carbon emissions across the estates, while continuing to invest in renewable and clean energy sources.

We will also seek to minimise our construction impacts by introducing more environmentally friendly and ecologically sympathetic materials and technologies to our building and refurbishment projects.

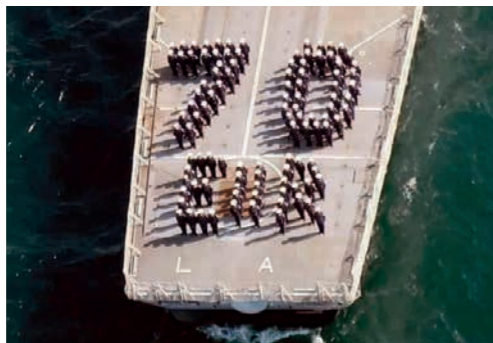
We have already taken a number of positive steps, introducing environmental strategies such as the responsible management of waste, intelligent sourcing of sustainable materials and further investment in natural capital enhancements across all areas of the business.

We have also audited and mapped our Foreshore Survey which will help us identify solutions to further protect and enhance our biodiversity for the future.

As a signatory to the Terra Carta published last year in support of the Sustainable Markets Initiative, our intent and ambitions for a sustainable long-term future for our estates are clearly expressed and understood.



HMS Lancaster Salute At Sea



The crew of HMS Lancaster were among the first to mark this year's Platinum Jubilee in June, despite the fact that they were on

patrol in the Atlantic at the time. More than half the crew took part in an impressive manoeuvre on the flight deck which was then captured from a Wildcat helicopter hovering above (pictured left).

The ship is now preparing for a major new deployment in the Middle East where The King's Frigate will support our NATO partners before taking up her position as the UK's Forward Deployed Type 23 Frigate in the Middle East. While in the Gulf, she will adopt a 2-crew workforce model to allow at least 50 per cent of the company to spend Christmas at home with their families.

Award-Winning Conservation

The refurbishment of Lancaster Castle has received two national awards this year, one from the Royal Institute of British Architects and one from the Civic Trust. Both citations praised the quality of the design and choice of materials used to bring the courtyards and their buildings back into use.



A Shared Ambition For All



The Duchy of Lancaster is inviting all its tenants to commit to a single shared ambition for the environmental management of its estates by signing up to a bespoke Memorandum of Understanding between both parties.

Many of our tenants have already introduced environmentally friendly practices into their everyday activities, such as the introduction to field boundaries of wild bird seed mixtures rich in pollen and nectar. Over a third have undertaken similar work to enhance natural habitats across their holdings, including the use of minimum tillage cultivation to enhance soil health. Some have gone further and have fully embraced direct drilling across the whole enterprise or have entered their entire holding into environmental stewardship schemes. Other positive enhancements include the addition of floristically enhanced grass margins, proactive hedgerow management and the restoration of abandoned ponds to create reed beds for birds and other native wildlife.

We are committed to the principles of responsible soil management and will continue to provide financial support towards the cost of specialist equipment to facilitate this. Our aim is to support farmers in the preparation of effective soil management strategies which will protect and preserve the natural environment and the rich biodiversity of the Duchy's rural estates, while facilitating the sustainable productive capacity of the holdings for generations to come.

New Woodland Creation

Responsible and sustainable woodland management remains a key tenet of our long-term strategy for the management of the Duchy's rural estates.

Over the last 12 months we have completed the first phase of our plan to create 25 acres of new woodland at Needwood in Staffordshire. This will help to reintroduce indigenous species such as oak, lime, silver birch, Scots pine and field maple to the estate. The new woodland areas connect into an existing footpath network and will therefore be accessible to the general public, as well as extending part of the National Forest.

On the Whitewell Estate in Lancashire we are working with the Forestry Commission, Natural England and the local Area of Outstanding Natural Beauty to design a significant new 50-acre woodland at Fair Oak Fell as well as restocking two adjacent plantations with mixed woodland planting.

We have also planted more than 175 trees within existing hedgerows across the estate. This is part of an ongoing process to replace some of the countless historic hedgerow trees that have been lost in previous decades. By incorporating the trees into the existing ancient hedgerow network, we have created new bird nesting and foraging habitats and enhanced essential wildlife corridors across the estate.



Sunflower Smiles



The Lewis family marked the 100th anniversary of their tenancy at Park Farm on the Crewe Estate in Cheshire by creating a sunflower and pollinator trail which they opened up to visitors. The one-kilometre trail included over 150,000 sunflowers and the family also provided spaces for 'hay bale picnics', tractor rides around the farm and a 'creation station' for children where they could indulge in crafts, colouring and creative pursuits. Visitors were permitted to pick their own sunflowers along the route and invited to make a contribution to local charities. A total of £7,252 was raised which was split equally between donations to the Leighton Hospital Neonatal Care Unit and Friends of Haslington School.



Open Air Learning



Several community schools applied to the Duchy of Lancaster Benevolent Fund at the start of the Covid pandemic for funding to support new outdoor learning facilities and resources. Thorneyholme RC Primary School in Dunsop Bridge on the Whitewell Estate in Lancashire created an open air classroom while Needwood C of E Primary School in Staffordshire built 'The Book Cave', a stand-alone library in the grounds used by both pupils and members of the local community.

Restoration and Renewal

In the year to 31st March 2022, the Duchy has continued to invest in the restoration and enhancement of the rural residential portfolio. This expenditure has largely focused on protecting the fabric of the buildings, including the eradication of damp, the replacement of single glazed and uPVC units with hardwood double-glazed windows and the restoration of adjacent outbuildings and walling. Wherever possible we are taking the opportunity to improve the energy efficiency of many of our buildings, while minimising our carbon footprint.



Green By Design



As part of our commitment to sustainable property management we have pledged to reduce our resource consumption wherever we can.

This year we have begun to trial a number of eco-friendly and energy-efficient alternatives in the refurbishment of our residential properties as well as in our turnaround and development projects. These range from the use of renewable energy sources such as ground-source heat pumps and the introduction of wood-fibre insulation in roofs and walls, to the selection of natural and recycled materials in soft furnishings, improved thermal controls including smart meters and thermostats, and the installation of electric vehicle charging points to encourage the use of cleaner modes of transport and minimise carbon emissions from delivery vehicles.

We are also actively looking for ways to improve the environmental sustainability and energy efficiency of our commercial portfolio. This will include the introduction of roof-mounted solar panels to power office buildings, the installation of thermostatically controlled heating and ventilation systems to minimise energy consumption and the optimisation of natural light.

Communal areas, social spaces, locker rooms, showers and cycle storage facilities will all be considered as part of a holistic approach to refurbishments and fit-outs and improvements will be taken forward as part of an updated Duchy design specification to be rolled out across the rural and commercial portfolios.

Industrial Letting in the Midlands



Earlier this year, the commercial team completed the letting of over 100,000 sq ft of warehousing space to the east of Birmingham.

The warehouse at Wood Lane, Erdington was fully refurbished and relaunched to the market as Primus 100 in autumn 2016. At that time, a five-year lease was agreed with German multi-national engineering company, Robert Bosch.

Bosch vacated the premises when the lease came to an end at the close of 2021 and the Duchy immediately entered into a new 15-year lease with AllBeauty, an online cosmetics retailer voted one of the UK's best online shops and a recommended beauty provider in Which magazine's 2019 survey.

Light industrial and warehouse buildings have been a growing area of focus for the Duchy over recent years with acquisitions of similar properties in Manchester, Liverpool and Blackburn as well as key strategic locations in the South of England. The Erdington warehouse is well located just 5 miles from Birmingham city centre and 1.5 miles from J6 of the M6 and national motorway network.

Dunsop Community Plans Unanimously Approved

Our plans for a new and sustainable centre for the village and community of Dunsop Bridge have received unanimous approval from Ribbles Valley planning officers and Councillors.

The village sits within the Duchy's Whitewell Estate and is part of the Forest of Bowland, an Area of Outstanding Natural Beauty. Since 2020, the Duchy has been consulting with the local community to bring forward development proposals that will increase local employment opportunities and improve the long-term sustainability of the village for all.

The proposals include the replacement of an old steel-framed asbestos shed and conversion of redundant brick-built farm buildings at Root Farm as well as the redevelopment of the former garage site in the village. The former will provide flexible and interlinked workspaces for small businesses, while the latter will be transformed into a vibrant community hub providing a range of local amenities and services.

The aim is to provide local residents, businesses and visitors with a range of facilities and services that will enhance the local area and improve the quality of life for the community for the foreseeable future. Preparatory works are expected to start in January 2023.



Following the retirement of Ms Kathryn Matthews (pictured above), we were delighted to welcome Mrs Jill May and Ms Lucy MacDonald to the Duchy Council at the start of the year.

Jill's specific area of expertise is in regulation, public policy, economics, financial services and cyber-security. She has been a member of the Prudential Regulation Committee of the Bank of England since 2018.

Lucy Macdonald has been a global equity investor for 30 years. She brings with her a wealth of experience in investments, valuations, marketing and digital media.

The Duchy Council is responsible to the Chancellor of the Duchy of Lancaster for the day-to-day running and strategic direction of the Duchy's business affairs. Appointments are made by The Sovereign on the recommendation of the Chancellor and those appointed are invited to serve for an initial three-year term.

We would like to take this opportunity to thank Kathryn for her invaluable contribution during her years of service.

SavoyStrand Let & Occupied



The transformation of the Art Deco building on the Strand previously known as Norman House is now complete, with all 8 floors fully let.

In developing our plans for what has been the largest refurbishment project ever undertaken by the Duchy, we opted to retain as much of the original building as possible in order to avoid the need for demolition and the embodied carbon emissions associated with new construction. We also recycled over 80 per cent of all site waste during the construction process.

Inside the building, we installed a highly efficient 'clean air' ventilation system and optimised water use through the installation of control valves in all bathrooms and WCs.

The refurbished building, renamed SavoyStrand, also includes a suite of high quality facilities designed to support wellbeing, including break-out spaces, cycle storage, showers, locker rooms and green roof terraces planted with pollinator-friendly flora.

Duke of Lancaster Housing Trust

The Duke of Lancaster Housing Trust continues to provide affordable rural housing to those in need across the Duchy's estates. There are currently 41 properties in the portfolio and typically occupiers will have a direct connection to the Duchy or one of our rural estates. For more information please email Mrs Naomi Browne in the Duchy's London office (email: nbrowne@duchyoflancaster.co.uk).



New Appointments

We continue to invest in the skills and experience of our in-house team with a number of key appointments over the last 12 months.

Vicki Mathews joins the team as Operations and Project Manager. Based predominantly at Lancaster Castle, Vicki



is responsible for the management of rural development projects as well as the maintenance of historic buildings including Castles. A qualified building surveyor, Vicki previously spent six years working for Lancaster University as Development Manager and serving as Principal of one of the University colleges.

Our new dedicated Charities & Pensions Accountant Michelle Masson is a Chartered Accountant with more than 10 years' experience in senior roles, including Director of Finance and Resources for the British Science Association and Head of Charity Accounts at the Royal Marsden Hospital. She is a Trustee of her local hospice where she also chairs the Finance Committee.

George Petrides graduated from Oxford Brookes University in June 2021 with a degree in Planning and Property Development. He joins the Duchy as a Graduate Surveyor working across the Urban portfolio and is currently working towards becoming a Chartered Surveyor.

Sian West has over 20 years' experience as a PA/EA in the property sector and has joined the rural team in London providing PA and administration support to the Head of Rural Investment and Rural Surveyors.

Dara Hunter Blair is a 2nd year Rural Enterprise & Land Management student at Harper Adams University who was awarded this year's bursary and 12-month placement with the Duchy of Lancaster. He is working with our rural team across the Cheshire and Lancashire estates.

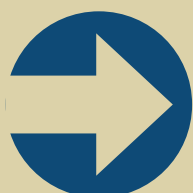
Hugo Buchanan has over 30 years' experience in the property and construction industry, including senior roles within Peabody, Brixton plc and MEPC. He is responsible for project management and development across the urban industrial portfolio as well as industrial opportunities within strategic land.

Dr David Cope is a strategy and change consultant whose speciality is in sustainability.

He has been appointed on a part-time basis to advise and assist in the delivery of our 12 point sustainability plan. A former Senior Civil Servant at DEFRA he has



also served as Director of Strategy and External Affairs at Royal Botanic Gardens, Kew. In 2019 he set up his consultancy, 600 strategy Ltd, working with clients such as the Natural History Museum, the Country Land and Business Association and the Duchy of Cornwall.



Getting to know...

Julie Townsend MVO

What is your role within the Duchy?

Having been at the Duchy for over 30 years, I have had quite a few different roles within the organisation! My current one is as PA to the Legal and Records team. Prior to joining the Duchy, I worked for Coutts for six years – so it's been Royal connections all the way for me!

What does a typical day entail?

I know it has been said before- but there really is no such thing as a typical day. I might be cataloguing the historic books, photographs and artefacts in our archives, or responding to enquiries from other members of staff or members of the public, or even plotting wayleaves on our mapping system and liaising with the Land Registry. Then there are the ceremonial appointments, such as the appointment of the Palatinat High Sheriffs. No two days are ever the same!

What do you do to relax?

I have two grown-up children, both of whom live at home, and my parents and I also share a house, so it's a pretty busy household. Fortunately, my daughter enjoys cooking so I rarely have to make dinner, but on the other hand, I often take on the role of DIY expert and decorator. However, my son has just started fitting kitchens and bathrooms, so I'm hoping to pass these duties on! We also have a bit of a menagerie at home with two dogs, four cats, tropical fish and a gecko to look after, so that keeps me pretty busy too.

Who would your ideal dinner guest be?

My maternal grandmother Elizabeth Lake who was born in 1918. She suffered quite badly with Parkinson's when I was little, so I didn't get to do much with her or to ask her about her life when I was growing up. She also had four husbands, three of whom died



in suspicious circumstance... so I would love to chat to her about that over dinner!

What super power would you most like to have?

Definitely time travel! I've always been very interested in social history and the idea of transporting myself back in time to experience life as it would have been then would be the ultimate in 'living history'.

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

Early on in life my father said to me 'Be yourself and you will always be at home'. I have to say that has proved to be the single best piece of advice I've ever received – and I've tried to stay true to it ever since.