

Reimagining **CASTLE HOWARD**

A place like no other



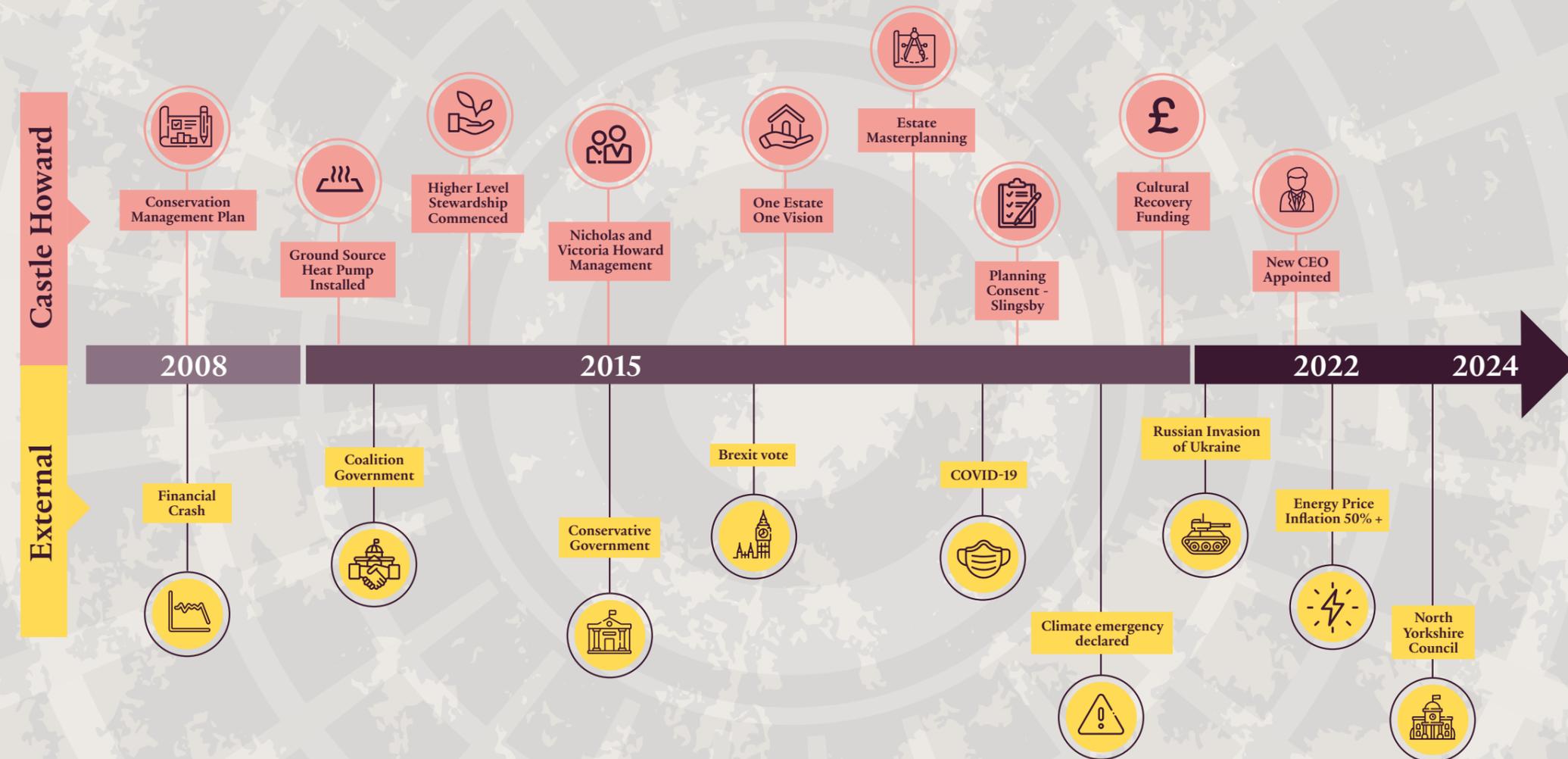
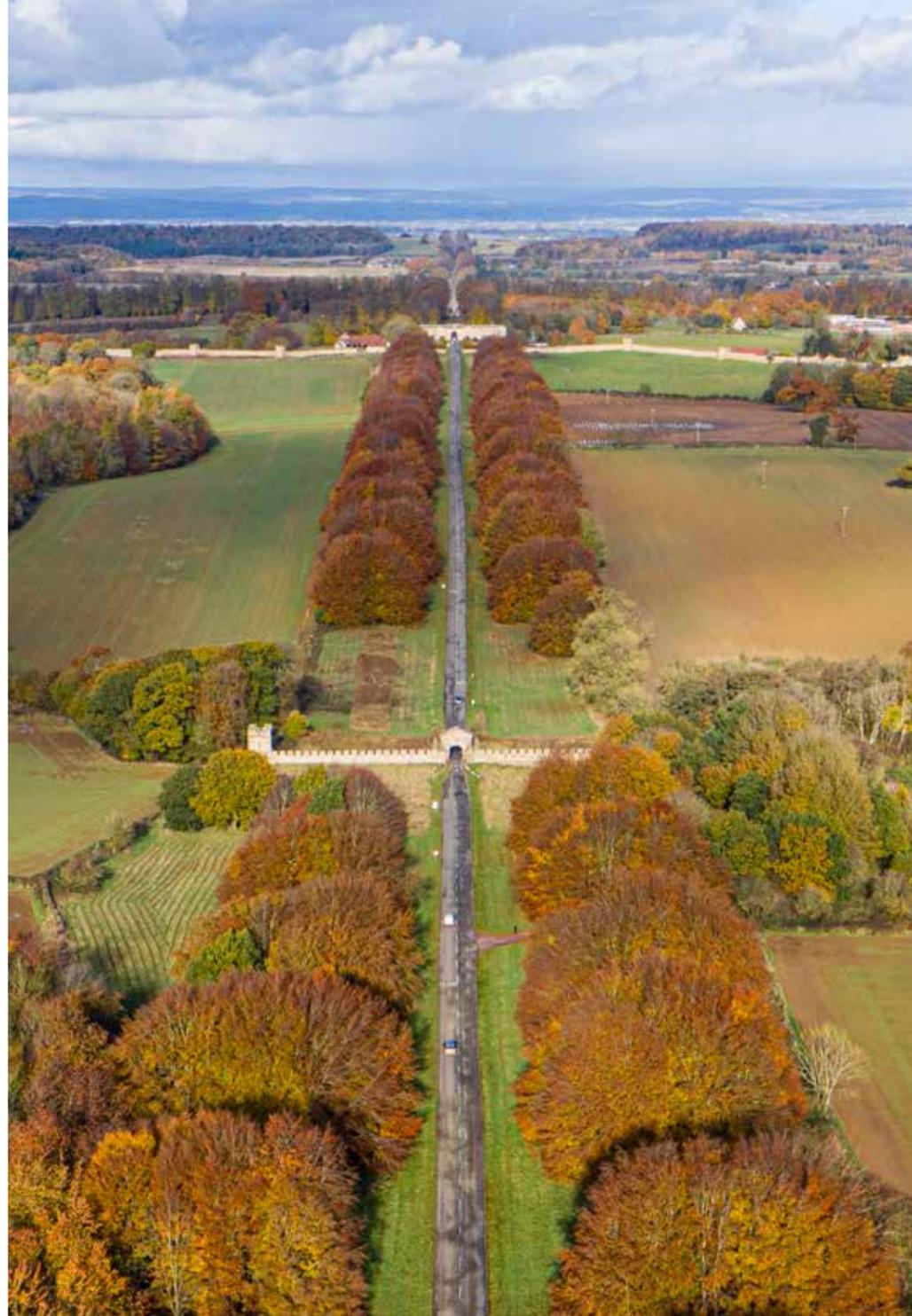
CASTLE HOWARD

A Watershed Moment

In the long history of Castle Howard there have been key occasions when far-reaching decisions were taken to secure the future of the estate. 2022 is another watershed moment representing fresh challenges and opportunities, which call for a bold and integrated strategy to ensure the delicate balance between continuity and change.

We are not immune from outside pressures, but this decisive moment has arrived on the back of careful progress and planning in recent years. We have reviewed the whole estate in order to best understand who we are, what we do, and why we do it.

And what we do now not only helps secure the future of Castle Howard but also ensures a positive legacy for our local communities and the wider environment in which they live, work, and play.



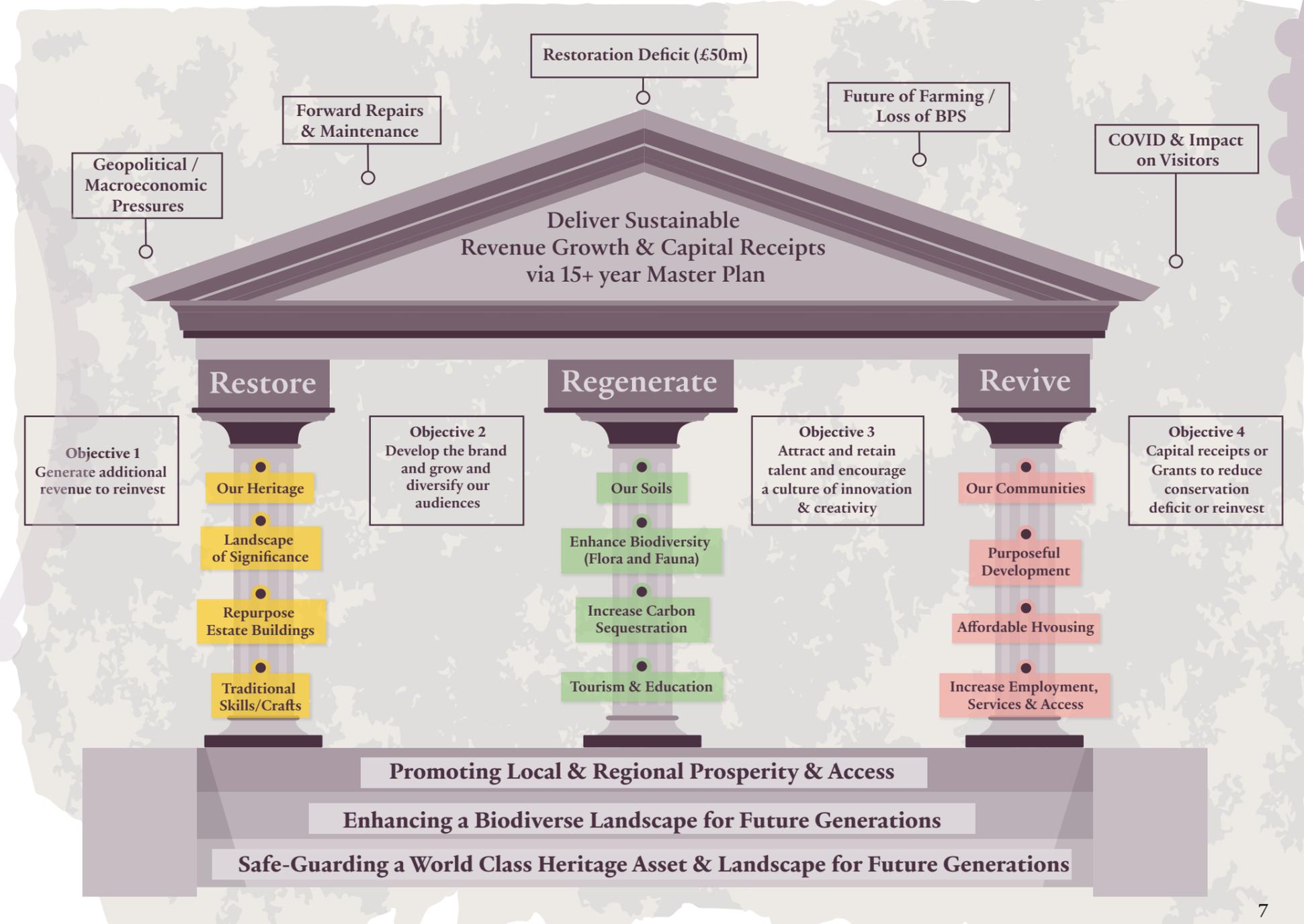


Our Purpose

Our Purpose in relation to our local and global responsibilities acts as a North star that guides every decision we make. Our long-term purposeful strategy will help restore our world-famous heritage, revive neighbouring rural communities, and respond to a range of current environmental issues with new approaches to land management.

The 'Restore, Regenerate, Revive' strategy is essential to secure the future of Castle Howard, and tackle how to generate sufficient income to meet restoration needs, maintenance requirements, and essential reinvestment.

This 15-year plan, aligned with the Ryedale Local Plan, renews the Estate's commitment to safeguarding its unique architectural and natural heritage, as well as responding to local needs that include provision of housing, village services and local employment opportunities. The plan is underpinned by years of research, analysis, and scholarly expertise.



Purpose 1. Restore

We take the responsibility for safe-guarding 300 years of priceless heritage very seriously, and the long-term survival of this world-class heritage site is essential for the enjoyment of current and future generations.

There are nearly 200 listed structures on the estate, and we are responsible for one-in-five Grade 1 and 2* buildings in Ryedale.

The designed landscape is also registered Grade 1. These are enormous responsibilities, but the work involved in securing this heritage will enable us to become a national centre of excellence, and a training hub for the crafts and skills vital in preserving and interpreting historic assets.

At the same time, we intend to breathe fresh life into some heritage buildings by re-purposing them for new enterprises including additional overnight accommodation, and recreational facilities.

RESTORE

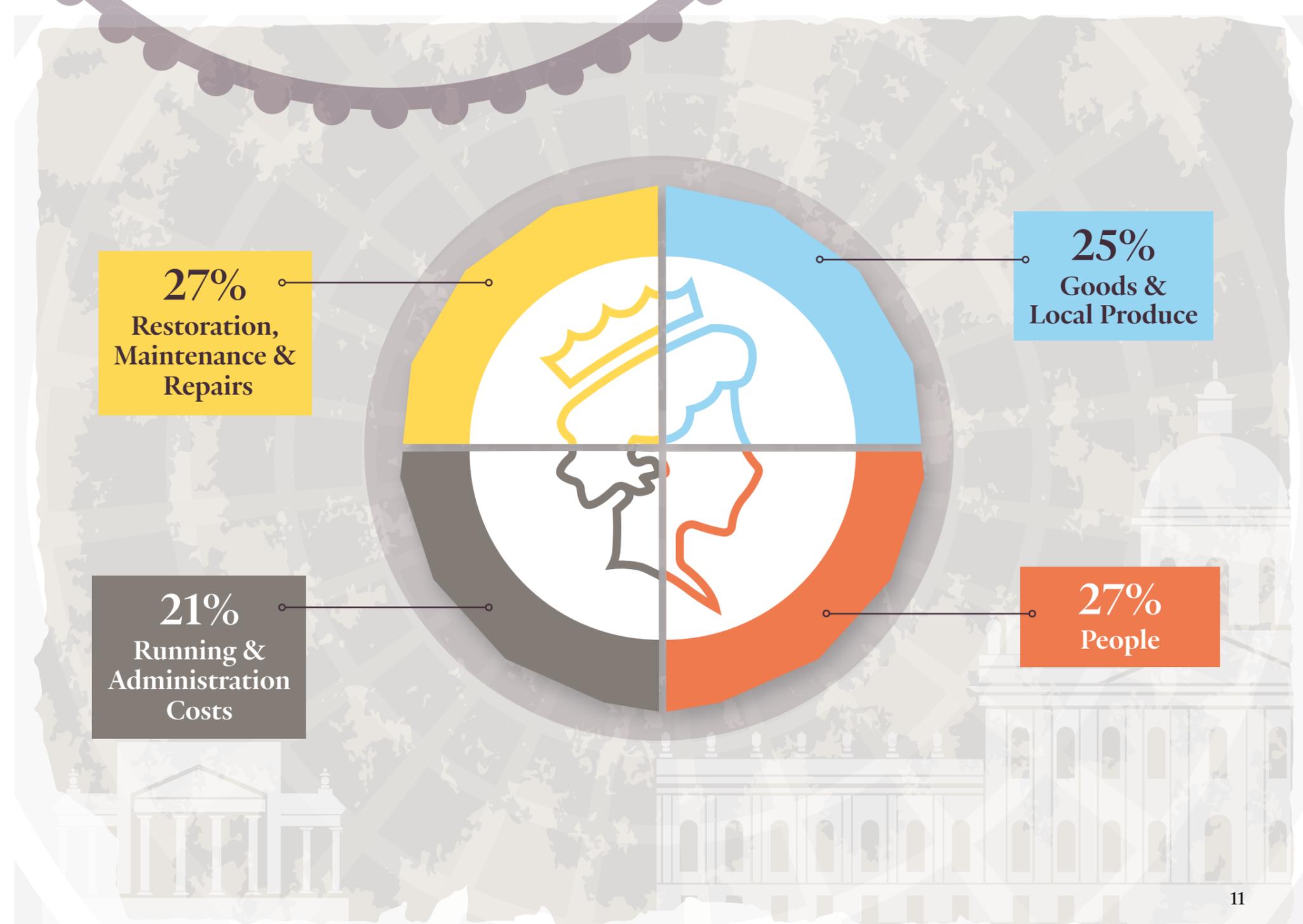


Every Pound

Every pound generated by the activities of the Estate is reinvested into the business to enable us to achieve our Purpose.

Almost 80 pence in every pound the estate generates is reinvested into local goods, services and people through employment.

Every time you purchase a ticket to visit Castle Howard or buy a coffee and cake from one of our cafés you are investing directly into our Purpose and keeping Castle Howard open and maintained for future visitors to enjoy. Without the income, from visitors since opening our doors in 1952, the great dome and countless other icons of Castle Howard would not be standing for all to admire and inspire today.



Restoration Chronology

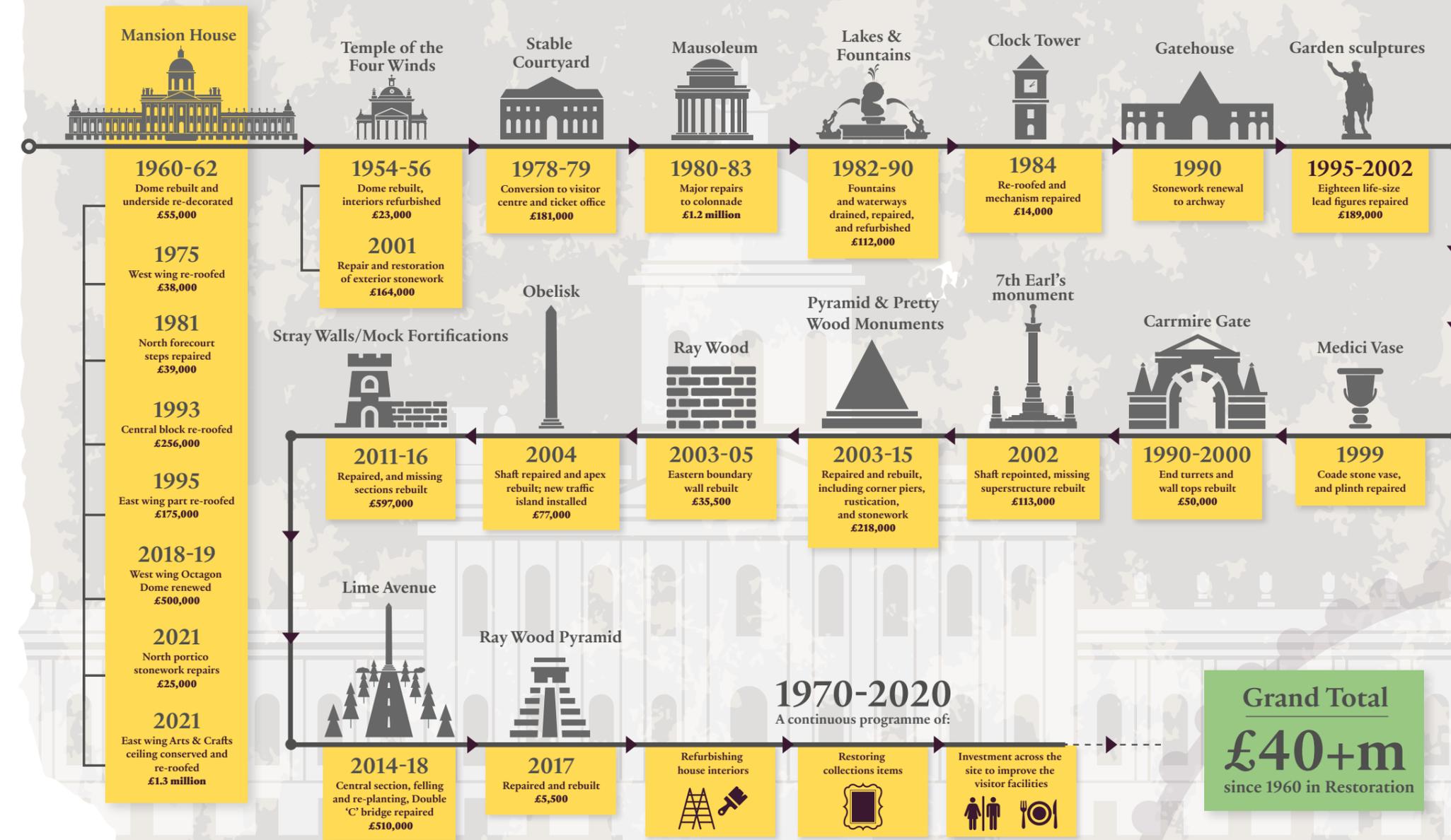
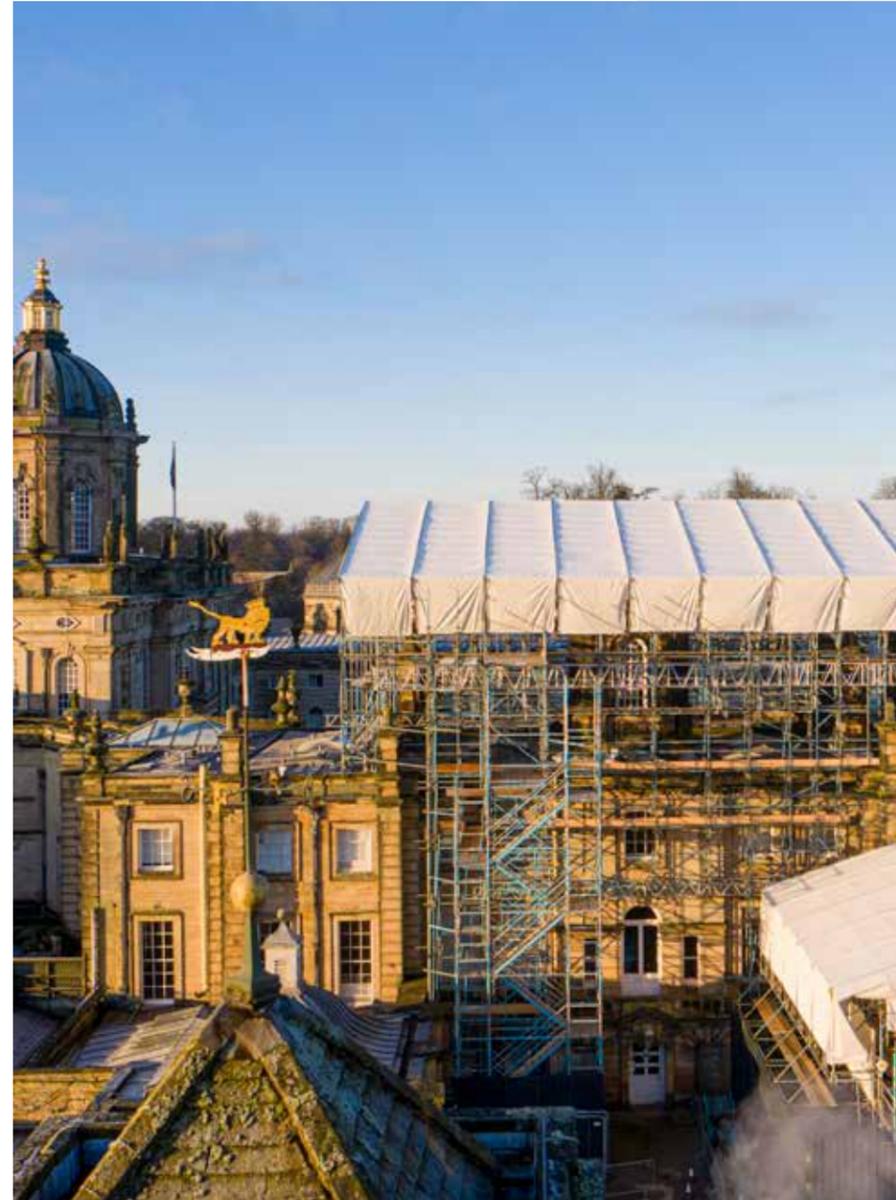
Most of the structures date from the 18th and 19th centuries, and we want them to last another three centuries; but as these buildings age they face similar problems of iron cramp damage, stone erosion, and other failings.

In addition to this challenge, the disastrous fire of 1940 has also shaped the recent history of Castle Howard, the damage was extensive and we still live with that legacy inside the house.

A measure of our success and commitment has been the ability to remove buildings from the Historic England At Risk register, for example the Pyramid, Stray Walls, and the Avenue in recent years.

Since the 1950s a total of £40+ million (adjusted to today's values) has been spent, and this sum also includes conservation of art treasures inside the house, refurbishing interiors, upgrading utilities, and key investment across the site to enhance the visitor experience.

Much has been achieved in the last 60 years, but much remains to be done, this work is never-ending...



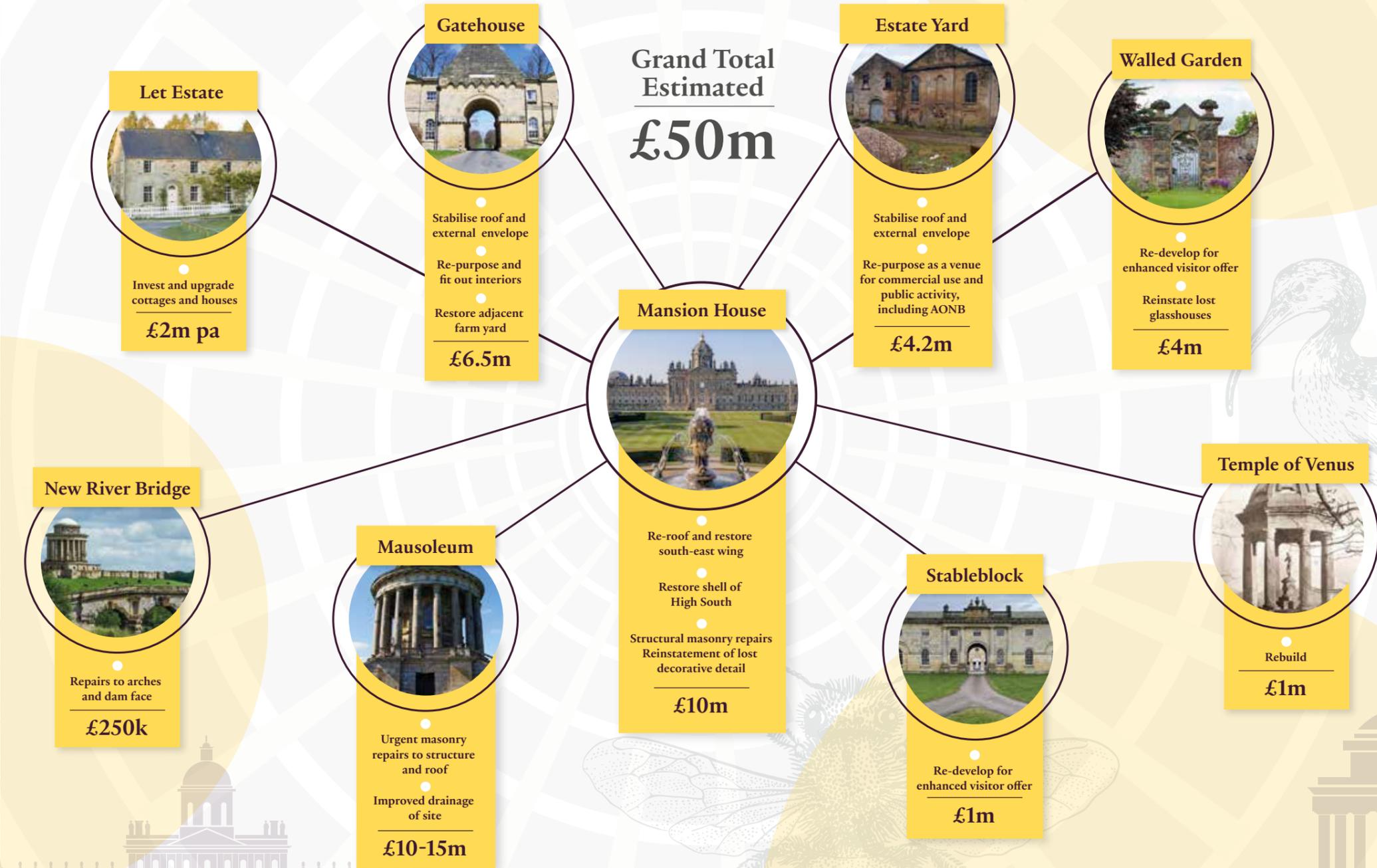
Restoration Challenge

The heritage imperative remains paramount, especially the mansion and the parts lost in the fire of 1940; but there is also the mausoleum, one of the most important structures in the UK, and on the At Risk register.

All of these structures need continuous care and attention. But there are also opportunities to re-purpose a number of other listed buildings for new uses, some of them revenue generating, for example the Estate Yard which could become a visitor hub within the Howardian Hills AONB; other areas with potential include the Gatehouse and the Walled Garden.

We aim to reinvigorate these parts of the estate, expanding our enterprises, creating jobs for local people and new experiences for visitors, but this work adds up to over £50 million. We also recognise that securing the heritage is crucial, it is not only protecting the past but investing in the future too. We don't look at this work in isolation, there is great scope here to Restore, Regenerate, and Revive across the Estate, and what we achieve in one area enables and secures success in another.

Restoration is a journey not a destination.



Purpose 2 - Regenerate

The development and management of the gardens, park, woods, farmland, and waterways have shaped this landscape for over 300 years, and created a character and significance that are world famous and widely enjoyed.

The land has enormous amenity value but it is also important as a working biodiverse landscape, and we are committed to the continued evolution of land management practices in order to protect and regenerate the bio-diversity of the Howardian Hills.

Improving soil health and water management are key elements of these new approaches to land management, whilst also expanding access to green spaces for public health, wellbeing, and education.

Regeneration is about working with nature while balancing the need to produce local food and protect listed landscapes.

REGENERATE



Working with Nature - since 1699

From the beginning of the 18th century the designed landscape around Castle Howard has responded to the unique characteristics of the terrain, and marked the beginning of the expansive English landscape garden tradition.

In 1699 the 3rd Earl refused to strangle the landscape with geometrical designs, favouring instead a more natural, informal layout, that still defines the character of Castle Howard today.



Over the generations the family commitment to the land has included a passion for farming, woodlands, and wildlife.

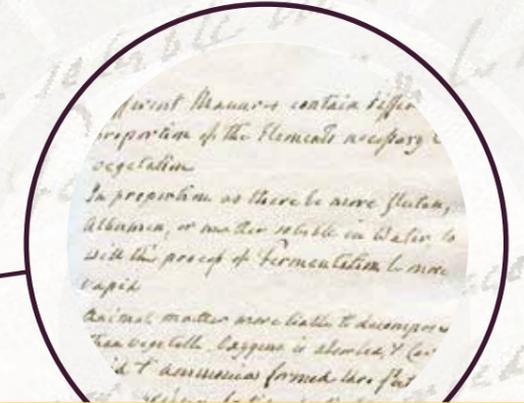
At the end of the 18th century the 5th Earl improved his farms, bred prize-winning cattle, and conducted experiments on crafting the perfect manure. Today's methods for understanding the land may be more advanced but the knowledge gained, and how we use that wisely, continues a long tradition of working with nature.



5th Earl of Carlisle



Home Farm survey, 1796



Hand written notes on making the perfect manure by 5th Earl...



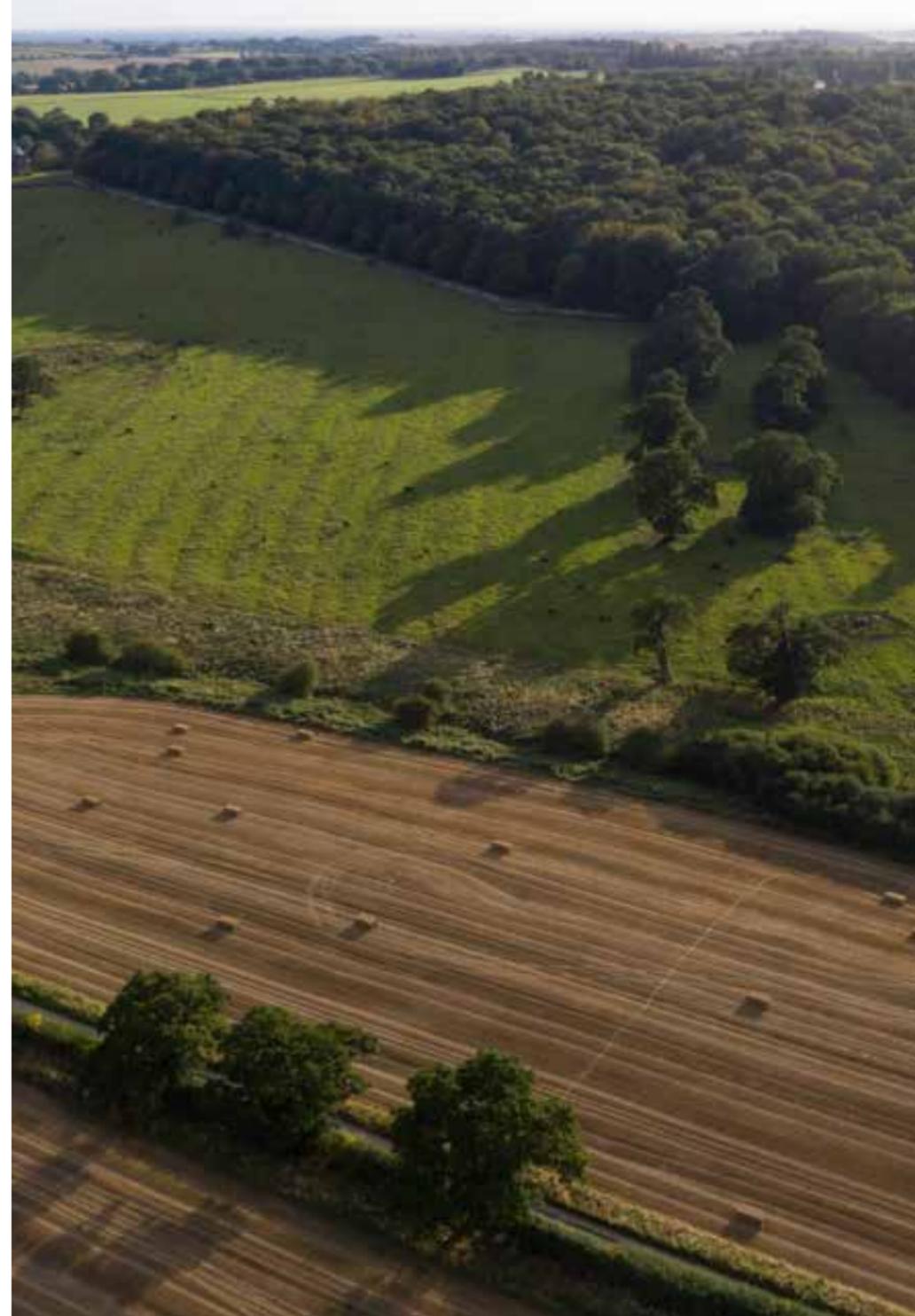
Castle Howard, 1773

Land Management in 2022

Today's research builds on a unique archive at Castle Howard that stretches back for 300 years; this documentary trail has been invaluable, and sits alongside new findings that use the latest hi-res satellite imagery, OS Master Maps and powerful computing, plus ground-truthing by ecologists and scientists.

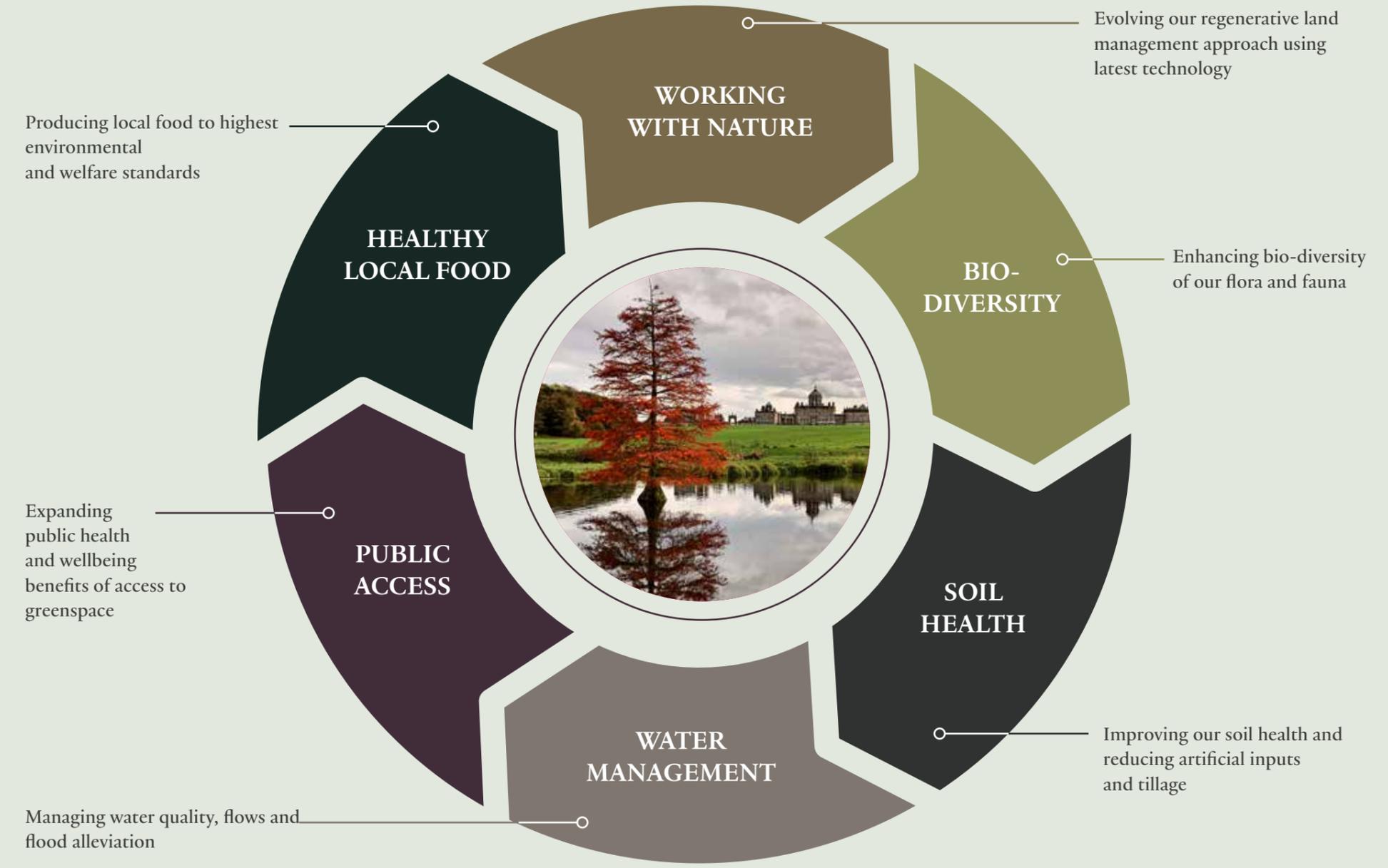
In partnership with FERA Science Ltd, we developed a bespoke approach to undertake a comprehensive baselining exercise across the estate. The 9000 acres have been divided up into 6039 habitat parcels or polygons, and each polygon has been assigned a habitat class with associated metrics.

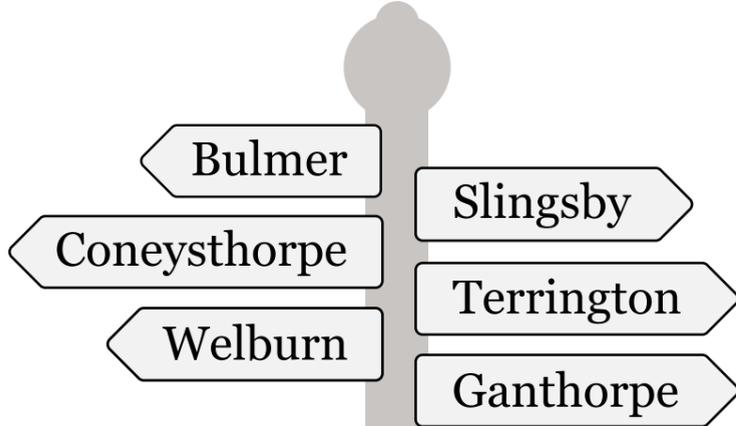
This research provides us with an intensive macro and micro understanding of the estate today and allows us to accurately plan and track land management interventions in the future. And these modern records will become the digital archives of tomorrow.



Achievements and Opportunities

- 26.5km of Hedgerows and 500 acres of land under Higher Level Stewardship since 2013
- More than 15,000 trees to be planted in 2022 as part of 10 year Woodland Management Plan
- 10,000t carbon pa sequestered by our woodlands - Equivalent to the total emissions from over 1,000 homes
- 50% of grain crops made into Bio Fuels (E10) dried with solar power
- Estate already carbon negative but much more to do to...
- 66% of direct Estate emissions from farming operations representing half of land area
- Up to 25% arable land left fallow each year
- Reduced tillage, inputs and fossil fuels balanced with food security, food miles and price inflation





Purpose 3 - Revive

Castle Howard will set a new standard that we call 'Purposeful Development', this will play a key role in reviving neighbouring rural communities, and it will include providing purposefully designed, sustainable housing and services, and facilitating additional enterprises.

It will also help generate employment, and enhance connectivity to transform villages into thriving places where people can live, work and play.

Castle Howard is also a major tourist destination, and so the estate will invest in an additional range of experiences to attract, inform, and inspire visitors, encouraging them to stay longer in the area, and thereby increase their contribution to the local economy.





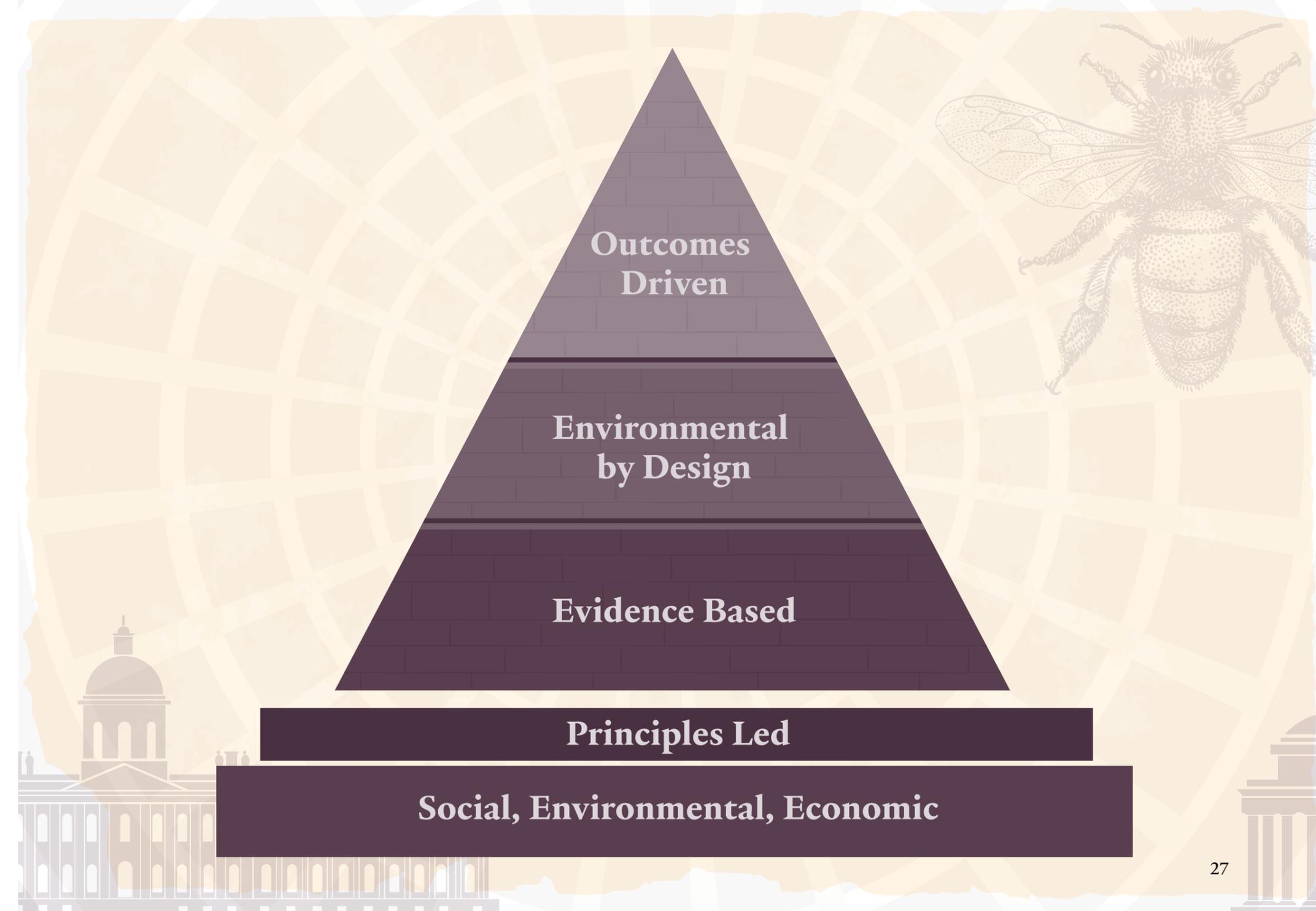
Purposeful Development

The Estate has supported the growth and development of local villages and communities since the 18th century, and it will continue to play a role in their future.

Purposeful Development is a model that enables Castle Howard to retain close control of development, adopt or develop strict design principles and ensure positive outcomes.

We will set a new standard that we call 'Purposeful Development' which will be a catalyst for reviving rural communities.

- ▶ Positive outcomes for local people and place
- ▶ Sustainable construction and living
- ▶ Patient evidence based approach
- ▶ Long-term vision
- ▶ Estate not Developer led





Purposeful Development - Principles Led

This development approach is guided by a set of principles that respond to local social and economic needs, and to environmental pressures.

These are the foundation block for reviving both the Estate and the communities that are our neighbours.

Future prosperity will be driven by a number of initiatives including re-purposing redundant buildings and sites for new local enterprises; and development of new houses to provide homes for local people and to generate capital receipts for reinvestment.

As per current practice, every pound raised by the Estate's expanded business enterprises will be reinvested into the conservation of the buildings, land, and towards enhancing our communities.



SOCIAL

Purposeful development will:

- ▶ Provide new housing and services in our rural areas to the highest architectural standards, build quality and landscape design
- ▶ Secure and protect the integrity of our historic landscapes and buildings



ENVIRONMENTAL

Purposeful development will:

- ▶ Be environmental by design using environmental construction techniques and materials
- ▶ Deliver the highest possible standards in energy performance
- ▶ Enable better public access to and interaction with the natural environment



ECONOMIC

Purposeful development will:

- ▶ Create sustainable local communities and help them adapt to future needs
- ▶ Generate increased local employment opportunities
- ▶ Create additional opportunities for shared enterprise and prosperity



Purposeful Development - Evidence Based

The estate has taken a robust and evidence-based approach to considering development opportunities; this has involved a forensic assessment driven by our ambition to make a real difference, and to deal with the issues facing Castle Howard and the wider region.

We have invested significantly in this process which has been developed with input from Ryedale District Council, Historic England, Natural England, and the Howardian Hills AONB.



An Evidence Based Approach

-  **Natural Capital Baseline**
-  **Landscape Significance Study**
-  **Design Vision**
-  **Review of Local Priorities and Needs**
-  **Development and Delivery Options Appraisal**
-  **Technical Surveys - Highways, Ecology, Hydrology**



Natural Capital Baseline



Landscape Significance Study



Purposeful Development - Evidence Based

The priority is to protect the integrity of the historically significant landscapes and local vernacular, and to this end we have commissioned two important pieces of work: a Landscape Significance Study by Alison Farmer Associates; and a Settlement Pattern book by George Saumarez Smith of ADAM Architects.

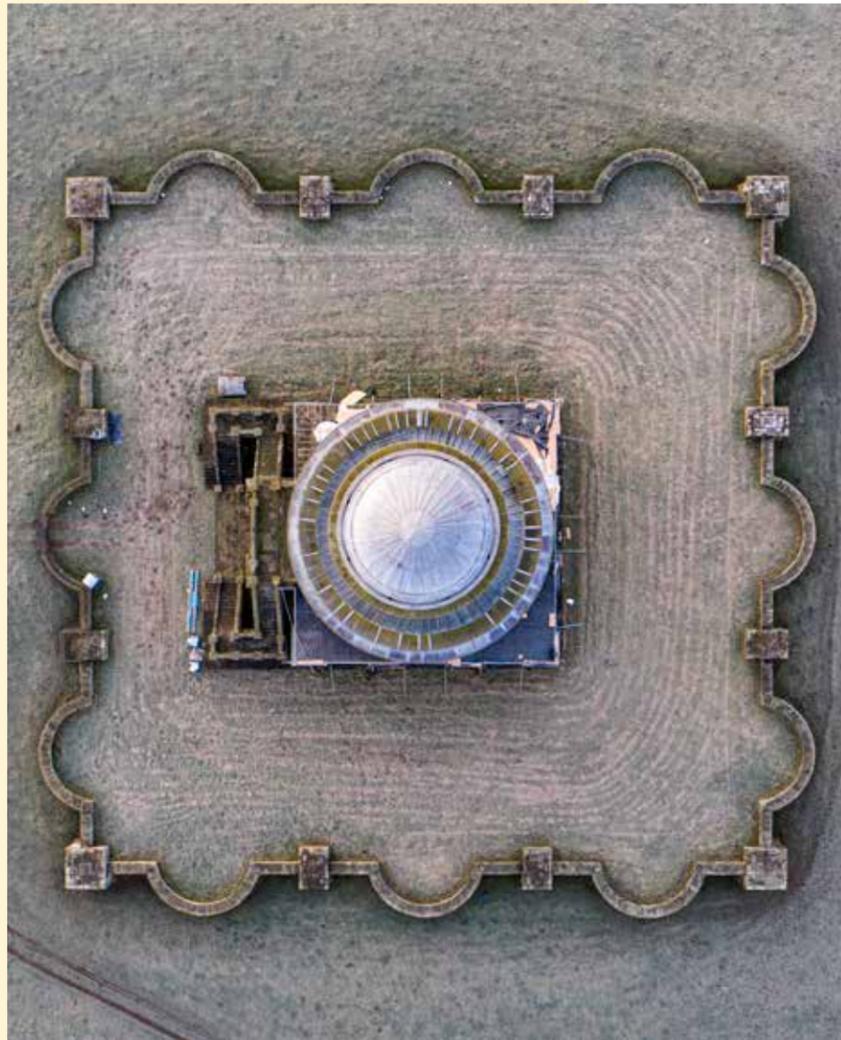
At the same time, using the archive, we have mapped the historic development patterns in the villages since the 18th century. All of this research has informed the location, scale, and boundaries of development sites under consideration.

Producing a robust Design Code, also enables us to continue the legacy of managed development that draws closely on the local context; this is supported by the use of place-making tools to form locally-distinctive character and connectivity. Throughout this process we liaised very closely with Historic England and the Howardian Hills AONB, who have welcomed this approach.

Evidence Based - Design and Landscape

Development that meets the highest architectural standards, enhances the built environment and protects the historic significance of settlements and the surrounding landscape





Purposeful Development - Evidence Based

Over the past two years we have assembled a highly qualified team, drawn from our staff at Castle Howard, and supplemented by the best expertise in the field, who have included:

- ▶ Rural Solutions Ltd (planning)
- ▶ Savills (property)
- ▶ Fore (transport and highways)
- ▶ JBA (hydrology and flood risk)
- ▶ Natural Capital Solutions and Fera Science Ltd (environmental)
- ▶ Aberfield (communications)
- ▶ Alison Farmer Associates (landscape assessment)
- ▶ ADAM Architecture (design)

This wealth of experience, along with reviews of successful development case-studies elsewhere, constitutes a strong foundation for delivering our bold ambitions under the pillars of Restore, Regenerate and Revive.

Our Partners





Purposeful Development - Environmental by Design

The Estate aspires to deliver the highest possible standards in environmental performance through all its development activity – from the re-use of sites on the core estate to the creation of new homes; this means that from the outset our developments will be designed environmentally.

Each development proposal will be tested against a series of standards that measure sustainability in construction practices and materials, in energy, waste, and water management, and they will also take into account new ways of living and working, including access to, and the creation of, green space, walking, and cycling routes

These will set Castle Howard apart from other developers, and we firmly believe there is an opportunity for us to lead an exemplar project of national significance showing what can be achieved in the design and delivery of sustainable rural communities.

Environmental Standards

Development that meets the highest possible standards in environmental performance by design



Design to Zero Operational Carbon Standards (Passive House or equivalent)



Design to Deliver Net Zero Embodied Carbon



Design to Minimise Water Consumption and Improve Drainage



Biodiversity Net Gain – aim to deliver on site and outperform statutory requirements



Procurement of delivery partners and suppliers to consider sustainability credentials



Sustainable Travel including EV points, new bus services and walking /cycling paths



Purposeful Development - Outcomes Driven

Purposeful Development is shaped directly by the needs of the local area. For example demand for rural housing in Ryedale is strong, with a need for around 200 new homes per year.

There are 180 people on our waiting list for rental properties and we receive 4-5 enquires each week. The lack of local affordable accommodation is the number one barrier for recruitment, and we are not the only local business experiencing this problem. A recent survey for the National Housing Federation found that nearly four out of five employers say the lack of housing which people can afford is stalling economic growth, with 70% warning it would affect their ability to attract and keep workers. Over 70% agreed that building more homes would stimulate the local economy and bring in more business and customers (York, North Yorkshire & East Riding Housing Strategy 2015-21).

Ryedale is also the most expensive place in Yorkshire for first-time buyers, and measures nearly 10 on the house price-to-earnings ratio. These pressures are part of a national picture, and English Rural Housing Association findings show a 61% increase in demand for rural living post-Covid. Recent research by CPRE shows that currently, private rents in many rural local authorities are unaffordable for key workers including:

- ▶ Care workers: average private rents are unaffordable for care workers in **96% of rural areas**
- ▶ Farmworkers: average private rents are unaffordable for farmworkers in **86% of rural areas**
- ▶ Youth workers: average private rents are unaffordable for youth workers: **in 74% of rural areas**

Local Needs and Opportunities

Development that responds to local needs and contributes to the revitalisation of rural village communities



Settlement sustainability – scale, services, connectivity



Material contribution to Ryedale housing target



Response to acute local need for Affordable housing



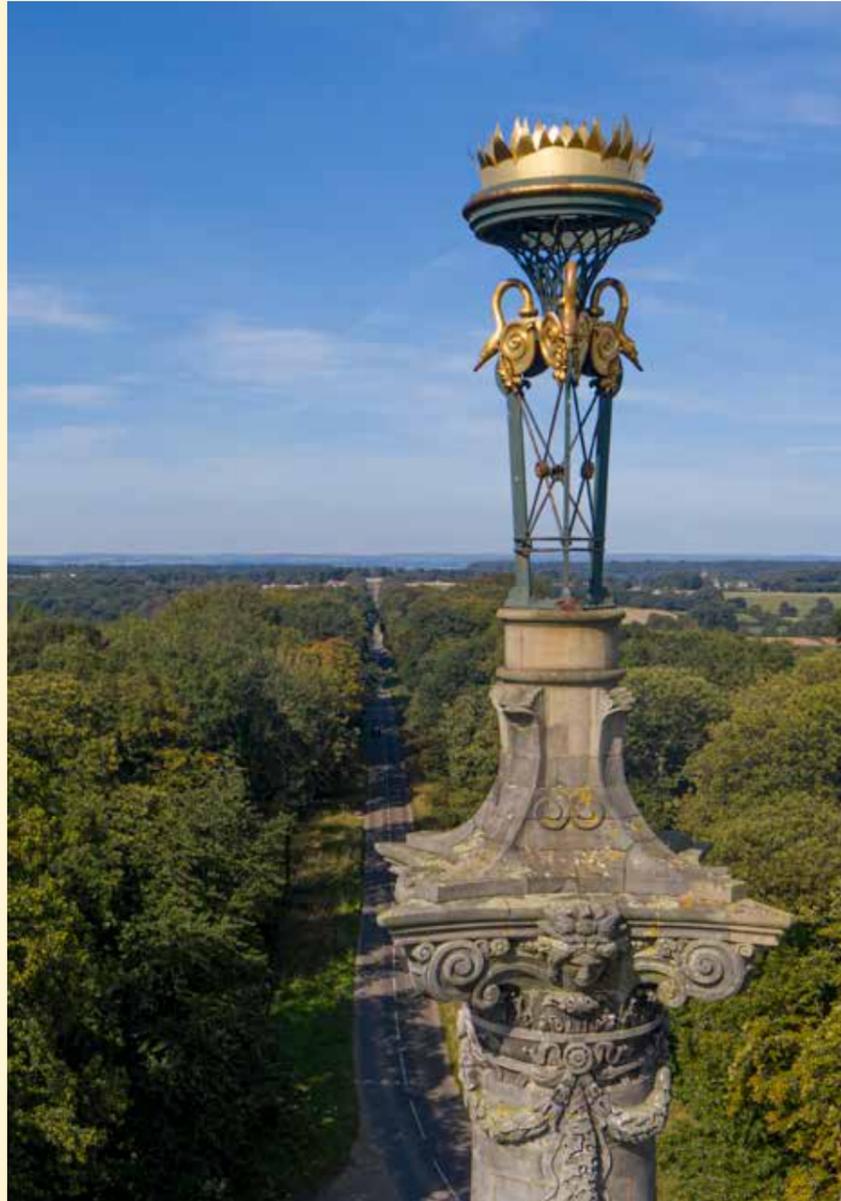
New estate led enterprise and business space – employment creation



New holiday accommodation to increase visitor spend in local area



Community engagement to design services aligned to need and opportunity

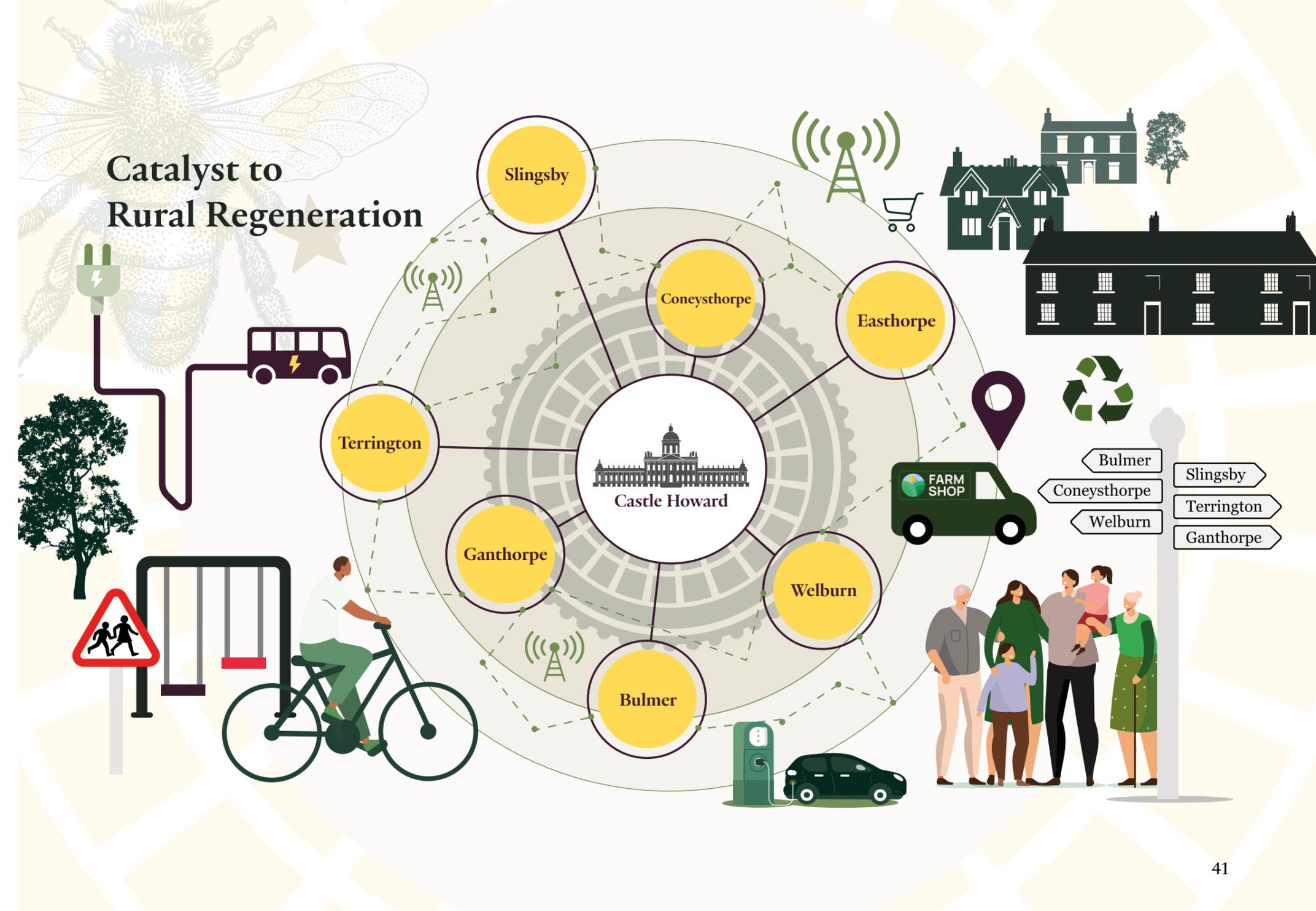


Purposeful Development - Outcomes Driven

This is an exciting and nationally important opportunity to re-define the role that an estate like Castle Howard can play in rural regeneration on multiple levels.

Our proposals have the potential to become a blueprint for others to follow, with Purposeful Development acting as a catalyst to solving the challenges faced by rural communities such as sustainability, housing, and community services.

These enterprises combined will help generate local jobs and create new revenue streams for reinvestment into our Restore, Regenerate, and Revive pillars. They will not happen overnight, this is a multi-phased masterplan that will build incrementally over a 15 year period. At Castle Howard, unlike speculative developers, we take a long-term patient and considered view, and what matters most is getting the right outcomes to fulfil our Purpose.





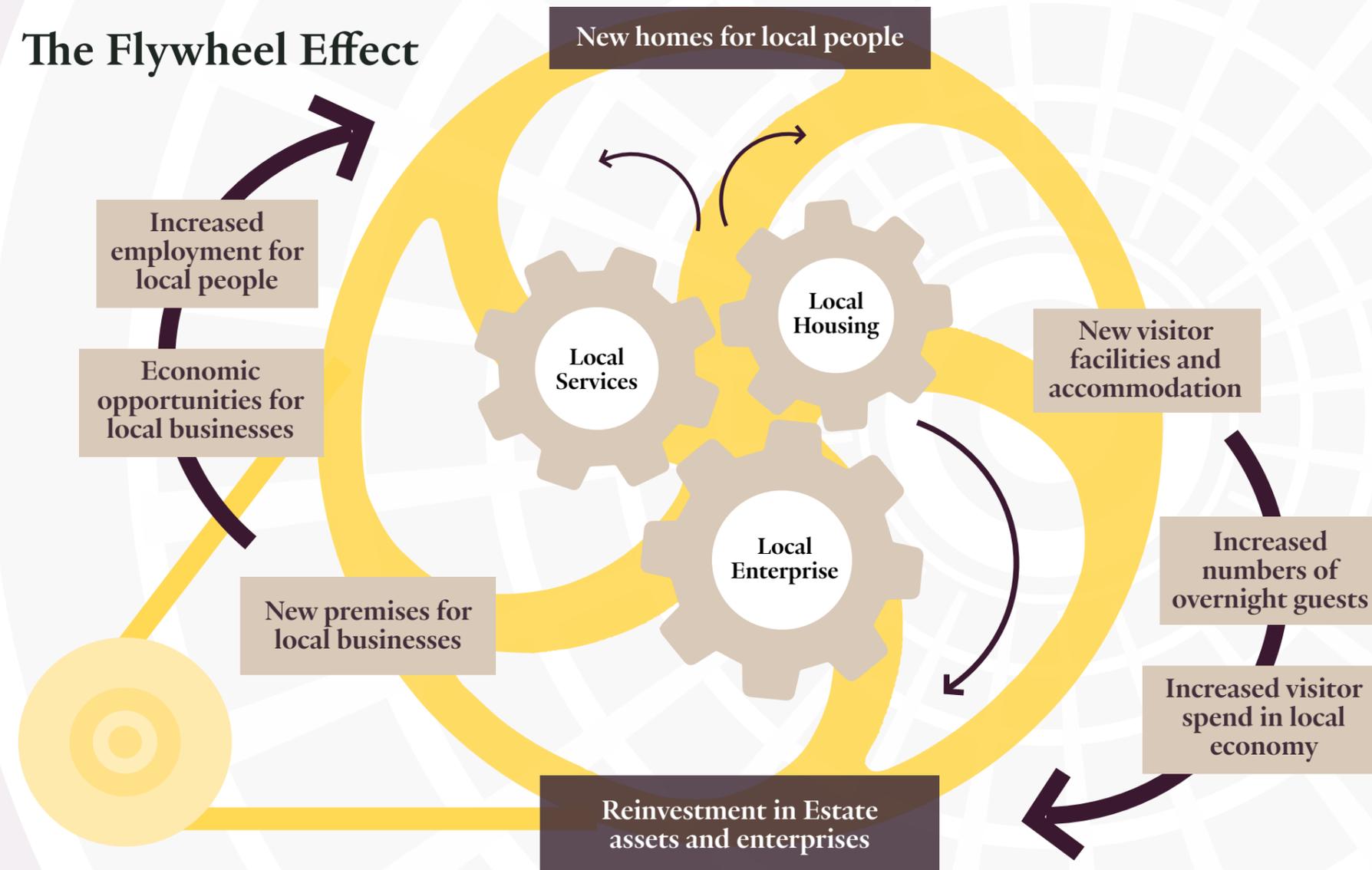
Purposeful Development - Outcomes Driven

We see Castle Howard as the starter motor that gets the flywheel of economic prosperity turning.

We have a unique opportunity to create a self-sustaining circular economy within the estate, supported by multiple investment interventions that build scale and a momentum of their own. We also believe in looking beyond headline visitor numbers as a way of increasing investment in the local area. Our strategic focus is on how to generate greater economic contribution from those who do come to the Howardian Hills: converting day visitors to overnight ones, and increasing their dwell-time in the area which has the potential to deliver up to ten times more spend in the local economy from the same day visitor base.

Our considered Purposeful Development approach to new housing will also drive other economic multiplier benefits. According to University of York (CCHPR 2012) every £1 invested in the construction of new homes generates £2.84 in local spend and a total of 4.5 person years of employment for every new house built. In relation to affordable housing, the Home Truths Report for Yorkshire and Humber also estimates that every new affordable home built adds £83,126 and creates 1.9 jobs in the regional economy.

The Flywheel Effect





Purposeful Development - Outcomes Driven

In addition to enhancing our existing business activities we see this masterplan unlocking new estate enterprises that will include:

- ▶ A new visitor hub in Coneysthorpe repurposing the old Estate Yard
- ▶ The re-use of the Gatehouse and other redundant estate buildings for possible overnight accommodation and events spaces
- ▶ Extension of the lodge park and low impact glamping offering in the wider estate
- ▶ The expansion of Easthorpe Business Park
- ▶ The expansion of our Tree Nursery business

These enterprises will help generate funds for Restore, Regenerate, and Revive. They will not happen overnight, this is a 15-Year Masterplan, and all that we do will be part of a steady, incremental progress. At Castle Howard, unlike speculative developers, we take a long-term patient view, and what matters most is getting the right outcomes to fulfil our purpose.



Reimagine

What does success look like if we get all this right?

It will mean that the local and national significance of Castle Howard will continue to extend beyond just the house and grounds, but across the wider estate too augmenting our ecosystem.

The area will be transformed into a thriving, prosperous, and sustainable locality where people can work, live and play, or choose to visit from near or far.

We are not underestimating the enormity of the challenge that lies ahead, nor are we shying away from it. Like previous generations of the Howard family who originally conceived of, then built this very special place and subsequently rebuilt after the great fire, we feel energised for the challenge by that same sense of purpose and indeed necessity. This is just the challenge of our generation.

“We passionately believe in our purpose to secure a restored and flourishing Estate that supports thriving communities and a healthy environment. Our aim is for future generations to look back at what we started and appreciate the condition of the buildings and environment we pass on to them. During our lifetime we are custodians of this special place, our responsibility is to hand it on for future generations for greater enjoyment and appreciation. Our Castle Howard is everybody’s Castle Howard.”

Nicholas and Victoria Howard



RESTORE

- Our Heritage at Risk
- Landscape of Significance
- Repurpose Estate Buildings
- Traditional Skills/Crafts

REGENERATE

- Our Soils
- Enhance Biodiversity (Flora and Fauna)
- Increase Carbon Sequestration
- Tourism & Education

REVIVE

- Our Communities
- Purposeful Development
- Affordable housing
- Increase Employment, Services & Access



CASTLE HOWARD