



progressive

Crown Estate Scotland

Draft Corporate Plan:
Consultation Analysis

Final Report
February 2020



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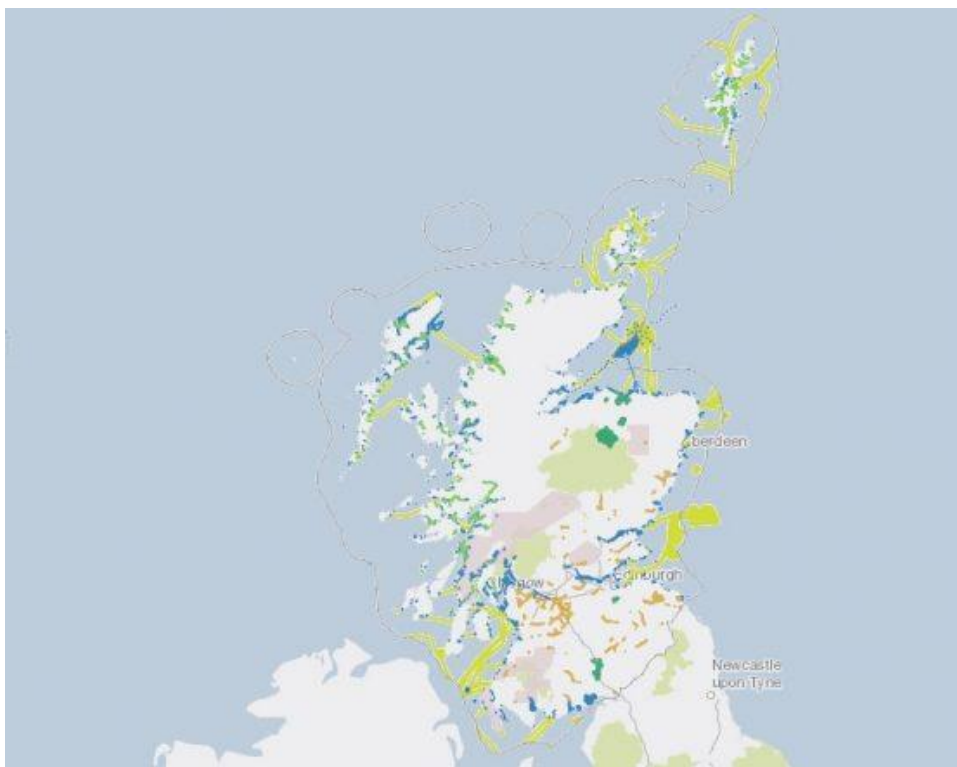
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Introduction

The Scottish Crown Estate

The Scottish Crown Estate is the portfolio of land, property and rights owned by the Monarch in right of the Crown. This includes a range of rural, coastal and marine assets, as well as some commercial property.

- 37,000 hectares of rural land with agricultural tenancies, residential and commercial properties and forestry on four rural estates (Glenlivet, Fochabers, Applegirth and Whitehill)
- Rights to fish wild salmon and sea trout in river and coastal areas
- Rights to naturally-occurring gold and silver across most of Scotland
- Just under half the foreshore around Scotland, including 5,800 moorings and some ports and harbours
- Leasing of virtually all seabed out to 12 nautical miles covering c.750 fish farming sites and agreements with cables and pipeline operators
- The rights to offshore renewable energy and gas, and carbon dioxide storage out to 200 nautical miles
- Retail and office units at 39-41 George Street, Edinburgh.



Crown Estate Scotland

Management of the Scottish Crown Estate was devolved to Scottish Ministers two years ago, as a consequence of the Scotland Act 2016.

Crown Estate Scotland was established following the Scotland Act 2016, as a public corporation, to manage the Estate on an interim basis until legislation provided for permanent arrangements. It is led by a board and managed by a staff team of around 41 FTEs, supported by agents who provide specialist advice and local support.

Further legislation in 2019 (Scottish Crown Estate Act 2019¹) provides for the Crown assets to be managed in a way that delivers greater value beyond financial return and, critically, enables other bodies to take on management responsibilities for the assets.

The Draft Corporate Plan

Crown Estate Scotland is developing its second Corporate Plan in the light of the 2019 Act. The draft Plan sets out a range of suggestions and proposals on how Crown Estate Scotland can invest in property, natural resources and people to deliver wider value for Scotland. It sets priorities and the direction of travel for the public sector body over the next three years. The final Plan that follows this consultation will be aligned with wider Scottish Government policy, and is intended to provide significant opportunities to deliver on core Scottish Government priorities including creating a net zero emissions economy, supporting sustainable food production and working with others to help rural and coastal communities to thrive.

Plan Hierarchy



In line with the 2019 Act, the consultation covers all Scottish Crown Estate assets as these are currently managed by Crown Estate Scotland. Other bodies are likely to take on asset management responsibilities during the period of the Plan, either through the Local Management Pilots Scheme² or through transfer and delegations in the Act. This diversification of management is likely to impact the delivery of some elements of the final plan. Linked to this, the Scottish Government is currently consulting on an overarching Strategic Management Plan covering the entire Estate.

¹ <http://www.legislation.gov.uk/asp/2019/1/contents/enacted>

² <https://www.crownestatescotland.com/what-we-do/local-pilot-scheme>

The Plan sets out five strategic objectives and outcomes, aligned with the National Performance Framework and the UN's Sustainable Development Goals. A summary of the objectives and the key performance indicators (KPIs) proposed for each is shown in the table below.

Objective 1	Objective 2	Objective 3
STRATEGIC OBJECTIVE: Support the sustainable expansion of Scotland's blue economy, focussing on marine and coastal development KPIs <ul style="list-style-type: none"> • GW renewables in seabed agreements. • New and renewed/modified finfish development agreements (where related to increased production). • Investment capital committed (e.g. to ports & harbours). 	STRATEGIC OBJECTIVE: Develop built environment that strengthens communities and benefits businesses KPI <ul style="list-style-type: none"> • Capital committed to place-based projects / activities 	STRATEGIC OBJECTIVE: Invest in innovation and work with tenants to enable sustainable natural resource use KPI <ul style="list-style-type: none"> • Number of projects promoting sustainable natural resource use and aligned with strategic objectives
Objective 4	Objective 5	Further KPIs
STRATEGIC OBJECTIVE Build partnerships for people and the planet KPI <ul style="list-style-type: none"> • Number of projects supported (revenue, capital or staff resource) and aligned with strategic objectives 	STRATEGIC OBJECTIVE Develop and deploy our people's expertise to deliver value and success KPI <ul style="list-style-type: none"> • Staff, tenant & stakeholder satisfaction / feedback 	FURTHER KPIs: <ul style="list-style-type: none"> • Net revenue profit against target • Capital valuation • Capital committed to investments (segmented by ports and harbours, built environment, etc.)

The Consultation

Crown Estate Scotland has formally consulted on the Draft Corporate Plan. Its purpose was to seek the views of a broad range of stakeholders and individuals.

The Draft Corporate Plan, together with a link to the consultation questionnaire, was published on the Crown Estate Scotland website. The Draft Plan and questionnaire were also available from the Citizen Space portal. Crown Estate Scotland publicised the consultation by:

- Multiple social media announcements, via Twitter and LinkedIn, linking the consultation and the event pages.
- Issuing three newsletters which announced the consultation, and provided links to the documents and to the Consultation events (see below)
- Hosting three Consultation events. These comprised
 - An open session in Inverness
 - A session for delegates at the COSLA conference.
 - An open session in Edinburgh
 - Attended a number of events and conferences with stalls / presentations / papers tabled to raise awareness and encourage respondents

- Wrote to community councils and MSPs to raise awareness and encourage a response.

The consultation questionnaire comprised 21 questions. These typically asked respondents to indicate how strongly they agreed/disagreed with the provisions in the plan (tick box) and then invited further feedback. The questions covered³:

- The organisational structure, direction and proposed KPIs
- The five strategic objectives:
 - whether actions are sufficient and if targets are appropriate
 - under strategic objective 1, further questions explored views on measures relating to coastal assets and communities
- Investment strategy
- Diversity and inclusion and reducing inequalities
- Any final comments.

The consultation opened on 31 August 2019 and was scheduled to close on 25 November. An extension was arranged until 9 December 2019 to accommodate additional responses.

Consultation response

In total, 44 responses were received (see Table 1). Most (35) of the responses were received via the Citizens Space portal using the consultation questionnaire. Nine were sent directly to Crown Estate Scotland.

Table 1: Consultation response	
Individuals	9
Organisations	35
Total	44

A broad spread of stakeholders and partners took part in the consultation. Those responding included:

- Public bodies and agencies: national, local, partnership bodies
- Special interest groups
- Representative organisations
- Community organisations and charities
- Commercial organisations.

No-one responded to all of the questions, but most answered/commented on the core questions: those relating to the Crown Estate Scotland structure, vision and mission and the outcomes. Table 2 shows the total number of responses to each question. There will be some variation between the totals shown on table 2 and the bases shown on subsequent tables in this report; this is because table 2 is based on all the responses to each question, whereas subsequent tables record the responses to the closed questions. None of the respondents who replied directly to Crown Estate Scotland, and some of those responding on Citizens Space, commented on the questions but did not respond to the closed questions.

³ Crown Estate Scotland also consulted on the SEA Environmental Report; the analysis of responses to this consultation is reported separately.

Table 2: Number of responses to each question

1 Organisation	35	10 Objective 3: Targets Natural Resources ²	26
2 Strategic direction	35	11 Objective 4: Actions Partnerships	29
3a Objective 1: Actions: Energy & Infrastructure	32	12 Objective 4: Targets Partnerships	27
3b Objective 1: Actions: Aquaculture	33	13 Objective 2: Actions People	28
3c Objective 1: Actions: Coastal	33	14 Objective 2: Targets People	28
4a Objective 1: Targets: Energy	32	15 Investment strategy: approach	33
4b Objective 1: Targets: Aquaculture	32	16 Investment strategy: criteria	32
4c Objective 1: Targets : Coastal	32	17 Proposed KPIs	27
5 Coastline	32	18 Diversity: equalities and disadvantaged groups ¹	12
6 Coastal communities ¹	29	19 Diversity: protected characteristics ¹	12
7 Objective 2: Actions Built environment	31	20 Reducing inequalities ^{1, 3}	9
8 Objective 2: Targets Built environment	28	21 Any other comments ¹	26
9 Objective 3: Actions Natural Resources	29		
Base	44	Base	44

Notes

1 Questions that comprise just an open element

2 Question that comprises just a closed element

All others comprise a mix of both closed and open elements

3 There were 9 responses to Q20: 3 made comments on risks, the others said they no comment / 'don't know'

Summary of the response

The overall response to the direction of the Draft Plan was positive. In particular, respondents agreed the provisions set out in the Plan in relation to the body's organisation, strategic direction and investment structure. Table 3 summarises the response to the closed questions included across the core questions.

Table 3: Support for the draft Corporate Plan

		Agree strongly/ slightly	Disagree strongly/ Slightly	Don't know	Base
CROWN ESTATE SCOTLAND	The organisation	31	4	0	35
	Strategic direction	28	5	0	33
	Proposed KPIs	17	5	4	26
Objective 1	Agree with the energy & infrastructure actions	18	5	4	27
	Agree with the energy & infrastructure targets	18	4	4	26
	Agree with the aquaculture actions	16	7	5	28
	Agree with the aquaculture targets	17	5	5	27
	Agree with the coastal actions	18	5	5	28
	Agree with the coastal targets	17	4	5	26
	Agree actions reflect importance of coastline	21	3	4	28
Objective 2	Agree with the built environment actions	19	6	5	30
	Agree with the built environment targets	17	4	5	26
Objective 3	Agree with the natural resources actions	19	4	5	28
	Agree with the natural resources targets	16	5	5	26
Objective 4	Agree with the partnership actions	20	4	5	29
	Agree with the partnership targets	18	4	4	26
Objective 5	Agree with the people actions	17	3	7	27
	Agree with the people targets	18	4	5	27
Investment Strategy	Agree with the approach	21	5	2	28
	Agree with the criteria	23	4	2	29

Crown Estate Scotland: Purpose and performance

Q1 To what extent do you agree or disagree that the draft Corporate Plan provides a good introduction to the purpose, organisation and structure of Crown Estate Scotland?

Q2 To what extent do you agree or disagree that the draft Corporate Plan clearly sets out the long-term direction of Crown Estate Scotland in line with the core purpose of ‘investing in property, natural resource and people to generate lasting value for Scotland’?

Q17 To what extent do you agree or disagree that the KPIs are appropriate?

Most of the respondents answered the tick-box question on organisation and strategic direction. Most of these (31) agreed that the information provided in the Plan is a good introduction to Crown Estate Scotland. Just 4 of the respondents disagreed; most of those disagreeing (3) were individuals. Conversely, most organisations tended to agree that the Plan provides a good introduction, with 18 agreeing strongly.

Most of these (28) agreed that the Plan sets out Crown Estate Scotland’s strategic direction clearly. Just 5 of the respondents disagreed; again, most of those disagreeing (3) were individuals. Most organisations tended to agree, with around half (12) agreeing strongly.

Most of those responding (17) agreed that the key performance indicators (KPIs) set out in the Plan are appropriate. Just 5 of the respondents disagreed; again, most of those disagreeing (3) were individuals.

Table 4: To what extent do you agree the Plan provides a good introduction to Crown Estate Scotland

	Total	Individuals	Organisations
Agree	31	5	26
Disagree	4	3	1
Don't know	0	0	0
Base	35	8	27

Table 5: To what extent do you agree the draft Plan sets out a Strategic direction for Crown Estate Scotland?

	Total	Individuals	Organisations
Agree	28	4	24
Disagree	5	3	2
Don't know	0	0	0
Base	33	7	26

Table 6: To what extent do you agree the KPIs are appropriate?

	Total	Individuals	Organisations
Agree	17	2	15
Disagree	5	3	2
Don't know	4	1	3
Base	26	6	20

General comments

Respondents generally agreed that the Plan provided clear, concise introduction to the organisation's role, organisation, the relationship to Scottish Government and strategic direction.

A number of respondents suggested improvements to the Plan, to improve clarity, and widen the audience able to understand Crown Estate Scotland's context and structure. Individuals in particular commented that the Plan was difficult to understand, appeared contradictory in parts, and would benefit from simplification. A small number of individuals that responded were very critical of the Plan: they considered it complicated and unclear; and found the language used confusing. A number of suggestions for improvement were made by respondents:

- Simplify the language/ reduce use of jargon (for example, the distinction between the investor, enabler, asset manager and coordinator roles is not transparent)
- Restrict/explain acronyms such as GW, OW, KPIs within the text
- Explain the terms used in the Plan to ensure all can readers can fully understand/share a common understanding of their meaning, for example, "lasting value"
- More detailed descriptions of the policies referred to throughout the Plan (or hyperlinks to the source documents). This included reference to internal Crown Estate Scotland documents and targets.
- A glossary.

A small number of respondents noted that the Plan covers a fairly short (three year) period, and questioned its capacity to make provision for/demonstrate long-term change. One respondent commented that it would be helpful to have information about the review and evaluation processes for the Plan going forward.

Organisation

Some respondents commented on the explicit mapping of the proposed objectives to wider outcomes such as those from the National Planning Framework and the United Nations Sustainable Development Goals. One respondent commented they would welcome further development of this, to demonstrate how Crown Estate Scotland's work aligns with other strategies, such as the National Walking Strategy.

Some respondents welcomed moves to manage assets "in a way which delivers greater value beyond financial return"; some requested more detail on how the financial return versus other considerations would be assessed, and some suggested that it would be helpful if the final Plan could set out the process that will be followed when taking decisions on assets.

Very few concerns were raised. One of the organisations commented that the consultation does not provide enough discussion on how Crown Estate Scotland will deliver equity and fair work for its coastal business, in relation to leasing seabed activities, particularly around offshore wind.

Strategic direction

Climate change: Several respondents supported the references to addressing climate change. It was suggested that there could be more detail on Crown Estate Scotland's role in delivering on climate objectives. There were some concerns around how the organisation will balance the environmental,

social and economic outcomes, and in particular how any conflicts between environmental and economic objectives will be addressed. One respondent was supportive of this objective, but commented that net-zero carbon emissions would not be achievable within the lifetime of this Corporate Plan, but should still be recognised as a long-term ambition.

Investor: A number of comments related to the term ‘investor’. Some respondents understood it to relate to Crown Estate Scotland existing assets and role; for example, one organisation commented: *it is quite clear from the Draft Plan the Crown Estate Scotland is committed to investing in property, natural resource and people*. Others were concerned that the investor role would be additional to the existing functions, for example, one organisation commented: *this direction [the investor role] should not negatively impact on any other activity currently occurring in the estate*.

Ownership of assets: A small number of organisations commented on the ownership of assets. One respondent considered that a key to delivering public confidence in the new body was demonstrating that the ownership of Scottish Crown Estate lies with the people of Scotland. One commented that the Scottish Crown Estate should be dismantled and the assets transferred to the government and / or local authority.

Income generation: One respondent commented that the Plan appears to identify income generation as a goal when it states *raising and reinvesting capital to secure long-term revenue streams*. It suggests if this is the case, an additional Strategic Objective relating to income generation, would improve transparency and clarity.

Proposed Performance Indicators (KPIs)

There were very few comments on the KPIs. A small number of respondents commented that the KPIs focus on project counts, and argued that given the scale and nature of projects varies, the overall impact/benefits would be the more appropriate measure.

Some of the comments related to the limited detail provided on the KPIs. Respondents asked that the final Plan better define/clarify the KPIs. Respondents suggested the following were included in the KPIs:

- A measure of return on capital.
- Measures of population retention and growth, with this applying across all rural areas, not just coastal areas.
- Measures that assess progress on the sustainability of finfish aquaculture: in addition to sea lice density; fish mortality and fish escapes were proposed.
- As noted above, the term “GW” was poorly understood; a clearer explanation was requested, with some respondents commenting a specific target would be helpful.

"The ability of the Crown Estate Scotland to take a long-term view has been one of its strengths and, particularly in the case of its marine assets, allowed it to build expertise and support the growth of the aquaculture industry, as well as marine renewables. We support Crown Estate Scotland taking a long-term vision to its investments in property, natural resource and people." Organisation

"We consider it [the Corporate Plan] a sufficiently transparent model that allows any interested party a thorough understanding of the Crown Estate Scotland." Organisation

"We are concerned that some KPIs appear to be based on project counts rather than the significance and/or materiality of results delivered. We believe the Crown Estate Scotland should be driven to create the largest possible societal benefit, which may not correlate to the number of projects supported." Organisation

Strategic objective 1: Blue economy

Q3 To what extent do you agree or disagree that the actions listed in Section 4.2 of the plan will be sufficient to deliver this objective in regard to the following assets? (Energy and Infrastructure, Aquaculture, Coastal)

Q4 To what extent do you agree or disagree that the proposed targets are appropriate with regard to the following assets? (Energy and Infrastructure, Aquaculture, Coastal)

Strategic objective 1:

Support the sustainable expansion of Scotland's blue economy, focussing on marine and coastal development.

Between 26 and 28 respondents answered the tick-box questions under this Objective. On the whole, respondents were broadly supportive of the actions and targets relating to Strategic Objective 1, although the individuals responding typically did not agree with the actions set out in the plan in relation to Aquaculture.

Table 7: To what extent do you agree the actions/target listed in section 4.2 will be sufficient to deliver this objective in regard to the following assets?

	Actions			Targets		
Energy & Infrastructure	Total	Individuals	Organisations	Total	Individuals	Organisations
Agree	18	2	16	18	2	16
Disagree	5	2	3	4	1	3
Don't know	4	0	4	4	0	4
Base	27	4	23	26	3	23
Aquaculture	Total	Individuals	Organisations	Total	Individuals	Organisations
Agree	16	1	15	17	2	15
Disagree	7	4	3	5	2	3
Don't know	5	0	5	5	0	5
Base	28	5	23	27	4	23
Coastal	Total	Individuals	Organisations	Total	Individuals	Organisations
Agree	18	3	15	17	2	15
Disagree	5	2	3	4	1	3
Don't know	5	0	5	5	0	5
Base	28	5	23	26	3	23

General comments

Some respondents were very positive about strategic objective 1, noting for example that they welcomed the Objective, and that the actions and targets set out in the Plan were appropriate. There was a small number of critical comments, in particular from individuals. However, the majority of respondents' comments supported the Objective, in whole or in part, but wished to challenge Crown Estate Scotland to further develop the supporting delivery actions, or refine the proposed targets.

Level of detail: A small number of respondents commented that the Plan lacked a level of detail, compared with other objectives, and some were concerned that the targets were under-developed/not measureable.

Clarity: It was suggested that some of the terms used in Objective 1 would benefit from clearer definition. In particular, respondents highlighted the terms “blue economy” and “coastal communities”. Linked to this, a small number of respondents sought clarification on the term ‘inter-tidal coastal areas’, commenting that inter-tidal areas are not considered strategic national assets by the Scottish Government.

Partnership development: respondents identified a range of benefits from partnerships at national and local level in delivering the strategic objective. Partnerships with key agencies may be essential to the delivery of the Objective, as the activity may lie outside Crown Estate Scotland’s remit/sphere of influence.

- Energy and infrastructure partnerships were suggested with organisations such as the Scottish Government, Marine Scotland, Department for Business, Energy and Industry Strategy (BEIS) and Ofgem
- In Aquaculture, closer working with Marine Scotland and COSLA was suggested
- In Coastal, stronger partnership working with community development trusts was suggested.
- In addition, a small number of respondents suggested working with communities, local authorities, and statutory nature conservation bodies, as well as other stakeholders, before granting developer rights in energy and infrastructure.

Linked to this, some respondents questioned whether it makes sense for Crown Estate Scotland to include specific targets for areas not within its direct control, for example *ongoing capital investment by developers as project developments progress* and *Offshore Wind Sector Deal delivery in Scotland progress* are areas almost entirely reliant on progress by developers and the UK and Scottish Governments.

Responding to climate change: Respondents welcomed the growing recognition that coastal and marine assets have role to play in contributing to a net zero emissions economy. Respondents were generally supportive of measures to enable and deliver low carbon and renewable energy sources. They were also supportive of measures to promote and improve biodiversity across its estate, through the conservation and restoration of coastal and marine ecosystems; management of the rural landscape, including tree planting and peatland management; as well as social and economic development.

Conflicts of interest: A small number of respondents identified areas of potential conflict between the Crown Estate Scotland’s management and development aspirations, and their own activities. However, there was often a commitment to resolve such conflicts and work towards mutually beneficial outcomes. For example, a water sports organisation was concerned about the potential conflict between the development of clean energy and the established practices and rights relating to freedom of navigation, but noted they were keen to work in partnership with Crown Estate Scotland to identify risks to recreational boating from offshore renewables and to identify mitigation strategies to eliminate these risks.

Energy and infrastructure

Renewable energy: Respondents welcomed the measures set out in the Plan to support the development and delivery of renewable energy, and in particular offshore renewables. Some respondents made the comment that Crown Estate Scotland will play a key enabler role in this area, but will rely on others to deliver (e.g. Scottish Government, Marine Scotland, BEIS, Ofgem, energy industry). Some respondents commented that collaboration with the energy industry will be particularly important; the representative body for the industry (UK Energy) indicated their readiness to work in partnership with Crown Estate Scotland to further develop these opportunities.

Carbon capture and storage (CCS): Several respondents welcomed partnership working to further develop Carbon Capture and Storage. It was noted (by an academic partnership - SCCS) that this approach has the potential to contribute significantly reducing greenhouse gas emissions across Scotland and beyond.

Further information:

- One respondent commented that the consultation does not provide enough detail on how Crown Estate Scotland will deliver equity and fair work in its coastal business plan in relation to seabed leasing activities, particularly around offshore wind. It suggests this means that job creation and equity will all be at significant risk
- One respondent commented it would be helpful if more information were provided on how emerging technologies will be assisted. It was suggested that a range of measures would be required, including joint ventures.

Aquaculture

Sustainability: Several respondents suggested that more should be said about how Crown Estate Scotland will ensure the long-term sustainability of the aquaculture sector.

One shellfish producer was concerned that the industry as a whole is in terminal decline. He felt there is a perception among the public and wider stakeholders that 'aquaculture' is damaging the environment, and called on Crown Estate Scotland to provide support to the industry to both address these negative perceptions and work with key partners and regulators to develop distinct policies for shellfish, seaweed and finfish.

Some respondents commented that they agreed with the actions relating to making best use of the seabed, promoting high standards (e.g. sustainability), and sharing the financial benefits (by, for example, appropriately reflecting seabed value in leases).

Sustainable finfish

Several respondents commented on the sustainability of finfish. A key concern was the health of farmed fish, and linked to this, the monitoring of the stock for disease. One respondent commented that greater emphasis should be placed on the marine environment by better management of sea-based fish farms that are difficult to monitor, and suggested the approach used in Norway could provide a model.

Respondents stressed the need to address the range of diseases in fish farms, with a view to preventing negative impacts on the wider marine environment - wild fish and other fauna. Some respondents welcomed the actions to address lice on wild fish in farmed salmon areas (under strategic Objective 3), although it was noted by some they do not appear to be a 'sufficient' means of ensuring

the long term viability of finfish aquaculture. One respondent commented that Crown Estate Scotland might play a role in assisting SEPA's regulatory role, specifically in enforcing the biomass limits on individual finfish farm sites.

A small number of respondents commented that it was important to develop a long-term sustainable solution, and one respondent commented that significant expenditure would be required to convert to the more sustainable closed containment technology, and indicated they hoped that Crown Estate Scotland would support mobilising the necessary private and public investment.

In order to protect Scottish wild salmon from the impacts of open-cage marine fish farming one respondent asked that the final Plan also include a specific commitment to implement the recommendations of the Environment Climate Change and Land Reform (ECCLR) and Rural Economy and Connectivity (REC) Committee report into Salmon Farming in Scotland.

Critical Mass Pilot: Some respondents stated the importance of such assessments in identifying the most suitable sites for shellfish cultivation, with a view to more efficient allocation of leases. It was also suggested that that the approach could be extended to cover other species, in particular pacific oysters, which are also reliant on highly specific sites, and have potential for expansion within Scotland.

"The Crown Estate viewing the strategic role they could play within priority water catchments in terms of promoting bio-diversity, improving water quality, tree planting, peatland management, and social and economic development would be a welcome addition to the strategic thinking."
Organisation

"'Blue' carbon has a potential role in mitigating climate change through the conservation and restoration of coastal and marine ecosystems. In the longer term the role of the Crown Estate Scotland could be more active in the energy sector - as co-ordinator/investor in blue carbon actions."
Organisation

Coastal Actions

Given the importance attached to coastline, additional questions were asked on the coastal actions and the support provisions set out in the Plan under Action 15. This section draws together all responses relating to the coastal actions and targets

Q5: To what extent do the coastal actions reflect the importance of coastline?

Q6: In relation to coastal communities and how they use land and property, please tell us if you are aware of any gaps in existing support that should be addressed as a priority?

There were 28 responses to the tick-box questions. Most (21) agreed that the coastal actions set out in the plan reflected the importance of the coastline. Only 3 responses disagreed, 2 of these were from individuals. Responses from organisations were split equally between those who agreed strongly and those who agreed slightly that actions in the plan reflected the importance of coastline.

Table 8: To what extent do the coastal actions reflect the importance of coastline?

	Total	Individuals	Organisations
Agree	21	3	18
Disagree	3	2	1
Don't know	4	1	3
Base	28	6	22

General comments

Respondents generally agreed that the actions set out in the Plan were sensible and helpful: respondents welcomed the focus on coastline, and the recognition of its important role for social and economic activity. One commented that a vibrant coastal economy is vital and that coastal investment is really low. Another commented that the actions do reflect the importance of coastline but stressed that outcomes from the Plan could vary depending on how effectively they are implemented. A number of specific issues were raised.

Specific issues

Charging policy: Several respondents were concerned that the charging review has the potential to have a detrimental impact on their organisations. Respondents stressed that in many coastal areas resources were under severe pressure, with limited capacity to afford rent increases when leases came up for renewal, and asked that Crown Estate Scotland take this into account. For example, one respondent commented that an increase in their rent, which is due for renegotiation later this year, could make the future of the organisation of organisation unsustainable.

One respondent commented that there is a degree of inconsistency in charging policy and practice for facilities. In particular, they noted that the rates charged for council facilities differed between local authority areas, and expressed a concern that the push towards commercial rates will marginalise recreational boating and locally managed assets.

Stakeholder involvement: Respondents welcomed the involvement of communities and wider stakeholder engagement in the development of Crown Estate Scotland plans, strategies and actions. One respondent focussed on the need for increased 'ownership' of coastal communities.

Some respondents sought clarification on stakeholder involvement in the development of the Coastal Asset Strategy: which stakeholders would be involved, would community stakeholders be involved, how would stakeholders be involved?

Tourism: The tourism actions were supported and respondents appreciated the recognition of the important social, economic and environmental role played by the coastline. For example, respondents in Dumfries and Galloway commented on the many historic small coastal villages and towns, whose communities wish to develop their heritage and tourism potential. Another commented that in addition to the boat-based tourism opportunities in coastal areas, Crown Estate Scotland should acknowledge the wider range of tourism accommodation and facilities within coastal areas.

One respondent noted that they looked forward to working in partnership with Crown Estate Scotland to build and sustain a vibrant marine tourism economy for Scotland's coastal communities. Some respondents commented that the modernisation and development of coastal assets in partnership with local communities should include investment in tourism infrastructure. Another commented on the significant contribution that the sustainable tourism associated with these sectors makes to

employment in fragile communities. They strongly supported enabling diversity and growth in Sustainable Tourism, by investing in infrastructure, as well as responsive partnership working.

The value of the assets: Respondents commented that coastal areas give huge value in social and environmental ways and should be considered more than a financial resource. They said that the focus should be on transparency and the inclusion of coastal communities and wider stakeholders when developing strategies and action in relation to Crown Estate Scotland assets. One respondent commented that coastal community-ownership of assets should be developed.

Climate change: Several respondents commented on the Plan's response to climate change, with particular reference to coastal erosion. One respondent commented that coastal erosion is a key threat facing Scotland and Crown Estate assets and suggested that Crown Estate Scotland set out its position in the Plan. Respondents commented that there should be a greater emphasis on actions to help manage the impact of climate change; that *flood defences and coastal erosion are key and growing challenges/risks facing coastal communities*; and noted that there is no reference to coastal erosion in the Plan. Some commented that the Plan should be clearer on Crown Estate Scotland's position on the impact of climate change on coastal areas and its approach to managing coastal areas/addressing coastal erosion.

Support for communities

General support: Respondents' comments were generally supportive of this measure: they thought it a good idea, backed up by a clear set of actions and that Crown Estate Scotland had a great deal of relevant experience. There was potential to develop a strategic approach to delivering support to coastal communities, and an opportunity to put in place strategic partnerships, at both regional and local level, which would open up sustainable development and tourism opportunities that would generate regional benefits.

One respondent commented that Crown Estate Scotland should consider how it can provide greater support for regeneration and economic development in the areas with the greatest concentrations of deprivation, including Dumfries & Galloway, Fife, North Ayrshire and South Ayrshire.

General concerns: However, there were some concerns and a number of respondents were sceptical. Some felt that financial and community resources were insufficient to effect change, and that Crown Estate Scotland was too remote. Some asked for clarification of 'support', and in particular, if 'support' means 'funding'.

Local community development: Several respondents commented that they welcomed support and investment designed to deliver benefits to local communities. Several of the respondents commented that it would be good to see stronger emphasis on working with communities/community development trusts to deliver the objective and the targets.

One respondent (Community Land Scotland) was especially interested in the focus of action 14 - *to support local regeneration and sustainability, particularly in coastal areas, by rolling-out a programme of support for projects that promote sustainable development and regeneration* - and sought clarification of how actions 14 and 15 can be linked most effectively with the land reform, community empowerment and rural place-making agendas to which the Scottish Government is committed.

Investment: Respondents welcomed the focus on the coastline and the recognition of its important role for social and economic activity. Several respondents welcomed potential investment support for

local community and regeneration programmes. One local authority noted it is currently undertaking regeneration work in a coastal area, where there is great potential for marine tourism; and commented this is the type of work that could benefit from Crown Estate Scotland sustainable development and regeneration project support.

One respondent commented that Crown Estate Scotland would not have sufficient resource to support all the projects in need of funding. It suggested that targeting/stretching resources could be achieved by funding feasibility studies/projects; supporting community groups via finance for start-up initiatives for an initial period, say three years; and supporting capital funding by way of grants, investment and/or partnership.

One respondent proposed a way of supporting organisations would be for Crown Estate Scotland to adopt a policy of 'Community Organisation Support Exemption' (COSE), which would result in assets being transferred or leased at less than market value. This mechanism would be designed to help community groups deliver local value and encourage socio-economic growth.

Information and advice: Respondents commented that Crown Estate Scotland holds a wealth of information and expertise, and it would be useful for communities to access this information and expertise to assist development of projects. It was suggested that this should be at a local authority level, as circumstances and estate ownership will be different throughout Scotland. It was also suggested that examples and guidance would be helpful.

One respondent commented that a publicly accessible database of Crown Estate Scotland assets could be beneficial to those seeking licenses.

Calls on resources: Respondents identified a number of assets within their local areas that would benefit from investment support. These included: support for upgrading of port infrastructure and associated support activities for expanding offshore wind; support for afforestation schemes in remote island coastal communities; renovation of piers and harbours on the west coast; and support to repurpose or modernise existing ports/harbours, tourist assets and land.

As noted above, a respondent stressed that when investment support is provided to an area, the sustainability of the asset needs to be taken into account; ensuring that local community resources (financial, social, etc.) are sufficient to sustain the investment. One respondent commented that their community is already responsible for several community assets (village halls, village shops and so on); the local pier is now in need of work, but the community is simply incapable of sustainably and effectively taking on any more responsibilities, so it will need to be sold privately.

"The actions do reflect the importance of the coastline but could vary depending on how effectively they are implemented, particularly considering projected coastal changes." Organisation

"The planned use of coastal areas should be focussed in light of data indicating future circumstances such as climate change and sea level rise." Organisation

"It is positive to see the emphasis placed on collaboration with industry and stakeholders throughout the plan as we consider this to be key in achieving the joint goal of building a net-zero emissions economy that delivers for all." Organisation

Strategic objective 2: Built environment

Q7 To what extent do you agree or disagree that the actions for delivery will be sufficient to deliver this objective?

Q8 To what extent do you agree or disagree that the proposed targets are appropriate? To inform your answers please refer to Section 4.3.

Strategic objective 2:

Develop built environment that strengthens communities and benefits businesses

Most respondents answered the tick-box question for strategic objective 2. Most of these (19) agreed that actions set out in the Plan will be sufficient to deliver on the objective. Six of the respondents disagreed; half of those disagreeing (3) were individuals. Most (17) organisations tended to agree actions would be sufficient, with 10 agreeing strongly.

Slightly fewer respondents (17) agreed that the delivery actions set out in Plan would be sufficient to deliver this outcome, with four disagreeing.

Table 9: To what extent do you agree the actions listed in 4.3 will be sufficient to deliver this objective?

	Total	Individuals	Organisations
Agree	19	2	17
Disagree	6	3	3
Don't know	5	1	4
Base	30	6	24

Table 10: To what extent do you agree the target listed in 4.3 will be sufficient to deliver this objective?

	Total	Individuals	Organisations
Agree	17	2	15
Disagree	4	2	2
Don't know	5	1	4
Base	26	5	21

General comments

Respondents generally welcomed the actions set out in the Plan under this Objective. The focus on investment in rural and coastal areas, and the commitment to building partnerships were especially welcomed. One respondent suggested that the Plan could be strengthened by making reference to the potential investment in the built environment to the other actions and targets across the Plan.

A small number of concerns with the objective were expressed:

- Some commented that the objective required further refinement: one said the actions seem appropriate, but are quite vague at this stage; another that that Objective 2 is significantly less well developed than Objective 1, which gives the impression it is much less important to Crown Estate Scotland.

- Linked to this, a small number of respondents were concerned that Objective 2 had a relatively small number of actions and targets compared with the other objectives, again suggestive of its lower importance.
- One respondent queried why the Plan included provision for additional investment in Central Scotland buildings.
- One respondent was concerned at the lack of financial targets. They suggested Crown Estate Scotland would benefit its stakeholders by focusing on increasing its profits, rather than trying to act as a social enterprise.
- One respondent was concerned that the actions and targets did not focus on long-term investment in local communities.

Specific issues

Partnerships: Respondents were in favour of working in partnership to develop and deliver the objective, with some noting the particular relevance of the Place Principle in underpinning this work. One respondent noted their strong view that development trusts play a vital role in strengthening (coastal) communities, and requested Crown Estate Scotland work **directly** with development trusts (not via local authorities). Another noted that development trusts have the potential to make good strategic partners as they many have completed Local Development Plans, have local knowledge and excellent community engagement expertise/skills. The importance of involving all sectors, including the private sector, in partnerships was stressed by many.

Development: The proposals around development activities were welcomed, with some commenting that they support the adoption of the Place Principle and the intention to create places which are both successful and sustainable. One respondent commented on the potentially very significant role for Crown Estate Scotland to support coastal (and other) communities by acting as a landlord and developer. One noted that vacant buildings have a detrimental impact on communities and businesses within the local area, so was particularly keen that development activities included the redevelopment of existing buildings. Others welcomed the reference to acquisition in the narrative and one suggested this be developed into an action.

Links with wider strategies: Respondents highlighted the opportunities for Crown Estate Scotland to work alongside local authorities and other partners to support the ambitions and successful implementation of key Growth Deals in coastal regions, including the Ayrshire Growth Deal, Borderlands Growth Deal and the Moray Growth Deal; and to support organisations implement policy change through Regional Marine Planning, Land Use Planning and Local Place Plans.

Targets: Many respondents were concerned that the targets for actions 19 and 20 (both *increase land and property values*) were insufficient to meet the requirements of this objective. In particular, several respondents were concerned that the Plan had only set financial targets for these objectives. A small number were concerned that the focus on increasing land values could have unintended consequences/distort local outcomes: for example, one respondent commented that it could be argued that *focusing on increasing land and property prices may have a negative impact by undermining wider societal goals relating to sustainable economic development, environmental sustainability and social cohesion*.

Respondents suggested the definition of ‘value’ could be extended so as to encompass more than just financial metrics; to include measures of social, environmental, cultural, community benefits and so on. These would look to a wide range of benefits such as job creation, housing delivery, rewilding, and remediation.

"We would hope that the Crown Estate Scotland actions would be recognised as being a major driver for growth, and the portfolio shows this in sustainable use enriching coastal communities."
Organisation

"The target to increase land and property value is perfectly legitimate from a private business perspective, however we suggest a wider definition of value is applied here."
Organisation

Strategic objective 3: Natural resources

Q9 To what extent do you agree or disagree that the actions for delivery will be sufficient to deliver this objective?

Q10 To what extent do you agree or disagree that the proposed targets are appropriate? To inform your answers please refer to Section 4.4.

Strategic objective 3:

Invest in innovation and work with tenants to enable sustainable natural resource use

Most of the respondents answered the tick-box question for strategic objective 3. Most of these (19) agreed that actions set out in the Plan will be sufficient to deliver on the objective. Just 4 of the respondents disagreed. The views of organisations were split; with just six saying they strongly agreed that the actions were sufficient to deliver the objective, nine saying they agreed slightly and three saying they disagreed.

Slightly fewer respondents (16) agreed that the delivery actions set out in Plan would be sufficient to deliver this outcome, with five disagreeing.

Table 11: To what extent do you agree the actions listed in 4.4 will be sufficient to deliver this objective?

	Total	Individuals	Organisations
Agree	19	4	15
Disagree	4	1	3
Don't know	5	0	5
Base	28	5	23

Table 12: To what extent do you agree the targets listed in 4.4 will be sufficient to deliver this objective?

	Total	Individuals	Organisations
Agree	16	2	14
Disagree	5	2	3
Don't know	5	0	5
Base	26	4	22

General comments

Respondents generally welcomed the actions set out in the Plan under this objective. The emphasis on improving efficiencies and enhancing engagement with local communities was especially welcomed. The comments focussed on the individual actions and targets⁴.

⁴ It is noted that due to a printing error, there was not a space for respondents to comment further on the targets set for Objective 3. Several respondents made comments on the targets in the space provided for comments on actions.

Specific issues

Business support: Support viable business models/evidence-based planning: respondents welcomed the action to provide support for more efficient business planning and business practices, with one respondent making particular reference to evidence-based estate plans, and co-creating with local stakeholders including tenants, communities, and councils. Another commented that this approach will deliver business resilience and efficiency as well as environmental benefits.

Natural capital management: Several respondents considered this a key action. One commented that they would support a greater emphasis on soil health and management; increased knowledge exchange and more uptake of skills training; integrated crop management; and investment in applied research as a route to business resilience and efficiency and environmental benefits. One respondent commented that the Plan would be enhanced if it had included a specific target to support leading Scottish academic institutions into maximising natural capital and societal benefits from the non-farming commercial use of Crown Estate Scotland lands.

Engagement: Respondents greatly welcomed the formal commitment to deliver investment and innovation through co-investment with tenants and partners. One respondent especially welcomed the target to develop an Innovation Challenge Fund for co-investment with tenants and partners.

Sustainable fish production: Several respondents commented on the actions around innovation in the fishing sector. They welcomed the commitment to support the sustainability of the sector. One respondent commented that finfish farming in Scotland is mainly undertaken by multinationals, but was of the view there were advantages to supporting the Scottish companies to innovate, in order to protect and enhance the reputation of Scottish production.

One commented that Action 24 did not address the long-term sustainability of farmed fish, and the collateral effects on wild fish; and asked that Crown Estate Scotland align more closely to sustainable global practices in order to truly be sustainable in the long-term.

Forests: Respondents were supportive of proposed investment in the forested estate. In particular, one commented they would welcome native woodland restoration and creation on their estate, as well as wider afforestation. Another commented that research to optimisation forest usage would be welcomed.

Marine litter: The issue that was discussed most often by respondents was marine litter. There was a cautious welcome for the commitment to take action against marine litter. There was some discussion as to why the action had been included under this objective; respondents asked for further information on the relative contributions to marine litter from on-shore and off-shore sources. Other key issues raised were:

- One respondent commented that marine litter often originating outside of Scotland, and several commented that preventing marine litter from entering the marine environment will not fix the issue. They commented, therefore, that a key gap in the Plan was measures to remove – and preferably recycle - existing marine litter.
- One respondent commented that the action to support new ways to prevent marine litter was inadequate, and it should consider other environmental issues such as pollution.

Research: It was suggested there is also a role for Crown Estate Scotland's rural estates to play a role in facilitating research on productivity and sustainability.

Targets: In addition to the issues raised above, a small number of respondents commented specifically on the targets set for this objective:

- The community engagement targets will require further detail to make them meaningful and measurable.
- The rural housing development targets were welcomed, but will require further detail to make them meaningful and measurable.
- Include targets relating to delivery of biodiversity /environmental enhancement projects.

Include specific targets for woodland restoration.

“There is currently a great community and public drive to help clean up coastal litter... Local Coastal Partnerships or other community groups could be funded by Crown Estate Scotland to help deal with the issue of coastal / marine litter.” Organisation

“We welcome Action 27 which effectively embeds best practice on community engagement in increasing local involvement in the decision-making process.” Organisation

Strategic objective 4: Partnerships

Q11 To what extent do you agree or disagree that the actions for delivery will be sufficient to deliver this objective?

Q12 To what extent do you agree or disagree that the proposed targets are appropriate? To inform your answers please refer to Section 4.5.

Strategic objective 4:

Build partnerships for people and the planet

Most of the respondents answered the tick-box question for strategic objective 4. Most of these (20) agreed that actions set out in the Plan will be sufficient to deliver on the objective. Just four of the respondents disagreed, three of these were individuals. Most (18) organisations agreed, with 12 agreeing strongly.

Slightly fewer respondents (18) agreed that the proposed targets set for this objective are appropriate, with four disagreeing.

Table 13: To what extent do you agree the actions listed in 4.5 will be sufficient to deliver this objective?

	Total	Individuals	Organisations
Agree	20	2	18
Disagree	4	3	1
Don't know	5	1	4
Base	29	6	23

Table 14: To what extent do you agree the targets listed in 4.5 will be sufficient to deliver this objective?

	Total	Individuals	Organisations
Agree	18	1	17
Disagree	4	3	1
Don't know	4	1	3
Base	26	5	21

General comments

Respondents were on the whole supportive of this objective, with several commenting on the added significance of this given that 2020 is designated Year of Coasts and Waters. There was broad agreement that joint working across stakeholders, including engagement with communities, will help to deliver sustainable development.

There was a small number of negative comments, with one respondent saying that the objective was unclear and, in particular the term 'support delivery of wider value' would benefit from clarification, while another commented that the targets lack ambition. Another commented that the issues dealt with here underpinned all the Objectives in the Plan, so there was no need for a specific objective.

Specific issues⁵

Delivering value: Respondents supported the focus on delivering wider value, particularly social and environmental well-being. There was particular support for the emphasis on community engagement, community-led projects and locally-led development.

One respondent commented that although many of the actions were about delivering projects were (development, job creation, etc.), this had to be undertaken within a context of building communities where people want to live, work and raise families. One respondent suggested that partnering with Marine Maps Scotland would be a useful approach to helping to reduce duplication and to identifying targets clearly.

Sustainable development: Several respondents commented they support projects that promote sustainable development and regeneration, particularly in coastal areas. Several commented that Crown Estate Scotland support for this work would be of benefit in this work, with one commenting that it would be helpful if Crown Estate Scotland were to commit to a clear programme that would deliver regeneration in coastal areas.

Approach to engagement: Respondents welcomed the measures that support projects and enable local engagement. In particular, respondents noted Crown Estate Scotland's development of a Community Engagement Strategy; and they supported the piloting of Local Place Plans. Specific points raised:

- The final Plan should set out the working relationship between Crown Estate Scotland and local authorities more clearly.
- Support for the opportunity development trusts and other community controlled bodies to work with Crown Estate Scotland. Crown Estate Scotland should adopt a 'presumption in favour' of communities when assessing development proposals.

Local empowerment: Several respondents welcomed the actions on local empowerment: the development the Local Management Pilots Projects and support for other partnership projects including Local Place Plans. Respondents highlighted these as currently/potentially helpful to their ongoing regeneration work. One respondent commented they were interested in developing partnership-working and investment to enable sustainable development.

"We are interested in exploring the scope for combining partnership-working and investment to enable sustainable development outcomes to be realised via greater levels of community land and asset ownership." Organisation

"Decisions about local communities should be made as close to those local communities as possible." Organisation

⁵ It should be noted that one of the proposed actions for delivering Objective 4 is Action 15. This action is also identified as a proposed action to deliver Objective 1 and is the subject of specific consideration in question 6 in the consultation.

Strategic objective 5: People

Q13 To what extent do you agree or disagree that the actions for delivery will be sufficient to deliver this objective?

Q13 To what extent do you agree or disagree that the proposed targets are appropriate? To inform your answers please refer to Section 4.6.

Strategic objective 5:

Develop and deploy our people's expertise to deliver value and success

Most of the respondents answered the tick-box question for strategic Objective 5. Most of these (17) agreed that actions set out in the Plan will be sufficient to deliver on the objective. Just three of the respondents disagreed, two of these were individuals. Most (15) organisations agreed, with views split equally between strongly and slightly agree.

18 respondents agreed that the proposed targets set for this objective are appropriate, with four disagreeing.

Table 15: To what extent do you agree the actions listed in 4.6 will be sufficient to deliver this objective?

	Total	Individuals	Organisations
Agree	17	2	15
Disagree	3	2	1
Don't know	7	1	6
Base	27	5	22

Table 16: To what extent do you agree the targets listed in 4.6 will be sufficient to deliver this objective?

	Total	Individuals	Organisations
Agree	18	1	17
Disagree	4	2	2
Don't know	5	1	4
Base	27	4	23

Comments

Few respondents commented on this Objective, and those that did, responded succinctly. Most agreed with the objective and the actions for delivery, confident that the system and staff in Crown Estate Scotland have the knowledge and commitment to deliver success. In particular respondents

- Noted their support for action 36
- Welcomed measures for enhancing communications and wider transparency
- Supported the commitments to refreshing working practices relating to tenant and local partner engagement. There was a suggestion that more emphasis could be placed on embedding community engagement fully into staff culture, for example so that staff think about community engagement as they might think about health and safety. Respondents stressed the importance of recognising the importance of advice from local experts and local partnership/liaison opportunities.
- Suggested that Crown Estate Scotland might wish review staffing requirements, specifically whether it has the skills and headcount to deliver the commitments within the Plan.

Negative comments: There was a small number of negative comments, mainly from individuals: one respondent commented that Crown Estate Scotland was largely invisible to people living on the coast, another that the Plan implied that redundancies were in the offing.

Targets: Respondents generally agreed with the targets set against the proposed actions, although one respondent was more measured and commented that outputs do need to be seen to be strongly advantageous to the relevant communities. They particularly welcomed the targets in relation to:

- a community engagement strategy in place and a strengthened local engagement approach
- inclusion of the Value Project in the Business Plan targets
- transparency across the targets.

“Our experience of Crown Estate Scotland has been of a body that engages regularly with stakeholders and representatives from across the sectors which they need to work closely with. We hope that these well-developed links will continue.” Organisation

“We support the strengthening of data management, refreshing working practices relating to tenant and local partner engagement, enhancing communications with wider transparency.” Organisation

Investment Strategy

Q15 To what extent do you agree or disagree that the Investment Strategy successfully balances activity required to raise funds with ambitions for reinvesting?

Q16 To what extent do you agree or disagree that the proposed criteria in Section 5.2 meet our obligations in the Act to deliver sustainable development, regeneration, economic development, social well-being and environmental well-being?

Most of the respondents (21) who answered the tick box question said they agreed the proposed investment strategy successfully balanced activity to raise funds with ambitions for reinvesting. Just five respondents disagreed. Further 23 respondents agreed with the investment criteria set out in the Plan, with only four saying they disagreed.

Table 17: To what extent do you agree or disagree that the Investment Strategy successfully balances the activity required to raise funds with ambitions for reinvesting?

	Total	Individuals	Organisations
Agree	21	4	17
Disagree	5	2	3
Don't know	2	0	2
Base	28	6	22

Table 18: To what extent do you agree or disagree that the proposed criteria in 5.2 meet our obligations in the Act to deliver sustainable development, regeneration, economic development, and social and environmental well-being?

	Total	Individuals	Organisations
Agree	23	4	19
Disagree	4	2	2
Don't know	2	0	2
Base	29	6	23

General comments

General positive: Respondents comments were generally positive about the Investment Strategy. In particular, they welcomed the continued commitment to use non-financial criteria, in addition to financial criteria, for making investment decisions. Some respondents suggested it would be helpful to have further clarification about how this approach would be applied and, in particular, how the investment strategy will fit with 'The Value Project' (that is, the framework being developed to identify the different types of value that Crown Estate Scotland's work and estate will generate).

- Many supported the potential for partnership working to develop and deliver investment opportunities
- Several supported a greater investment to help manage the impact of climate change to benefit the wider public rather than as an income generation measure
- One respondent commented that population retention and growth was key in deciding where and how investment is deployed.
- One respondent was concerned that maintaining strategic funding for estates should continue to be a consideration. It was noted that this might be a particular issue in estates with a large degree of community involvement where the financial return is not the over-riding objective.

It was therefore suggested that the funding of strategic activities should continue to be made by the Crown Estate.

General negative: There was a small number of critical comments on the investment strategy:

- A small number of respondents commented that it would be have been helpful to have more detail within the investment section, for example numbers on the pie chart; information about the financial targets.
- One respondent commented that the criteria are potentially too onerous if projects are expected to meet all of them.
- One respondent commented they were surprised, given Scotland's ambitious decarbonisation targets, that carbon impact was not represented as a key investment criteria.

Specific issues

Community regeneration and development: Several organisations welcomed provisions for community regeneration. Some supported reference to the Place Principle, and the potential to work closely with Development Trusts to make a positive contribution to regeneration. One organisation commented that it does not agree that the Investment Strategy is wholly successful in balancing the activity required to raise funds with ambitions for reinvesting. It suggested that there is scope for Crown Estate Scotland to develop an innovative 'brokering' role in community land and asset ownership, with a view to subsequently selling or, ideally, otherwise transferring the land or assets to the community as a way of delivering sustainable development, community empowerment, and demonstrating a real contribution to land reform.

Strategic review of the portfolio: A number of the respondents commented on the profile of Crown Estate Scotland's asset portfolio. Respondents appreciated Crown Estate Scotland now has the opportunity to take an active and strategic approach to its holdings. One commented that it supports the disposal and **acquisition** of assets where appropriate. It was suggested that Crown Estate Scotland could partner with public sector or community bodies to invest in and manage assets.

Several respondents commented that it was important that asset transfer decisions be aligned with the land reform, in particular exploring approaches that offer the potential to leverage in maximum community benefits/community control of land assets. Some requested further details on future plans to support asset transfers to communities and local community benefits.

One organisation however argued that the ownership and management of all the assets should be transferred to the government and not retained by the monarch.

Funding priorities: Respondents commented on funding priorities and, in some cases, how they might be best achieved.

- **Finfish issues:** One respondent commented that the scale of investment required in the industry, for example development funding to support fish farming tenants, will be beyond that available from Crown Estate Scotland. However, Crown Estate Scotland's role may be to assist in securing/leveraging resources from other private and public sector investors.
- **Environmental sustainability:** One respondent commented that substantial funds were required to address environmental sustainability issues. Again, Crown Estate Scotland could play a key role in securing/leveraging resources from other private and public sector investors.

Linked to this, one respondent commented that making maximum use of wind resources should be a priority in the short term

- **Coastal:** Some respondents asked for further information on how Coastal funding will be allocated to the local authorities with coast. There were specific queries around disbursement of funds (revenue and capital receipts) arising from the disposal of assets – that is, when a local site is sold, will the funds be distributed locally, or will they be shared nationally.
- **Infrastructure:** Respondents supported the identification of port and deep water facilities for targeted investment
- **Woodland creation:** Respondents welcomed the inclusion of investment in woodland creation. One respondent suggested that outdoor recreation and opportunities for active travel could be included in this section.
- **Rural areas:** one respondent commented that resettlement of land and the repopulation of rural areas is a potential public benefit bringing social, economic and environmental benefits of lasting value.

“We would welcome consideration by Crown Estate Scotland of how it could leverage its resources further by co-investing with local authorities and other public bodies where aims are aligned.” Organisation

“With the proper preparation, this plan would be a win - win for everybody.” Organisation

“We welcome the inclusion of the Place Principle and focus to support inclusive economic growth and create places which are both successful and sustainable.” Organisation

Diversity and inclusion

Questions: Are there any key issues or opportunities we should consider to make sure that the Corporate Plan works for different equality groups or for people from different socio-economic backgrounds?

Do you think any of the outcomes or actions in the Corporate Plan will impact differently on people who share protected characteristics? (for example, in relation to their age, disability, gender, pregnancy/maternity, marital status, gender identity, sexual orientation, race, religion or belief).

Are there any key issues or opportunities we should consider regarding how we may reduce inequalities of outcome in major strategic decisions in the Corporate Plan?

Comments

Most of those responding to the diversity and inclusion questions simply said they had no comments, or that they did not think there were additional opportunities or issues for people with protected characteristics/from equalities groups.

Specific actions suggested for consideration were:

- Focusing on local projects that use local firms, so as to ensure benefits are experienced by local people; in preference to large-scale projects/use of national or international companies that benefit foreign investors.
- Ensuring that communities are consulted and can be actively involved. It was noted that some communities will need more support to build the capacity and skills required to engage in partnership and funding opportunities.
- The design of recruitment practices, regular training of staff and monitoring of staff to support equality and diversity in the workplace.

“The evidence is clear that more diverse workforces are more productive and resilient.” Organisation

Final comments

Question: Please use this space to provide any other comments you think are relevant to the Corporate Plan.

The final comments generally reiterated those made previously. Respondents welcomed the opportunity to comment on the Draft Corporate Plan. There was broad agreement with the direction of the Plan and the actions for delivery, with particular reference made to delivering value greater than financial return; wider social, economic and environmental value; and the partnership approach to delivering on these.

Further information: It was suggested the Plan would benefit from including further information on any potential impacts that the Community Empowerment (Scotland) Act might have on asset transfers at the local level. In particular, there were questions as to how any capital receipts and income generated would be distributed to local communities and organisations.

Data/information sharing: There was a suggestion that Crown Estate Scotland could play a role as a 'knowledge/information broker'; providing a safe environment for stakeholders to share data and information, supporting collaborations; possibly producing a directory of leaseholders.

Climate emergency: Some highlighted the need to include explicit mention of the climate emergency within the Plan. One respondent noted their organisation has recently declared a Climate Emergency to protect the fragile biodiversity and the natural environment of their local area, and considers the Plan will complement these commitments. Another commented there is too much emphasis in the Plan on revenue generation and not enough on how the estate will be managed to deliver wider long-term benefits. They felt they would prefer a greater emphasis on responsible management of existing assets (rather than growth), particularly in relation to the built and natural heritage environment.

Partnership: Respondents were generally very supportive of the proactive approach to formally involving tenants and wider communities in decision making. They supported opportunities for local communities and other stakeholders to be involved in co-producing sustainable development of the assets under Crown Estate Scotland management.

Linked to this, several respondents indicated their willingness to partner with Crown Estate Scotland moving forward; either where their agenda and strategic directions are aligned; or where they might add value to each other. For example, respondents identified the sustainable future for coastal communities, joint working to inform the proposed investment strategy, joint working on key sectors, and joint funding to enhance the marine environment as potential areas of joint working that could be explored.

Strategic direction: Some respondents commented that the Plan could increase its emphasis on onshore activities. Issues raised included:

- Exploring the potential to develop energy infrastructure on large land areas possibly suited to renewables, for example, siting ground-mounted photovoltaics;
- Exploring the scope for carbon sequestration using a wide range of measures that have potential across Crown Estate Scotland assets. In particular, reforestation and afforestation were suggested by a number of respondents; while peat bog restoration and agricultural land enrichment by organics and carbon (e.g. biochar,) were also mentioned.

Negative comments: There was a small number of negative comments:

- One commented on the difference in the planning burdens across different sectors. They said seaweed producers do not have to meet the same licencing/planning requirements as shellfish/finfish producers. It was suggested that a seaweed farmer might step in and take up a lease from Crown Estate Scotland in an area where a shellfish farmer had spent several years trying to satisfy the demands of planning.
- One suggested that at least some of the money paid to the Crown Estate should be redistributed directly back into the community where it came from with the monies administered, for example, by the local community council. The respondent considered this would allow the people who are most affected by developments to get direct benefit from them.
- A small number made generally negative comments: that the Plan contained too much jargon, was unfocussed; and that it lacked ambition.

"We are very keen to work with Crown Estate Scotland to inform the proposed investment strategy, through supporting the identification of priority locations for investment and the types of development that can best meet the needs and objectives of both our organisations. We recognise that a collaborative approach can achieve greater benefits to our economy and better outcomes for our local communities." Organisation

"We strongly support the proposals to 'identify opportunities to co-invest in projects that innovate with natural resources, adapting to economic, social and environmental change and contributing to a sustainable future' and to 'identify a capital budget for co-investing through local partnerships.'" Organisation

Technical appendix

Method

- The data was collected by public consultation.
- The target group for this research study was stakeholders and members of the public.
- There was no target sample size, but an estimated final response of around 100 was anticipated. A total of 44 valid responses were received.
- No campaign responses were received.
- The consultation ran from 31 August until 9 December 2019.
- The consultation was available to respondents via the Crown Estate Scotland website and the Citizen Space portal.

Data processing

- Our data processing department undertakes a number of quality checks on the data to ensure its validity and integrity of the responses received.
- Progressive was granted access to the Crown Estate Scotland Citizen Space portal, and was able to download the all responses received through the portal. For questionnaire received through the Portal these checks include:
 - Responses are checked for duplicates where unidentified responses have been permitted.
 - All responses are checked for completeness and sense.
- A small number of responses were submitted directly to Crown Estate Scotland. These were forwarded to Progressive for processing.
 - Where a respondent information form was provided to Crown Estate Scotland along with a direct submission, this has been integrated with the response at the processing stage.

Confidentiality

- Respondents indicated their permission for publication of their consultation response: response published with name, response only, response not published. All responses have been fully considered in the production of this analysis report; but no material from responses in the third category (do not publish response) is referred to in the report.