



**Crown Estate
Scotland**
Oighreachd a' Chrùin Alba

Rural Assets Strategy Consultation

February – April 2019



Rural Assets Strategy Consultation

Scotland's land is one of our most valuable assets, vital to our national prosperity and to our wellbeing as individuals and communities. In an inclusive and progressive Scotland, it is only right that everyone benefits from it. (Roseanna Cunningham MSP, Cabinet Secretary for Environment, Climate Change and Land Reform, Scottish Land Rights and Responsibilities Statement).

1. Foreword

In Scotland, our connection to the sea and the land runs deep. How Scotland manages rural assets – and how we use and care for natural resources more generally – is fundamental to our way of life, our economy and our culture.

Crown Estate Scotland manages property and natural resources – seabed, coastline, rural estates and more – to deliver wider value. The assets (which collectively make up the Scottish Crown Estate) are dynamic – we can invest in new assets, we can engage in development, and we can sell property to raise capital.

Ultimately, we aim to help businesses and communities to live, work and thrive on the assets. There is a clear responsibility on Crown Estate Scotland to manage the assets in a way that delivers for communities and for Scotland, recognising and aligning with wider changes in policy related to diversifying ownership and management of land.

It's critical that the strategy for the rural assets reflects the aspirations of those who live and work on the estates as well as a wider cross-section of interests such as those working to enhance productivity of property assets and develop new ways to promote sustainable development.

The themes of ensuring land is productive, and benefits everyone, are embedded in both the Scottish Land Rights and Responsibilities Statement and the Land Use Strategy, aligning neatly with our vision at Crown Estate Scotland of land and property being managed in a way that creates prosperity for Scotland. Key to that is collaboration, working with others to create shared success.

Productivity, delivering benefits for all and partnership working will therefore be central to the rural assets strategy that this consultation will inform.

The strategy will also consider changes in the agricultural sector, in wider commodities markets, in government policy, and in our collective understanding about how best to make land-use decisions.

These issues and the broader socio-economic environment create a complex backdrop, one which is continually evolving.

We therefore want to hear your views on the Scottish Crown Estate rural assets. Do they currently deliver the benefits they should? How can they deliver more for communities and for Scotland? What are the rural development priorities that we should be investing in, either on the current estates or potentially in new assets?

Please take this opportunity to tell us what you think.



Amanda Bryan, Chair, Crown Estate Scotland

2. Introduction and policy context

Welcome to this consultation on the future of the Scottish Crown Estate rural assets.

In this document we put forward a number of key issues related to the overall objectives of managing the rural assets, long-term financial sustainability and principles for decision-making.

The final strategy that follows this consultation will cover 2019 to 2023 and be aligned with wider Scottish Government policy and guidance.

Diversity of ownership and tenure, communities being able to use land and property, best practice management – responsible stewardship to unlock environmental, social and economic value – transparency, and collaboration: these Scottish Land Rights and Responsibilities Statement principles will also be reflected in the strategy, as will Scotland's Land Use Strategy 2016-2021.

[Recent recommendations](#) from the National Council of Rural Advisers highlight the need to mainstream the rural economy and embed it in Scottish Government's National Performance Framework. We therefore hope that this consultation generates responses from a broad range of stakeholders, reflecting the reach and importance of the issues and how they relate to Scotland's future.

Key to this is the nature of rural demographics and how rural areas can secure the services, facilities and infrastructure that enables people to live, work and thrive there.

Please note that the strategy will be distinct from local authorities' local development plans. This is not a spatial or sector specific exercise, it does not relate directly to regulatory compliance and / or planning consents, which are not within our remit.

This is a consultation on how we actively manage land and property on the Scottish Crown Estate to drive inclusive sustainable development.

The scope of the consultation covers the four rural estates plus some additional rights described below. It does not cover coastal assets (i.e. foreshore that we manage) even though some of these are in rural areas.

How to respond

The consultation period runs from 15 February to 16 April 2019. If you need more time to respond, please let us know.

Responses should be submitted through Citizen Space <https://consult.gov.scot/crown-estate-strategy-unit/rural-assets-strategy/>

We will publish a summary of all responses (unattributed) on our website and, at a later date, an explanation of how we have responded to that feedback in our final plan.

Programme of events

As part of this consultation, we will be holding events on each of the four rural estates, and we will also ensure there are further opportunities for stakeholders to discuss the consultation with our team face-to-face. These events are drop-in and there is no need to book in advance.

Details of the events are as follows:

Rosewell Resource Centre, 85 Carnethie Street, EH24 9AN on **Wednesday 27 February** from 6pm to 8pm (presentation at 7pm)

Somerton House Hotel, 35 Carlisle Road, Lockerbie, DG11 2DR on **Thursday 28 February** from 4pm to 7pm (presentation at 6pm)

Glenlivet Estate Office, Tomintoul, AB37 9EX on **Wednesday 6 March** from 1.30pm to 8pm (presentation at 6pm)

Inchberry Hall, Fochabers, IV32 7QB on **Thursday 7 March** from 4pm to 8pm (presentation at 6pm)

3. About the Scottish Crown Estate rural assets

Crown Estate Scotland is a public corporation. We manage and innovate with land and property – seabed, coastline, rural estates and more – to deliver wider value.

Collectively, the assets are referred to as the Scottish Crown Estate. An interactive map of the assets can be found [here](#).

We help families, businesses & communities to live, work and thrive on the assets and return all revenue profit to Scottish Government to benefit the public purse.

Our role is evolving with new legislation, the Scottish Crown Estate Act 2019. This paves the way for a long-term approach to managing the assets in a way that deliver economic, social, environmental and financial value for Scotland.

The rural assets include 37,000 hectares (around 91,000 acres) of land in rural Scotland. The vast majority is let for a variety of uses including farming, residential, commercial, sporting and mineral operations. This includes the Glenlivet and Fochabers Estates in Moray, the Applegirth Estate in Dumfries & Galloway and the Whitehill Estate in Midlothian.

Forestry assets on these estates are managed directly by us rather than being let. We also manage crown river & coastal salmon fishing rights and the rights to naturally-occurring gold and silver across Scotland.

We lease land and property to encourage a range of uses, helping to create a secure economic future for the communities we work with. This includes investing in public access and educational work to attract visitors as well as conservation projects to increase biodiversity.

Crown Estate Scotland works closely with tenants, local authorities and other partners seeking to

- Promote prosperity and economic opportunities
- Support local tourism and recreation
- Provide good quality homes in rural areas
- Engage with, and support sustainability of, local communities
- Enhance and improve the natural environment
- Care for some of Scotland's important wildlife and geological sites
- Manage the land well and for the long term

4. How we manage the assets

Crown Estate Scotland works in partnership with tenants, agencies, communities and stakeholders to create wider value.

Under legislation, we are required to distinguish capital (the financial value tied up in the land and property we manage and proceeds from sales and other transactions) and revenue (the rents and income from tenancies).

Capital is used to sell, buy and re-invest in assets to achieve capital growth, generate revenue and create social, economic, environmental value.

Crown Estate Scotland is self-funding and receives no funding from government: indeed, our revenue profits are given to the Scottish Government. We cannot borrow money from banks or trade. The organisation is dependent on permitting people to use Scottish Crown Estate assets to generate funds.

Our management 'tools'

Given these restrictions, we can use the following 'tools' to manage the land and property in our care.

1. Managing our existing agreements to ensure we meet our statutory obligations and support tenants in their business activities
2. Deciding how and to whom we lease vacant property & rights, for how long and under what terms - to promote sustainable development and management of natural resources.
3. Restructuring tenancies and driving performance through negotiating changes to leases, facilitating lease surrenders, rent reviews and lease assignments.
4. Selling property to raise capital funds for reinvestment, either in new property or in making existing assets more productive. This needs to happen if we are to secure ongoing revenue profit for the public purse.
5. Investing in built environment and planning (zoning for residential and commercial development), infrastructure, environmental works to support tenants' businesses and help other stakeholders.
6. Place-making through investment in infrastructure / natural capital and cultural heritage assets .
7. Working with a wide range of stakeholders to identify new opportunities to develop the assets, master-planning for integrated asset management and demonstrating new and innovative forms of land management.

Our rural assets strategy therefore needs to outline how we will use our expertise and manage our assets to

- Grow financial and wider value
- Support business growth and development
- Create opportunities for others to use assets
- Support beneficial land-use change
- Promote socio-economic, community and environmental benefits
- Provide opportunities for existing and new tenancies or agreements.

5. Issues and strategic priorities

There are guiding principles and strategic considerations that need to be addressed in our future rural assets strategy. We are seeking your views on these and any other issues or priorities that should be included.

The resulting strategy will feed into our next Corporate Plan, covering Crown Estate Scotland's priorities and objectives for 2020 to 2023.

Guiding Principles

Below we propose principles to guide decision-making. These reflect our responsibilities under the Scottish Crown Estate Act 2019 (which is yet to be fully implemented) to enhance revenue and capital value while contributing to wider social, environmental and economic benefits.

1. We will make decisions based on the value (financial and non-financial) that we can add to assets and natural resources.
2. We will seek to ensure each type of asset we manage is financially sustainable and we act responsibly to ensure appropriate returns in line with the requirements of the Scottish Crown Estate Act.
3. Our decisions regarding our financial investments are driven by the contribution they make to inclusive sustainable development, helping to unlock economic potential, as well as the sustainability of Crown Estate Scotland as a business.
4. We will work with communities and stakeholders to increase empowerment and resilience.
5. The long-term environmental sustainability of the assets in our care is a priority, including the protection, enhancement and quality of natural capital.
6. We will manage, invest and divest so that the Scottish Crown Estate evolves in a way that increases its value to society.

Question 1: Do you think these principles are appropriate for the rural assets strategy? Please give reasons for your answer.

Question 2: From the principles listed above, please choose the three you think are the highest priority and rank them 1 (very high priority) to 3 (lower priority).

Question 3: Please identify any additional guiding principles you think Crown Estate Scotland should include in the rural strategy.

5.1 Strategic priorities and considerations

We have a responsibility to ensure the rural assets create financial value and wider public benefits. Some of the key factors that we must consider include:

- Market and non-market impacts including those associated with Brexit and fluctuating commodity markets.
- On the rural estates significant ongoing capital investment, particularly on farm buildings and residential properties is required, to meet our statutory obligations and to ensure we are a good landlord. The historic growth in land values are also levelling off and may decline in the future.
- Land values – if we have assets that are declining in value and / or require significant ongoing expenditure without a corresponding capital value increase, we must consider the impact this has on Crown Estate Scotland overall and whether it is right to retain these

assets or to compensate for this by ensuring there is capital growth in other assets in our care.

- Divestment - as we cannot borrow, we need to use the capital generated from sales of rural assets for reinvestment both in the rural estate and elsewhere. Unlike other parts of the portfolio, the rural estates include property that can be sold (seabed and foreshore cannot normally be sold or is of limited value). The strategy will need to inform decisions about which rural assets we retain and which ones we sell to fund work that delivers wider benefits for Scotland.

Question 4: Above we outline some of what we consider to be strategic considerations. What do you think are the key external considerations that should be addressed by the rural assets strategy?

Question 5: What should the main objectives be for this strategy? In answering this, please consider, who should benefit from Crown Estate Scotland managing rural assets?

Our rural assets strategy will need to provide a framework and structure for investment decisions and decisions regarding the letting, sale and purchase of property including farms, forests, residential properties, mineral resources and other assets which comprise the rural portfolio.

We are interested in understanding what stakeholders consider should be the priorities for these different assets. The following sub-sections explain some of the considerations that need to be addressed in the strategy and seek your views on these.

5.2 Agricultural Assets

Crown Estate Scotland is a significant provider of agricultural tenancies with around 200 tenanted farms / agricultural leases.

The agricultural assets require around £2-3m capital investment annually in agricultural buildings, roads and bridges, tenancy restructures, farmhouses, water supplies and other infrastructure.

Our current [£4.5m investment programme](#) (over two years up to March 2019) covers a range of works to replace farm buildings and other infrastructure to meet our obligations as a landlord or for health and safety purposes. Other works are designed to help our tenants grow and diversify their businesses.

The farms we lease do not generate significant revenue profits.¹ Expenditure on farm infrastructure does not generally result in any additional financial return from rent.

However, there are a range of socio-economic, environmental and community public benefits that are generated from the agricultural assets. This includes indirect economic impacts through the supply chain as well as social impacts for communities through enabling local businesses to grow and thrive. We want to establish the right balance between financial and non-financial considerations.

To raise funds for this ongoing year-on-year expenditure, we must sell rural assets (e.g. residential properties, development land, forest areas, farms) or cross-subsidise from other sources of capital income generated from other parts of the Scottish Crown Estate (foreshore and seabed).

Spending money on agricultural assets (that does not result in increased revenue) limits the opportunities to spend on other assets / activities that generates greater value elsewhere.

¹ Yield is modest compared to other types of assets c.1.5-2% overall

Question 6: Should Crown Estate Scotland continue to be a significant provider of agricultural tenancies, whatever the cost, or should there be a rebalancing of the assets for financial sustainability?

Question 7: Assuming Crown Estate Scotland continues to be a long-term manager of let agricultural land, what should be the priorities that a future strategy should address?

Question 8: How can Crown Estate Scotland best fund the extensive capital investment requirements on the agricultural estate without reducing public benefit investment in other sectors?

Question 9: How should a future strategy inform decisions regarding which assets might be sold and which should be retained in the longer-term?

5.3 Community Engagement and Involvement

Crown Estate Scotland places a very high degree of importance on working with local communities and other stakeholders, ensuring that we align with best practice regarding community engagement and involvement in decision-making.

Our engagement is also guided by our four core values of excellence, collaboration, integrity and commercialism.

Working in partnership is fundamental to our management approach (our predecessor The Crown Estate won many awards for its approach to community involvement, particularly for work at the Glenlivet Estate).

In recent years we have worked closely with organisations such as the Tomintoul & Glenlivet Development Trust and have collaborated on initiatives such as the Heritage Lottery funded Tomintoul & Glenlivet Landscape Partnership.

Last year we launched the [Local Management Pilots Scheme](#) which offers local organisations the opportunity to become more directly involved in how Crown Estate Scotland land and property in their area is managed. The scheme is firmly rooted in a collaborative approach, with Crown Estate Scotland aiming to enable people to realise their ambitions and aspirations for their local community.

More generally, we vary our approach across the portfolio in response to different local circumstances and management requirements. We consider local community involvement in the management of assets to be a priority in the rural strategy, linked to the overarching aim in Scottish Government policy of creating empowered and resilient communities.

Question 10: What do you consider to be the key opportunities to involve local communities in the work of Crown Estate Scotland?

Question 11: How can we remove barriers to communities being able to input into decision-making?

5.4 Other rural assets

The rural assets are diverse, and the strategy needs to consider and cover them all. As well as agricultural land, we manage commercial forestry, salmon fishings, minerals, residential property, and development land (identified for residential, commercial or industrial development).

We also invest in tourism, recreation, visitor infrastructure and environmental works to contribute to the long-term sustainable development of the estates. Much of this investment does not directly generate any revenue.

This diversity makes the business stronger, and more able to deliver wider benefits. It means Crown Estate Scotland's income stream is more resilient and helps us to balance risk across the business. However, to enhance revenue and capital and to build our capacity to deliver more for Scotland, we continually have to make decisions about what assets we keep, which assets we invest in, which assets we re-let and which ones we sell.

5.4.1 Forestry

Our commercial forestry assets currently extend to c.5000 ha distributed across the four rural estates. 3500 ha of this total is at Glenlivet.

The forest assets are mostly well integrated in the landscape of the estates and provide a range of public benefits including recreational opportunities for mountain biking, walking and other outdoor pursuits. They also have important landscape and amenity benefits and provide shelter for neighbouring farms and create local employment in forest harvesting and management.

Revenue for timber sales varies annually depending on a range of factors and ongoing investment in new planting and restocking is required.

To plant new woodland, Crown Estate Scotland must either purchase land or negotiate with tenants to release land or undertake planting themselves.

There have been a number of new planting schemes across the four estates in recent years, all on land made available following tenancy restructures or negotiated tenant-led schemes, rather than on land purchase for planting.

Question 12: Should Crown Estate Scotland seek to be a long-term investor / manager of new commercial forest areas or are other bodies (such as Forestry and Land Scotland) better placed to manage forests in the public interest?

Question 13: What are the key factors / priorities that should be taken into account in the management of Scottish Crown Estate woodland and forest assets?

Question 14: Should a different approach be taken to invest in new woodlands on the Estate to help integrate forestry into wider land use? E.g. through the sale of existing woodland to support investment in new planting elsewhere.

5.4.2 Residential Property

Across all four of the rural estates we manage residential property, separate from the agricultural estate, providing good quality homes.

Crown Estate Scotland has an ongoing programme of investment to improve these properties and meet new energy efficiency standards.

When tenants voluntarily terminate leases, we must decide either to sell the property to raise capital for reinvestment elsewhere or to re-let the property, depending on its condition, the rental value, relevant local social factors and any capital investment required.

We may also seek to purchase or develop residential property for letting, either on an existing estate or elsewhere, where this aligns with our broader investment programme.

Question 15: What factors should be taken into account when we decide to retain, sell and / or buy residential property assets?

Question 16: What are the key factors that should be taken into account in the strategy regarding the future residential portfolio?

5.4.3 Minerals

We grant leases to commercial mineral operators to exploit minerals found on our four rural estates (operators must obtain planning approval for their activity).

We aim to balance generating an income from these assets with making sure they are managed responsibly. There are currently three operating leases, two for sand and gravel and one for sandstone block let to smaller UK-based mineral companies.

In addition, we manage the rights to naturally occurring gold and silver (known as Mines Royal) across most of Scotland. In a few specific areas these rights have been granted away (see plan [here](#)). We encourage proposals for commercial exploration and development, providing they meet statutory requirements and high environmental standards.

Responsible commercial applicants can secure a lease option which can be exercised if a viable deposit of gold or silver is found and planning permission is obtained to mine it. This option gives the exploration company reassurance that mining the deposit can proceed if all the other legal, environmental and financial criteria are met. A map showing the 21 current options and 1 gold mine lease is [here](#).

We aim to identify renewable energy or other development schemes for exhausted or restored mineral workings and seek to expand and develop existing and prospective sites to generate revenue as part of our wider asset management activities.

Question 17: Are there any specific issues relating to mineral workings on the Scottish Crown Estate that should be addressed in a future strategy?

Question 18: Should Crown Estate Scotland actively seek mineral development opportunities (e.g sand and gravel extraction) where these exist within the current portfolio and elsewhere, through the purchase of new sites?

5.4.4 Wild Salmon Fishing

The rights to fish for salmon and fish of the salmon kind are part of ancient rights held by The Crown in Scotland.

Salmon fishing rights are not always bound to the land where the fishings are located. Title can be held separately. So even where the shore or riverbank is privately owned, the salmon and sea trout fishing rights may lie with the Crown and be managed by us. The rights to coarse and other freshwater fishing will be held by the riparian landowner.

We manage around 140 river salmon fishing tenancies on around 50 rivers across Scotland, including the Allan Water, the River Leader, the Findhorn, the Stinchar, the Clyde, the Almond, the Tweed and the Forth. The locations of the rights currently let are shown on the overall map of Crown river salmon fishings [here](#).

The majority, by length of fishing, are let to angling clubs, providing access to reasonably priced salmon fishing rights for local communities.

We work in partnership to improve fisheries and promote responsible management of fishing. This involves supporting local conservation policies and best practise through lease arrangements and limiting the number of rods. Despite this, salmon populations are in serious decline.

Locations of these angling association lettings are shown [here](#) with lists of the angling associations available [here](#).

Leasing rights to salmon fishing angling does not generate significant profits but does enable leisure and recreation for all ages.

The introduction of mandatory catch and release on category three rivers has impacted angling clubs' and associations' membership, threatening the viability of clubs which have a vital role to play in monitoring and managing fishing. Over the last three seasons we have supported tenants in category three rivers by providing rent rebates (currently at 25%) and continuing into 2019.

We do not let or operate coastal netting rights (our predecessor The Crown Estate stopped doing so in the early 1990s) which supports the Scottish Government conservation aims of wild fishery reform to reduce exploitation of vulnerable stocks in Scottish domestic waters.

A map showing the remaining coastal netting stations in the East of Scotland is found [here](#), and those remaining in the West of Scotland [here](#).

Question 19: Should Crown Estate Scotland be managing these rights in a different way? If so, please explain.

Question 20: Should Crown Estate Scotland continue to provide support through financial rebates to local angling clubs and tenants of beats in category three conservation rivers to allow them to continue to manage the rights locally? If not, please suggest an alternative approach.

Question 21: Should Crown Estate Scotland consider selling some salmon fishing rights to fund investment?

Question 22: Bearing in mind that in most cases Crown Estate Scotland do not own the river bank or river bed, do you believe they should be investing in their salmon fishing interests and if so in what way?

Please comment on any other considerations that should be included in a future strategy relating to salmon fishing interests.

5.3.5 Built Development / Rural Development

Crown Estate Scotland actively pursues opportunities to make land on rural estates available for built development including business or industrial use, renewables and residential housing.

One way we do this is by working with local authorities to input into the Local Development Planning process.

We are continually reviewing existing development opportunities to promote small sites for development according to market demand. This work often involves negotiation with farm tenants to release land around settlements for development.

Since the establishment of Crown Estate Scotland in April 2017, we have sold several sites to developers to raise capital for investment in other parts of the portfolio.

How we approach development land opportunities in the future, either on existing estates or through purchase of land will be an important element of the rural assets strategy.

Question 23: What should the priorities be for built development on the existing rural assets?

Question 24: Should Crown Estate Scotland actively seek new built development opportunities through the purchase of new areas of land?

Question 25: Should Crown Estate Scotland seek to promote/support the development of renewable energy schemes (wind, solar, hydro, biomass) on the rural assets in line with relevant strategic planning guidance/priorities and working with relevant stakeholders? If so, how high a priority should be given to renewable energy development in the future strategy?

5.5 Countryside and Environment

Natural Resource Management

Our tenants' businesses depend on the sustainable use of natural resources such as soil, water and biodiversity.

These activities can have both positive and negative impacts on natural capital.

The four rural estates include a wide range of different land use types, habitats and natural resources, as well as some of Scotland's important protected and scenic areas such as the 25,000 ha Glenlivet Estate in the Cairngorms National Park.

Crown Estate Scotland works actively with tenant groups, public agencies, communities and other stakeholders to promote and support best practice in land management as well as investing in environmental enhancement, habitat management biodiversity.

We also invest significant resources in the development and management of recreation and tourism facilities and services across the estates, particularly at Glenlivet.

We do not directly manage land use activities (other than forestry) and so have limited influence on day-to-day decisions. However, we can influence impacts on natural capital through our selection of tenants, facilitating knowledge exchange, working in partnership with agencies and stakeholders, making investments in resource management initiatives, supporting research, environmental education initiatives and pilot projects and responding to issues that may arise if lease terms are not being followed.

We engage and collaborate proactively with local community groups, development trusts and other partners regarding destination management and marketing to promote tourism and local economic development. This also involves the development of new recreational facilities and cultural and natural heritage projects which support sustainable rural and community development.

Question 26: How should a rural strategy address the requirement to enhance and protect natural capital and promote more sustainable use of natural resources?

Question 27: What should be the key priority for the strategy in relation to biodiversity and wildlife management?

Question 28: Are there other strategic natural capital or environmental issues or opportunities that the strategy should address and if so what are these?

Question 29: How should the strategy prioritise investment in projects that enhance cultural and natural heritage infrastructure of most benefit to local communities and visitors to the Scottish Crown Estate?

5.6 Future asset purchases

In order to deliver the future rural strategy, it might be appropriate for Crown Estate Scotland to acquire new rural assets or developments not currently part of the Scottish Crown Estate, but which could be a focus for future investment. This could involve rural or urban buildings or land, for development, primary production or commercial uses, as sole investor or in partnership to deliver wider benefits for Scotland.

Question 30: What should the priorities be for future acquisitions of property be and what benefits should Crown Estate Scotland focus on delivering in a future purchasing strategy?

Further comments:

If you have any further comments or points that you think should be taken into account in the development of a rural assets strategy, please state these below:

Annex 1: About Crown Estate Scotland

Crown Estate Scotland is a public corporation. We are tasked with managing assets that stretch the length and breadth of Scotland, including agricultural and forestry land, most of the seabed, just under half of the foreshore and some commercial property. An interactive map can be found [here](#).

We are a net contributing body. All our revenue profit goes to Scottish Government for public spending. For 2017-18, this was £9m. Our 2017-20 corporate plan and 2018-19 business plan details our priorities and objectives, and our Framework Document sets out our functions, duties and powers.

Our strategic objectives, which align closely with the Scottish Government's economic strategy and National Performance Framework, are to:

- Contribute to Scotland's economic, social and environmental wellbeing
- Maintain and enhance the value of assets and the return obtained from them
- Develop local decision making and success, with a particular focus on communities and coastal local authorities
- Build confidence and trust in the organisation
- Develop and deploy our people's expertise to deliver success.

Our values are collaboration, integrity, commercialism and excellence.

Planning for the long-term

The Scottish Crown Estate Act 2019 is yet to fully come into force. The key measures in this new legislation include:

- Introducing the ability for other bodies to take on management of Scottish Crown Estate land and property through measures known as delegations and transfers. In practice, this means that other managers may take on responsibilities that currently sit with Crown Estate Scotland.
- Introduces the requirement for Scottish Ministers to develop, or ask Crown Estate Scotland to develop, a national management plan for all Scottish Crown Estate assets
- A requirement for managers to
- Removing 'Interim Management' from Crown Estate Scotland's full name, giving it permanent status and giving tenants and staff further certainty and clarity

With the Bill having completed the parliamentary process, we are now developing our approach to different parts of the assets that we manage, including the rural estates.