

## Tenant service charter

We want to deliver the best possible service to our tenants. Our 2017-20 corporate plan sets out our intention to establish tenant service principles (or a 'charter'), outlining what tenants can expect from Crown Estate Scotland in terms of service and ethos.

The following tenant service charter for Crown Estate Scotland is founded on our core values (collaboration, integrity, commercialism, excellence) and

- The findings of independent research carried out with tenants in rural, aquaculture and coastal in late 2017 (specifically tenants' desire for us to respond quickly to requests regarding repairs on the rural estate, to be open with them e.g. about how rents are set, and to continue to communicate pro-actively about what Crown Estate Scotland does now and our plans for the future)
- Findings from independent research into energy & infrastructure tenants' views carried out by The Crown Estate in 2015-16 (in particular, feedback that they value our collaborative approach and our ability to bring people to the table, our strategic activity and responsible, long-term view)
- A review of customer service principles / commitments from other businesses and other sectors including developers, property management companies, retailers and banks to help ensure we are learning from others and not too narrow in our ambition or perspective.

The 'charter' is structured according to our four core values as part of our commitment across the business to continue to 'live and breathe' our values.

Value	Across the business	Applied to tenant service
<b>Excellence</b>	We have a high-performance culture based on innovation, agility and continuous improvement. We meet and aim to surpass best practice standards and guidelines	We are easy to deal with and consistently deliver to high standards, responding to problems and enquiries efficiently and effectively.
<b>Integrity</b>	We are open, respectful and responsible in what we do and how we do it. We take a long-term view and balance commercial, social and environmental considerations.	We work with tenants in a way that is fair, open and respectful. We will do what we say we will do.
<b>Collaboration</b>	Working with tenants, partners and other stakeholders for mutual benefit is at the heart of our approach. We want to play our part in helping local communities shape their futures.	We listen, try to understand what is important to others, and work in partnership to help tenants succeed

<b>Commercialism</b>	We apply our commercial acumen to grow revenue and capital, helping our tenants succeed and supporting sustainable economic growth.	We maintain a business focus and invest our skills and expertise to benefit you and your sector We return all revenue profit to Scottish Government for the benefit of all who live and work in Scotland We reinvest capital receipts to improve and grow the estate, providing further opportunities for tenants