

Public Services Reform (Scotland) Act 2010

The Public Services Reform (Scotland) Act 2010 requires us to publish certain information on our expenditure. This promotes openness and transparency across the Scottish public sector.

Crown Estate Scotland¹ Statement of Expenditure 2018/19

- [Payments in excess of £25k](#)
- **Public Relations/Marketing** – £302k
- **Overseas Travel** – £0
- **External Consultancy** – £396k
- **Hospitality & Entertainment** – £5k

Expenditure on Public Relations includes:

- Advertising, marketing and branding
- Social media
- Design work and publications
- Donations and sponsorship
- Subscriptions
- Event management
- In-house staff costs
- Any other promotional activity

Members of staff who received remuneration in excess of £150,000 (does not include receipt of pension, voluntary severance compromise agreements or redundancy payments):
n/a

Statement of Efficiency, Effectiveness and Economy

Crown Estate Scotland is committed to delivering increased value through improvements in the economy, efficiency and effectiveness of its functions.

We are self-funded and do not receive funding towards running costs from Scottish Government. All our revenue profit is paid to the Scottish Consolidated Fund.

Our core values of commercialism, integrity, excellence and collaboration support a culture of careful financial and risk management, and a focus on results and outcomes over inputs and outputs.

¹ Crown Estate Scotland is the trading name of Crown Estate Scotland (Interim Management).

Since the creation of Crown Estate Scotland, separate from The Crown Estate, from 1 April 2017, new / increased indirect costs have emerged. These relate to the infrastructure required to operate the business on a standalone basis such as additional administrative posts, insurance, and running and maintaining geospatial, IT, HR and finance systems.

Within this context, to ensure we deliver value for money, we keep costs under review.

In 2018/19 we:

- Generated total turnover of £19m (against budget of £16.4m) reflecting a particularly strong year for Energy & Infrastructure, with offshore wind projects generating electricity earlier than anticipated. We also benefited from the careful use of outsourced support and effective forestry management
- Exceeded revenue profit target by over £4m, with a total of £11.4m contribution to Scottish Government to benefit public finances
- Continued to invest in staff development, reviewed pay & conditions to develop transparent pay scales, commissioned an independent review of our IT infrastructure and rolled out further training on General Data Protections Regulations (GDPR)
- Costs continue to be kept under review within the wider context of changes to how we operate and our remit more generally as set out in the Scottish Crown Estate Act 2019.

Promotion of Sustainable Economic Growth

Promoting sustainable economic growth is central to our corporate plan and strategic objectives, in particular strategic objective no 1 ('contribute to Scotland's economic, social and environmental wellbeing').

In regard to promoting sustainable economic activities on the Scottish Crown Estate, key activities in 2018-19 include:

- Invested in developing ScotWind Leasing, the new offshore wind leasing round to be launched in 2020. The round will provide developers with access to seabed, enabling projects that will help Scotland deliver on net zero emissions targets.
- Developed and implemented a tenant action plan, which included the introduction of bespoke communications for different groups of tenants; tougher action on unlicensed moorings; Board visits to rural estate tenants; providing further information on rents, and an extensive conditions survey of property across the four rural estates.
- Started 'The Value Project' to identify the economic, financial, social and environmental value that Crown Estate Scotland and our assets deliver.
- Launched our Local Management Pilots Scheme to enable communities and local authorities to apply to manage Scottish Crown Estate assets in a way which will improve the economic, social and environmental well-being of their local area.

- Created a new strategic framework bringing together our core values alongside a newly defined purpose, vision and set of roles. This was informed by feedback from staff, tenants, our partners and wider stakeholders and will guide our activity and organisational development over the years to come.
- Supported 2018 Year of the Young Person with a range of activity, including the recruitment of our first ever Forestry Intern, through a partnership with The Scottish School of Forestry

Commitment to operating sustainably

Sustainability and good stewardship of the assets is key to our long-term success as a landlord, land manager and a responsible business.

We work with the Scottish Government, business partners and communities to encourage sustainable practices, and continue to invest in public access and education activities to enhance the public use and understanding of the natural environment.

This is demonstrated by the work we do with our tenants on ecosystem restoration, woodland management, habitat and species management and the educational work delivered through our ranger service on the Glenlivet Estate and other activities.

Crown Estate Scotland's assets are significant in supporting the delivery of Scottish Government objectives relating to the environment. Under the Wildlife and Natural Environment (Scotland) Act 2011, the 'Six Big Steps for Nature' set out in Scotland's Route Map to 2020 inform our work and are integrated into our business planning.

Our [Biodiversity Statement](#) was published in February 2018 and we will provide a publicly available report on actions taken to meet our biodiversity duty in 2021.

Crown Estate Scotland is also supporting the 'Investment in Natural Capital' as set out in the 2020 Route Map and led the development of a trial project for land-based businesses in partnership with several other organisations. The trial applied the Natural Capital Protocol, co-developed by an international team of expert businesses and NGOs, to land-based businesses on two Moray estates run by Crown Estate Scotland as part of its work to put Scotland at the forefront of developing new ways of managing land and the environment.

We are working to develop processes and tools to measure and monitor social, economic and environmental impacts of our business decisions so we can evaluate the current and potential value of the assets to Scotland.

As a public body subject to the Environment Assessment (Scotland) Act 2005, we gauged the likely effects of our 2017-20 Corporate Plan on the environment in accordance with the criteria in Schedule 2 of the Act, concluding that the Plan was exempt under schedule 7 of the Act. In 2018-19, we are conducting a Strategic Environmental Assessment for our draft Investment Strategy.

We are also bound by Section 44(1) of the Climate Change (Scotland) Act 2009.

Procurement

All significant procurement activities were carried out via the Scottish Government's Public Contracts Scotland website. Wherever possible, use was made of public sector Framework Agreements (these agreements often offer better commercial terms than an organisation such as Crown Estate Scotland could achieve acting independently). We were active in Scottish Government Procurement Best Practice networks.