



1. Context

Crown Estate Scotland manages property – including buildings, land, coastline and seabed – on behalf of the Scottish people.

We work in a way that:

- Generates prosperity and value for all of Scotland;
- Supports the growth of sustainable business and industry in Scottish seas and on the coast;
- Makes places better for those who live, work and visit there;
- Promotes sustainable ways of producing energy, food, and other products; and
- Creates opportunities for people to use and benefit from the Scottish Crown Estate.

The Scottish Crown Estate Act 2019 requires us to manage the assets in a way that is likely to contribute to the promotion of improvement of economic development, regeneration, social wellbeing and environmental wellbeing. To do this, we need to understand the wider value delivered by the assets and our management activities.



Asset profiles have been developed for the Estate's 21 asset classes. The profiles include information on financial returns, the public benefits delivered through our management activities, and our view of the opportunities for wider value creation.

The analysis has been undertaken in-house, using qualitative assessment and expert judgment.

2. Asset summary

Finfish farming is one of Scotland's most important industries and is both Scotland and the UK's top food export. As a sector it boosts economy and employment, particularly in remote locations where other job opportunities are scarce.

Finfish farming operations require a Crown Estate Scotland lease. However, we are not a regulator and have no statutory function in relation to the industry. Planning consent is issued by local authorities and a marine licence is issued from Marine Scotland. Finfish sites also require a CAR licence from SEPA.

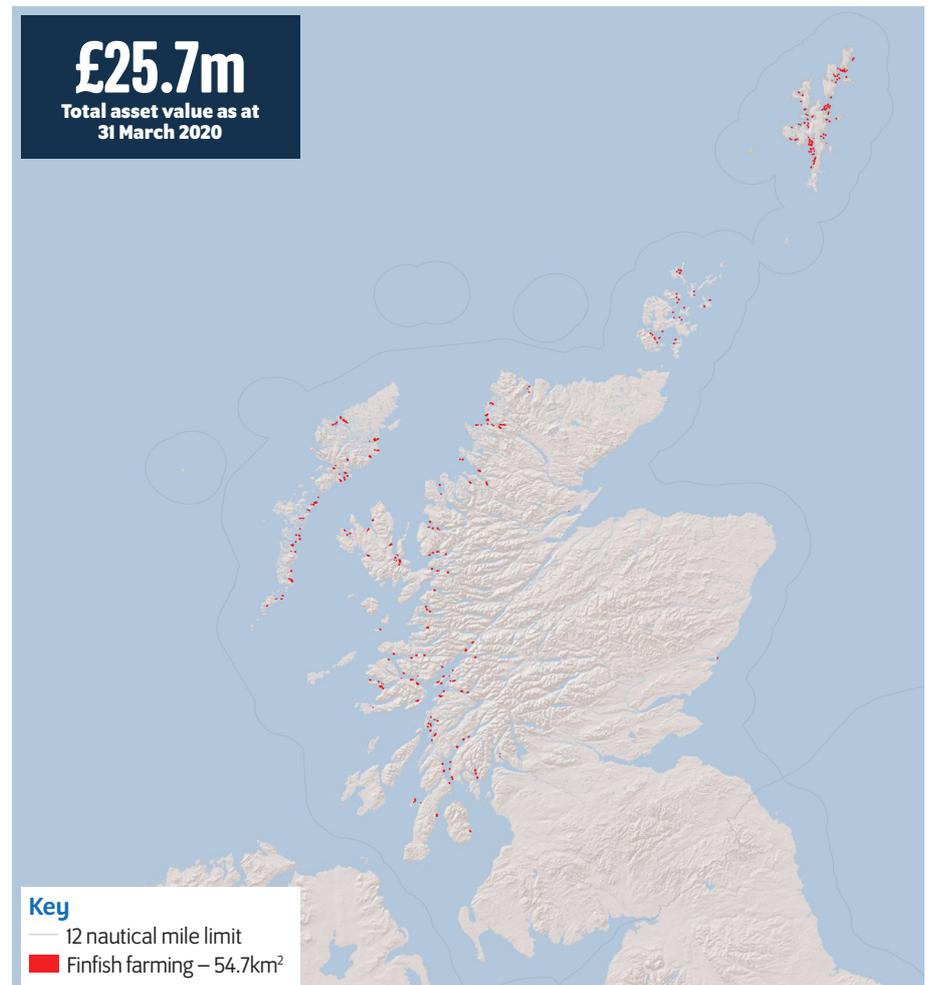
Asset information

No of agreements	372
No of tenants	10

Financial information

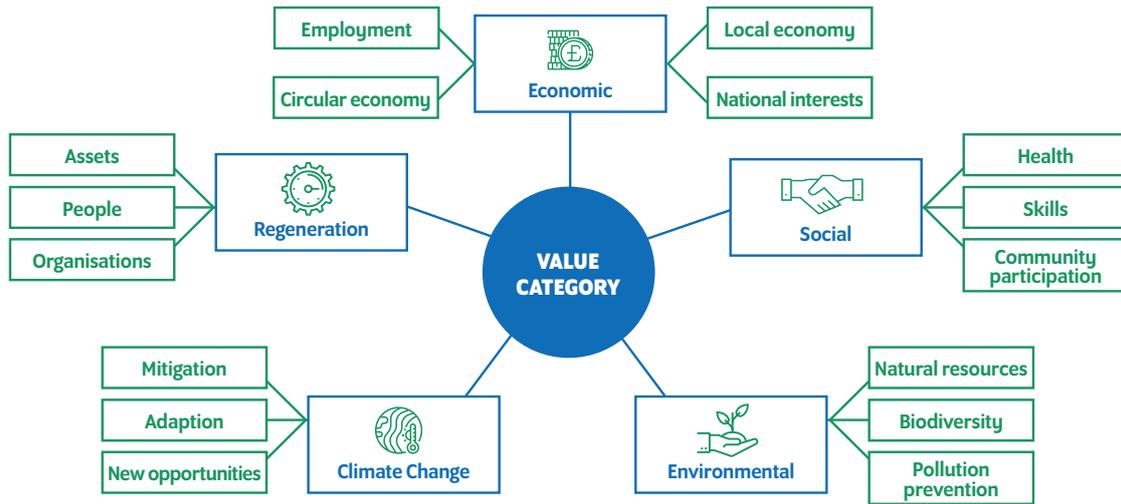
Asset value (March 2020)	£25.7m
Value share (% of total Estate value, March 2020)	6
Yield (net revenue + valuation change, 2018/19-2019/20)	19.3
Contribution (% of Crown Estate Scotland net revenue, 2019/20)	32

Finfish asset map



Map is correct as of November 2020. An up to date map is available on our website: <https://www.crownestatescotland.com/what-we-do/map>

3. Understanding Value



Five value categories have been identified:

- Economic;
- Social;
- Environmental;
- Climate Change; and
- Regeneration.

Each value category has a set of three or four indicators. The indicators are relevant for all Scottish Crown Estate asset classes and also align with Scotland’s National Performance Framework and the UN Sustainable Development Goals.

Measures of success

Economic

- Employment** – jobs created or safeguarded
- Local economy** – local businesses are active in the supply chain and provide local employment
- National interests** – benefiting Scotland’s national economy / showing leadership
- Circular economy** – increasing efficiency / reducing waste in processes and products

Social

- Health** – reflects / promotes good health at local or national level
- Skills** – stakeholders gain valuable skills
- Community participation** – community is an active stakeholder and participant

Environmental

- Natural resources** – resources used / maintained in a sustainable way
- Biodiversity** – biodiversity is protected/strengthened
- Pollution prevention** – pollution is decreased / not increased

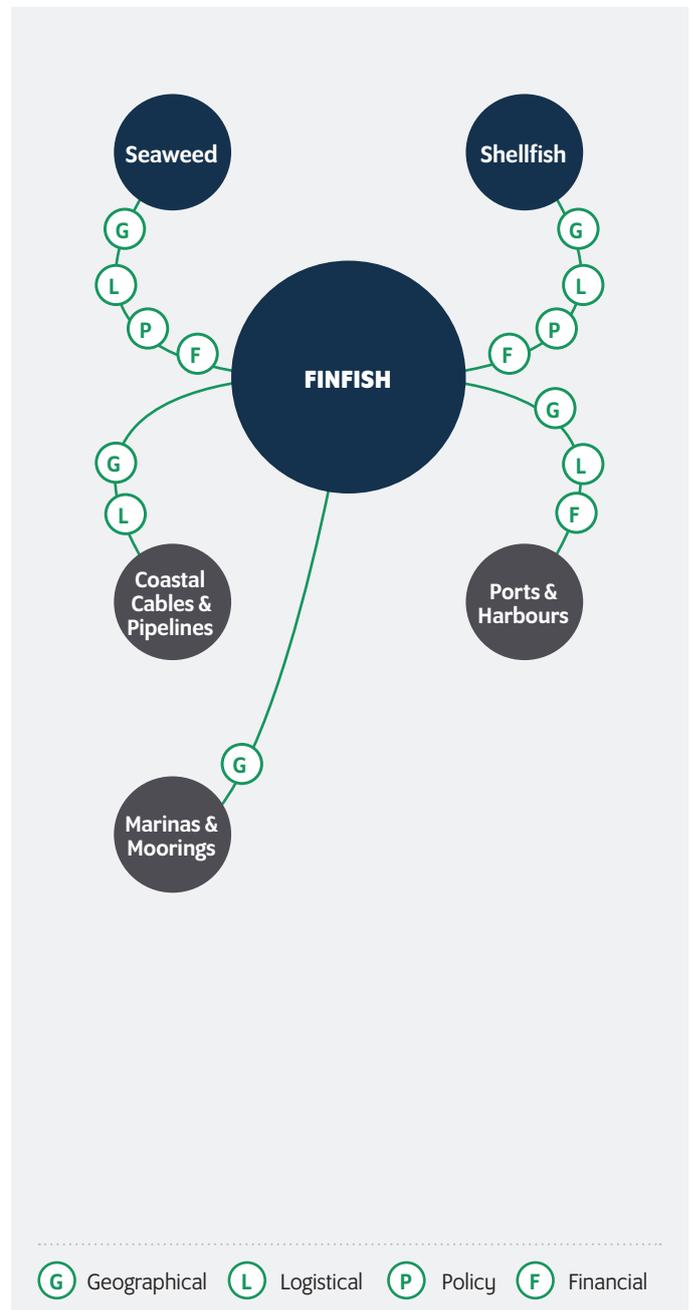
Climate change

- Mitigation** – low or zero emissions
- Adaptation** – actions increase resilience / reduce risk
- New opportunities** – new, low or net zero emissions activities/ businesses/products pursued

Regeneration

- Assets** – positive impacts on associated assets
- People** – people are enabled or empowered
- Organisations** – activities involve collaboration with other organisations

Connected assets



4. Potential for Wider Value

The diagrams below demonstrate the wider value currently generated by the asset class as a whole and indicate where we consider there is potential to deliver increased wider value. This is influenced by a range of factors including the inherent value of the assets, tenant activity, regulator activity and other external factors. For finfish, key areas identified with potential for increased wider value include:

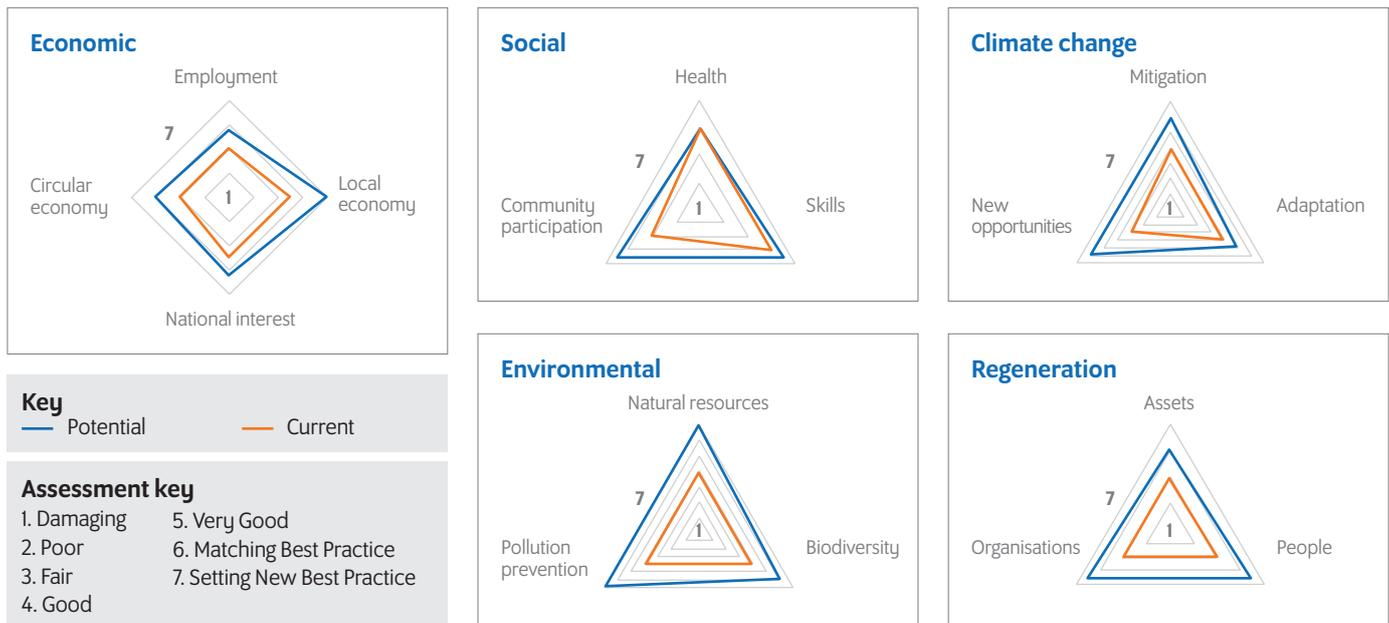
- **Economic** – increased employment and local economy benefits, particularly in the Highlands and Islands, through expansion of the sector and increased use of the local supply chain (e.g. production of eggs).
- **Environment** – use of new technology and farming methods such as containment can deliver increased benefits in relation to pollution prevention and natural resources.
- **Climate change** – potential to reduce the carbon footprint of the sector e.g. through shifts to use of less carbon intensive feed sources such as soya.

Opportunities

- Development of new technology and innovative practices to support sea lice control;
- Regulatory regime enables improved performance, accountability and social acceptance of finfish farming; and
- Local supply chain opportunities are maximised.

Threats

- Lack of progression in understanding and managing interactions with wild Atlantic salmon;
- Biological challenges relating to rising sea temperatures including sea lice and gill health; and
- Land-based aquaculture systems become more prevalent internationally, lowering demand for Scottish salmon.



This full value potential is indicated by the blue line. The actual average performance of the assets as currently managed is shown by the orange line. The opportunity for delivering enhanced value is the stretch between the orange line and the blue line.

Where potential and actual performance are the same the orange line will hide the blue line beneath it. No weighting has been applied to any indicator.

5. Benefits delivered by Crown Estate Scotland

Our latest Corporate Plan sets out our four roles:

Investor

Investing in, for example, property development, as well as building external partnerships and supporting staff.

Asset Manager

Careful management of leases and agreements, as well as direct management of forestry and mountain bike trails.

Co-ordinator

Supporting other Scottish Crown Estate managers by, for example, coordinating spatial information.

Enabler

Empowering others by supporting local plans and projects, providing access to property and helping address barriers to sector growth.

For finfish, some examples of our activities include:

Enabler

- Working with tenants and other stakeholders to encourage transparency in the sector, particularly in relation to site monitoring whereby tenants provide results to SEPA's Aquaculture Portal.
- Funding a post at Fisheries Management Scotland, supporting wild salmon conservation through improved liaison with the aquaculture sector.
- Supporting Marine Scotland research projects on topics including non-lethal measures to address seal predation at fish farms and sea lice dispersal models.

The table below presents our assessment of the significance of the benefits that we currently deliver through these four roles. Our Corporate Plan sets out actions against these four roles. Over time, we expect the significance of benefits to increase as considerations regarding wider value are embedded into decision making.

FINFISH FARMING	Investor	Asset manager	Enabler	Coordinator
Economic				
Employment	Inactive	High	Medium	Low
Local economy	Inactive	High	High	Low
National interests	Inactive	Medium	High	Low
Circular economy	Inactive	Low	Low	Low
Social				
Health	Inactive	Low	Medium	Low
Skills	Inactive	Low	Medium	Low
Community participation	Inactive	Low	Medium	Low
Environmental				
Natural resources	Inactive	Medium	High	Low
Biodiversity	Inactive	Medium	High	Low
Pollution prevention	Inactive	Low	High	Low
Climate change				
Mitigation	Inactive	Low	Medium	Low
Adaptation	Inactive	Low	Medium	Low
New opportunities	Inactive	Low	Low	Low
Regeneration				
Assets	Inactive	Low	Medium	Low
People	Inactive	Low	Medium	Low
Organisations	Inactive	Medium	Medium	Low

Key

- Inactive
- Low
- Medium
- High

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