



Business Plan

2019-20



Welcome to our 2019-20 Business Plan covering our commitments for the coming year, aligned with our [2017-20 Corporate Plan](#). Please do get in touch (details on the back cover) if you have any comments or queries about our work.

Our purpose

Investing in property, natural resources and people to generate lasting value for Scotland

Our values

Collaboration
Commercialism
Excellence
Integrity

1. Introduction

Our first two years of operation have seen substantial change for both the organisation and the external environment and sectors that we operate in.

In 2017-18, our first year, we surpassed our revenue profit target, paying £9m to the Scottish public purse.¹ We embedded new systems, policies and processes and focused on strengthening relationships through engagement.

The following year, we launched a new approach to partnerships – our Local Pilots Management Scheme – and developed a new leasing round for offshore wind to help create opportunities for low-carbon energy generation.

We also initiated The Value Project to build a framework for identifying and measuring the different types of value – economic, social, financial and environmental – that Crown Estate Scotland and the Scottish Crown Estate deliver.² This will help inform decision-making.

While change and uncertainty continue, particularly in light of Brexit, at an organisational level Crown Estate Scotland is fully-formed, and new primary legislation – [the Scottish Crown Estate Act](#) (‘the Act’) – has received Royal Assent.

As our ambitions grow and we deliver more, our team develops and expands. New roles are being created and new colleagues are joining us both in the staff team and on our Board.³

Employees speak positively about Crown Estate Scotland and many would recommend the organisation as an employer.⁴ A new pay & reward framework and a people strategy will be implemented this year to improve and develop our offering, adding greater transparency, fairness and accountability.

Delivering this business plan in 2019-20 will provide a strong platform for widening our role in line with the Act which provides for other eligible bodies (‘managers’) to take on responsibility for specific assets, potentially in partnership or with support from Crown Estate Scotland.

Under the new Act, our statutory duty is to manage the assets to support sustainable development generally, and economic development, regeneration, social and environmental well-being specifically.

The legislation also changes our status as a public corporation to permanent from interim, giving more certainty to staff and tenants and enabling us to take a longer-term view on how – and what – we deliver for Scotland.

This, together with our financial and operational strength, enables us to plan for further success, ensuring we manage property, natural resources and people to help communities and businesses thrive.

¹ This was £3m above target, largely due to higher than anticipated production-based rental income from salmon farming tenants and careful management of costs. Detail is in our [2017-18 Annual Report and Accounts](#).

² The Scottish Crown Estate refers to the portfolio of land, rights and property, Crown Estate Scotland is the organisation.

³ Two new non-executive members were appointed in early 2019-20. This takes the Board up to nine members, including our Chair.

⁴ 89% staff survey respondents speak positively about Crown Estate Scotland as an employer and 72% would recommend the organisation as an employer (2018 staff survey; 95% response rate).

Look ahead and 2019-20 objectives

As part of that long-term planning, over the next 12 months we will undertake outreach, research and consultation to help develop and refine our priorities for the years to come. We will also complete the delivery of our current corporate plan.

Our activity as investor, enabler and asset manager will align with our broader remit of working with others to generate lasting value for Scotland from the property and resources we manage.

Alongside our ongoing work to deliver excellent tenant service, our objectives for 2019-20 will therefore be to:

- Engage with local communities, tenants, communities of interest, businesses and the public sector to review how we can:
 - support strategic development in coastal infrastructure and the ‘blue economy’⁵ more widely (linking to 2017-20 Corporate Plan strategic objectives no 1 & 2) – see sections 4.2 and 4.3;
 - review how we work with the aquaculture and wild fisheries sectors to create a long-term sustainable future (strategic objectives no 1 & 3) – see section 4.2;

- work with partners in the built environment to best add value, taking a holistic approach and identifying opportunities with strategic development potential (strategic objectives no 1 & 2) – see section 4.4; and
- manage the rural assets to ensure they deliver wider value (strategic objectives no 1 & 2) – see section 4.3.
- Collaborate with communities, building on our Local Management Pilots Scheme and the success of moorings associations (strategic objectives no 1 & 3).
- Progress land registration to contribute to Scottish Government targets.
- Launch new leasing for offshore wind to attract investment in Scotland (strategic objectives no 1 & 2).
- Further strengthen organisational resilience while we prepare for the Act to be fully implemented, developing our expertise and ensuring our systems, policies and processes enable transparency, collaboration and innovation (strategic objectives no 4 & 5).

The following sections give further detail on actions, targets and milestones.

Environmental Assessment (Scotland) Act 2005

As this business plan falls within the scope of [Environmental Assessment \(Scotland\) Act 2005](#), we have had to gauge its likely effects on the environment in accordance with the criteria in Schedule 2 of the Act. In doing this we have concluded, in the circumstances, that the plan is likely to have no or minimal effects in relation to its impact on the environment and that in our opinion the plan is therefore exempt as per Section 7 of the 2005 Act. The Consultation Authorities have been notified of our opinion, the reasons behind it and our conclusion that we believe a Strategic Environmental Assessment is not required.

⁵ Blue economy refers to the sustainable economic development of the marine environment.

2. Who we are and what we do

Crown Estate Scotland manages assets that stretch the length and breadth of Scotland – seabed, coastline, rural estates and more – to deliver lasting value.

We help ensure families, businesses and communities can live, work and thrive on the assets.

Long-term, our core purpose is investing in property, natural resources and people to generate lasting value for Scotland and our roles, broadly speaking, are:

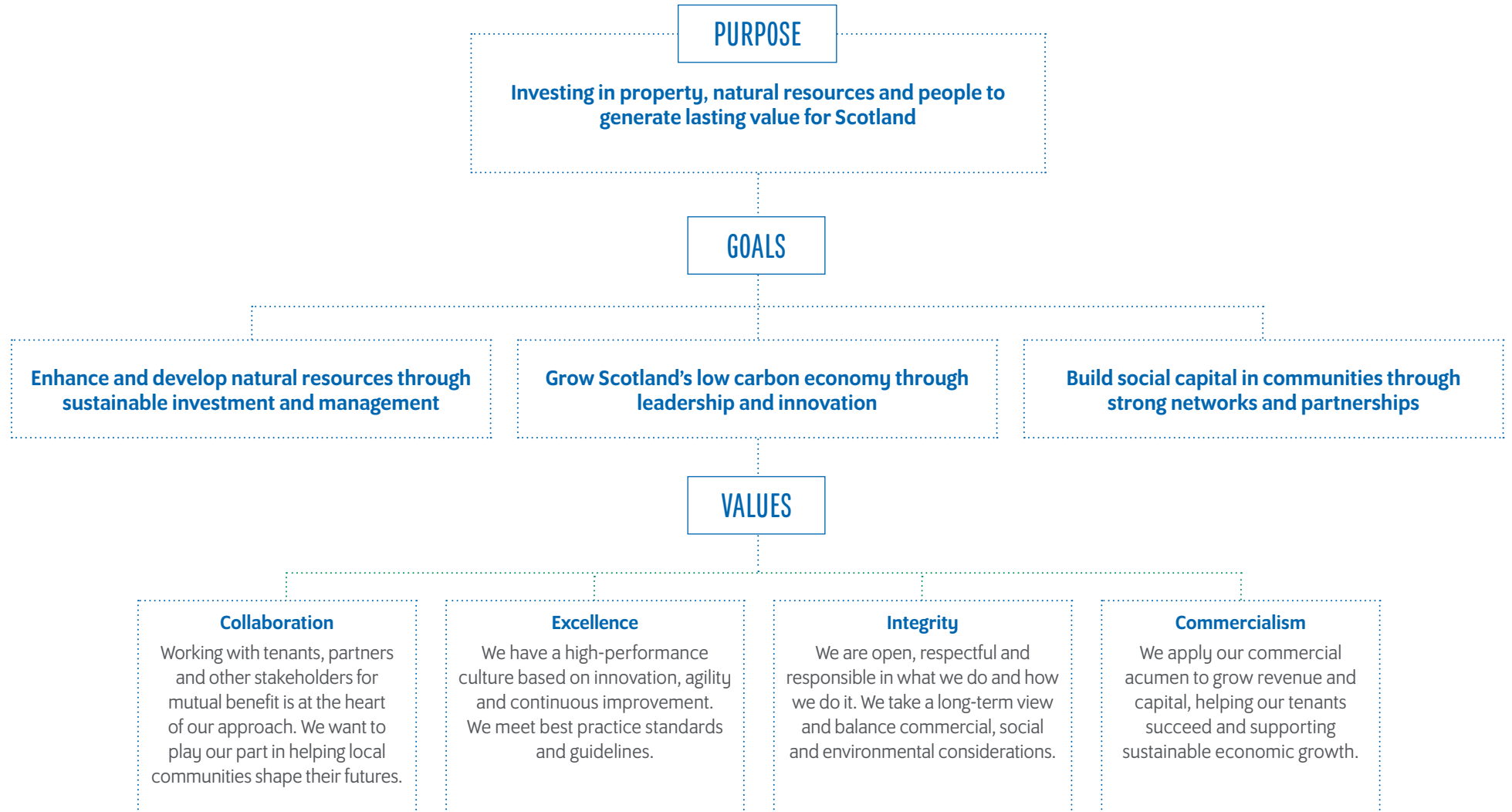
- **Investor** – to generate lasting value. This covers capital investment in, for example, property development, as well as developing our staff and strengthening external partnerships;
- **Enabler** – working with others to help them achieve their ambitions through providing access to property and helping address barriers for sector growth;
- **Asset manager** – this relates to management of leases and agreements, as well as direct management of forestry and the Glenlivet mountain bike trails; and
- **Coordinator** – as the Act is implemented in the months to come, we stand ready to support other managers, for example, in coordinating information.

Across the Scottish Crown Estate that we manage, we aim to deliver excellent tenant service while enhancing revenue and capital value.

All our revenue profit goes to the Scottish Consolidated Fund to benefit the public purse, and our [Framework Document](#) sets out our functions, duties and powers. Our governance structure is in Annex 1.



The Crown Estate Scotland team



Map of assets with property values

MARINE

£213.5m

Rights to lease seabed for fish farms, plus telecommunication and electricity cables and oil & gas pipelines, out to the 12-nautical mile limit

Rights to lease seabed for renewable energy generation and gas and carbon dioxide storage out to the 200-nautical mile limit

RURAL

£123.3m

The Glenlivet, Whitehill, Fochabers and Applegirth estates cover 37,000ha (inc. agricultural, commercial and residential tenancies, 5000ha forestry, sporting and mineral rights)

Rights to fish wild salmon and sea trout in river and coastal areas, as well as rights to naturally-occurring gold & silver across most of Scotland

COASTAL

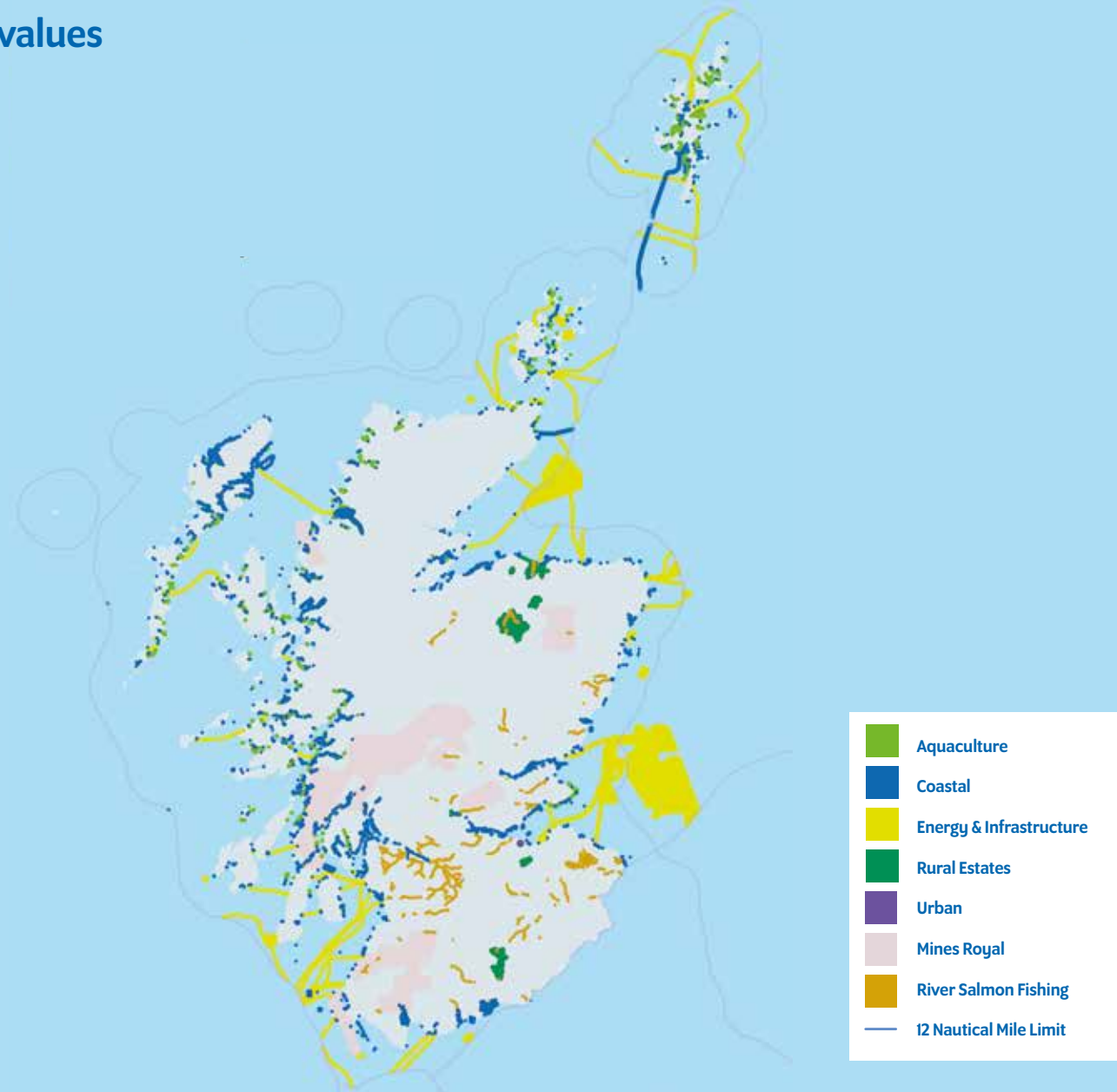
£33.1m

Rights to lease seabed out to the 12-nautical mile limit, plus just under half of Scotland's foreshore, for marine infrastructure

URBAN

£16.1m

Currently consists of one property in central Edinburgh with retail and office space



Property value as at 31 March 2019, assessed by independent valuers. Figures have been rounded

3. Finance

Crown Estate Scotland is a self-funding body and all income, after operating costs and permissible transfers to the capital account, is payable to the Scottish Consolidated Fund. This figure is shown as 'net profit after transfers'.

In 2018-19 we commissioned a conditions survey of rural property. We have estimated provision in the 2019-20 budget (both revenue and capital) to start to address actions arising.

Capital investment and expenditure is funded from the sale of assets and other transactions (for example, payments arising from offshore wind developments achieving specific project milestones or undergoing significant restructuring).

Our first annual report & accounts details 2017-18 capital and revenue income and expenditure.

Revenue

Gross revenue for 2019-20 is projected at £19.3m. Our work will generate an estimated £8m for the public purse, representing 41.5% of gross revenue.

To ensure we deliver value for money, we keep direct and indirect costs under review. This year we will commission an assessment of our outsourced support as part of our duty to ensure Best Value.

While costs relating to establishing Crown Estate Scotland are stabilising, new areas of activity have emerged including The Value Project and implementation of the Local Management Pilots scheme (e.g. work in GIS (spatial mapping), finance and legal). These are important strands of work designed to contribute to the long-term sustainability and productivity of Crown Estate Scotland and of the Scottish Crown Estate as a whole.

As our remit grows and new requirements relating to the Act come into force, our costs – including staff costs – will increase so that we can deliver more.

Direct costs include maintenance, repairs, managing agents and other costs related to the property in our care.

Further points to note on this revenue budget include:

- We anticipate increased income from offshore wind
- Direct property costs include repair works planned for Rhu Marina in Argyll & Bute
- There is provision for expenditure on rural properties following the conditions survey
- There is work planned to improve energy efficiency of residential properties (some of this work is covered in capital expenditure)
- There is provision for additional staff posts reflecting our commitment to develop more meaningful partnerships (both at a national and local level) and to scope new delivery projects and activity

Table 1 2019-20 revenue budget (£'m)

	Marine (Aquaculture)	Urban	Marine (Energy & Infrastructure)	Coastal	Rural	Corporate	Total
Turnover	4.4	0.8	7.1	3.7	3.2	0.0	19.3
Direct Expenditure	(0.4)	(0.2)	(0.4)	(1.3)	(2.1)	(0.1)	(4.4)
Gross Profit	4.0	0.7	6.7	2.5	1.2	(0.1)	14.9
Indirect expenditure	0.0	0.0	0.0	0.0	(0.1)	(5.2)	(5.3)
Net profit before transfers	4.0	0.7	6.7	2.5	1.1	(5.3)	9.6
Transfers to capital	0.0	0.0	0.0	0.0	0.0	(1.6)	(1.6)
Net profit after transfers	4.0	0.7	6.7	2.5	1.1	(6.9)	8.0

NB Included within corporate indirect expenditure is a provision of £1m for revenue projects, the nature and detail of which are being developed with our Scottish Government sponsor department, Marine Scotland.

Capital

Managing capital is critical to the short and long-term success of Crown Estate Scotland. We must ensure that we have funds to maintain properties and to buy and invest in assets or activity that generates income.

Capital receipts remain part of the Scottish Crown Estate and are therefore reinvested, either in specific properties / assets or in activity that will kick-start or grow a sector that will then generate income. This reinvestment includes staff costs for posts focussed on growing longer-term portfolio value.

This year, Crown Estate Scotland net capital investment will total approximately £5m. Capital expenditure covers essential expenditure on farming units, rural and coastal infrastructure, research related to CCUS (carbon capture, utilisation & storage) and offshore renewables and furthering development opportunities across our portfolio.

Receipts relate not only to property sales but also to other types of capital transactions such as the sale of rights (for example, dredging) and grant income.

Receipts will arise from offshore wind projects reaching certain milestones and, potentially, dredging agreements and a small number of low value property sales.

The capital expenditure budget for 2019-20 includes:

- Development of the new ScotWind offshore leasing round designed to attract investment into Scotland
- £5.3m expenditure on the four rural estates covering
 - Stabilisation works at Blairfindy Castle and conservation at the Scalan Seminary site at Glenlivet Estate (together totalling £1m), part of a package of projects being progressed by Crown Estate Scotland and other members of the Tomintoul & Glenlivet Landscape Partnership and funded by the National Lottery Heritage Fund
 - Forestry costs including replanting and identified fencing works, phased over two financial years
 - Provision for capital improvements for rural properties following the conditions survey
 - Expenditure on farm buildings, infrastructure, roads and bridges, and work to ensure water supplies and electricity wiring meet required standards
- Upgrading works at the retail and office units on George St, Edinburgh (subject to options scoping). This is shown under 'urban' in Table 2 below
- £250,000 for investigating built environment development opportunities

Table 2 2019-20 capital budget (£'m)

Capital Receipts		Capital Expenditure		Net Capital Position	
Urban	0.1	Urban	(0.9)	Urban	(0.8)
Rural	1.6	Rural	(5.4)	Rural	(3.8)
Coastal	0.2	Coastal	(0.3)	Coastal	(0.1)
Energy & Infrastructure	1.6	Energy & Infrastructure	(0.8)	Energy & Infrastructure	0.8
Corporate	0.0	Corporate	(0.1)	Corporate	(0.1)
Capitalised salaries	0.0	Capitalised salaries	(0.8)	Capitalised salaries	(0.8)
Subtotal	3.5	Subtotal	(8.3)	Subtotal	(4.8)

NB. Net capital position excludes the opening position, any change due to revaluation and is before transfers from revenue.

Long-term investment approach

In 2018-19 we conducted a Strategic Environmental Assessment of our draft investment strategy. We will use feedback from that process to formulate a new draft corporate plan including an investment strategy, to be consulted on in 2019 and launched in spring 2020.

This new corporate plan will reflect the key factors driving investment decision-making. These are the need to:

- Increase the long-term diversity and resilience of income streams
- Improve social and environmental returns
- Focus on activity which creates significant and lasting benefits / value for Scotland

The plan will also reflect our latest capital position, our statutory obligations (in particular, the ongoing need for capital expenditure on farming properties), and how the assets may evolve and develop over the years to come.

4. What we will deliver in 2019-20

Our priority activities for this year, listed in the tables that follow, will contribute to the delivery of our strategic objectives as set out in our corporate plan. These in turn are directly linked to the Scottish Government's [National Performance Framework](#).

Those strategic objectives are to:

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

Completing the delivery of our [2017-20 Corporate Plan](#) will include:

- The Value Project that will help us understand, measure and monitor the financial, economic, social and environmental benefits generated by Crown Estate Scotland and the Scottish Crown Estate

- Progressing partnership projects with local organisations through our Local Management Pilots Scheme and further embedding our collaborative approach to working with communities
- Launching ScotWind, a new round of seabed leasing for offshore wind
- Investing in our rural assets to support families and their businesses, including initial works identified in the rural building conditions survey
- Progressing voluntary land registration to contribute to Scottish Government targets
- Supporting work to tackle marine litter
- Helping to deliver the National Lottery Heritage Fund Landscape Partnership Project at Tomintoul and Glenlivet with two built heritage conservation projects

A few corporate plan commitments will not be taken forward as described given the evolution of our corporate priorities:

- Develop funding partnership to secure investment for Rhu Marina (p27 of the corporate plan). This is still being explored – please see p20 – but timescales have been adjusted
- Identify, scope and, where appropriate, make urban acquisitions (p29). We have instead shifted our focus to explore development opportunities on our existing estate

- Publishing KPIs for investment in terms of return on investment, ability to cross-fund etc in 2018-19 (p11). It was anticipated that this activity would follow finalisation of our investment strategy. However, the draft Investment Strategy has been the subject of a Strategic Environmental Assessment process and will now be developed further to form our 2020-23 investment strategy, part of the 2020-23 Corporate Plan (and assessed in accordance with the [Environmental Assessment \(Scotland\) Act 2005](#))
- Maintaining unplanned staff turnover at no more than 10% (p12). We anticipate that unplanned turnover in 2017-20 will exceed this target and are taking action to manage retention of key skills

Our work is closely aligned with key Scottish Government policies and strategies including the Energy Strategy, Scotland's National Marine Plan, the Programme for Government, the Economic Action Plan, the Land Rights and Responsibilities Statement, the Fair Work Framework, and the Scottish Land Commission's guidance on, for example, engagement with communities.



4.1 Corporate

Our central services include finance, commercial, geo-spatial mapping, governance, communications and engagement, HR and business support. The focus for 2019-20 is enhancing resilience and transparency, and ensuring our infrastructure and people are equipped to deliver for the future.

ACTION NO	ACTION	TARGET / MILESTONE	CORPORATE PLAN STRATEGIC OBJECTIVE	CORPORATE PLAN TARGETS
1	Prepare to implement the Local Management Pilot Projects (likely to involve design and integration of financial, spatial and property systems and data considerations)	Systems and processes ready for implementation	1, 3, 5	3
2	Further develop our inclusive approach to local partnerships, particularly with coastal communities and rural development trusts	New programme of work scoped and launched; two community projects developed	3	8, 9, 54
3	Create The Value Project protocol to assess social, financial, economic and environmental value generated by the Scottish Crown Estate	Protocol developed and tested ahead of roll-out across the business	1	1
4	Implement new pay and conditions framework	Framework implemented across the business; staff survey indicates medium-high awareness and approval among staff	4, 5	16
5	Carry out research to assess tenant and stakeholder perceptions	Research complete, results summary published, relevant follow-up actions agreed	3, 4	7, 8
6	Support the 2020 Year of Coasts and Waters	Develop support programme for coastal communities; support awareness-raising campaign with tenants and suppliers	1	
7	Review Board effectiveness	Commission externally facilitated review by March 2020	4	Fulfils our good governance obligation under the 2017 Order in Council section 4b

Crown Estate Scotland Business Plan 2019-20

8	Further embed best practice on data, including any recommendation made by internal audit and any requirement related to Brexit	Annual staff survey indicates 80% good-high awareness of policy and processes	4	n/a
9	Progress land registration to aid transparency and protect property value	Priority assets identified and registered	2, 4	10
10	Review IT infrastructure and resourcing to assist in risk management and inform potential changes and development	Review complete and actions; recommendations implemented where appropriate	2	n/a
11	Implement actions related to our Records Management Plan	All immediate actions (as agreed with Keeper, National Records of Scotland) complete; Plan published, staff trained.	4	n/a
12	Consult on new corporate plan (aligned with Scottish Government's strategic management plan for Scottish Crown Estate) to ensure our approach reflects stakeholder interests, broader sector and market trends, and the Act	Corporate plan complete and in place for early 2020-21; publication of summary of consultation responses and how feedback has influenced the final Plan	1, 4	3, 13
13	Review use of digital communications to ensure effectiveness, openness and transparency	Review complete and plan in place to develop and strengthen our use of digital communications	4	n/a
14	Assess our skills to ensure the business is fully resourced and our team equipped to deliver long-term success	Review complete	5	15, 16
15	Review our future accommodation needs	Options presented to Board and next steps progressed	n/a	n/a
16	Implement first phase of People Strategy (aligned with organisational values and Fair Work principles) designed to engage and develop individuals and ensure Crown Estate Scotland remains a great place to work	First phase complete; annual staff survey indicates employee engagement levels are high	5	15, 16
17	Work with Scottish Government to ensure we are ready for the Scottish Crown Estate Act being commenced, including adapting structures and reporting to reflect new statutory remit	Preparation for new 'managers' underway; new corporate plan aligned with Scottish Ministers' strategic plan; decision-making processes and tools reflect new statutory remit	3	8



4.2 Marine (Energy & Infrastructure, Aquaculture)

In 2019-20, we will be developing plans for both Aquaculture and Energy & Infrastructure to set out a longer-term approach. These will be incorporated into the new corporate plan.

We are keen to contribute to the growing body of work on the 'blue economy', recognising the potential for a considered, integrated approach to marine and coastal development to create lasting socioeconomic benefits for Scotland.

ACTION NO	ACTION	TARGET / MILESTONE	CORPORATE PLAN STRATEGIC OBJECTIVE	CORPORATE PLAN KPI/S
18	Work with others to build a vision for Scotland's 'blue economy' based on inclusive and sustainable economic growth	Programme of work developed that helps optimise opportunities for sustainable development of marine resources in the future to deliver greater economic benefits.	1, 2, 5	19, 20, 22, 26, 29, 33

Offshore renewables (wind, and wave & tidal)

ACTION NO	ACTION	TARGET / MILESTONE	CORPORATE PLAN STRATEGIC OBJECTIVE	CORPORATE PLAN KPI/S
19	Launch new offshore wind leasing. Work with Scottish Government as well as wider stakeholders including UK Government to provide attractive investment opportunities in Scottish waters	Leasing process launched, designed to enable successful offshore wind project development and attract developer investment to Scotland, taking into account Marine Scotland / Scottish Government planning and policy, and UK Government decisions on route to market	1, 2, 3, 5	19, 20, 26, 27, 28
20	Explore innovative ways we can help unlock more economic development potential from offshore wind	Undertake appropriate study (for example, in relation to floating wind) and continue involvement in driving economic development (for example, supply chain development to boost inclusive growth)	1, 2	19, 20

21	Support wave & tidal sector in line with Government's Scottish Energy Strategy	Continue to offer access to seabed to wave & tidal energy sector. Complete a feasibility study into investment in a local energy system that would benefit local communities	2, 5	19, 8, 18,
22	Manage our £10m investment in the MeyGen tidal energy project	Ongoing contractual obligations managed	2	5

Infrastructure and CCUS (Carbon Capture, Utilisation & Storage)

ACTION NO	ACTION	TARGET / MILESTONE	CORPORATE PLAN STRATEGIC OBJECTIVE	CORPORATE PLAN KPI/S
23	Identify and scope at least one opportunity for collaborative cables feasibility study / project designed to unlock value from Crown Estate Scotland assets for benefit of Scotland.	Work up at least one project concept (for example, offshore digital infrastructure study)	2, 5	24
24	Update standard terms as required for pipeline and cable agreements, with stakeholder input, to achieve transparency and provide certainty	Pipelines update complete Cables update of standard terms initiated (to be completed 2020-21)	2	26, 24
25	Support CCUS ambitions in Scotland and enhance our contribution by investigating potential value and / or benefits that the sector may deliver.	Continue to support CCUS sector with focus on offshore storage, including representation on key leadership forums in order to maintain reputation and expertise. Monitor sector developments ensuring readiness to respond to government or other market signals.	1, 2, 5	18, 25
		Commence at least one work package to update current approach to CCUS in Scotland, focussing on a key area such as macro-economic value or decarbonisation of challenging sectors.	2, 5	18, 25

Aquaculture

ACTION NO	ACTION	TARGET / MILESTONE	CORPORATE PLAN STRATEGIC OBJECTIVE	CORPORATE PLAN KPI/S
26	Work with Marine Scotland to progress mainstreaming of marine-planning	Proposal developed and agreed	1	33
27	Work with Marine Scotland to develop sector plan including a programme of activity to support sustainable development of finfish and shellfish, reflecting recommendations in the Scottish Parliament's 2018 report on salmon farming in Scotland and the Scottish Government response to this	Plan finalised and incorporated into 2020-23 Corporate Plan	1, 2	33
28	Participate in Scottish Government-led review of regulatory regime for sustainable seaweed harvesting	Participation in line with Scottish Government timescales	1, 2	33
29	Collaborate on protocol for monitoring lice on wild fish	The 'wild fish lice monitoring protocol' that we are a partner in will report by the end of 2019-20, and will provide potential protocol measures and indicative costs to implement	1, 2	30
30	Seaweed co-digestion project	Project plan set up with confirmed partners	2	34
31	Undertake full portfolio leasing term review (shellfish rent review deferred for this wider portfolio review)	Commissioned and underway	2	31, 32
32	National Aquaculture Database upgrade	Crown Estate Scotland contributions agreed	4	n/a



4.3 Coastal

Our Coastal portfolio comprises the largest number of individual agreements and tenants within the organisation. Our focus for 2019-20 will be to support our tenants in realising their potential and progressing land registration of foreshore under our management.

Scotland's sea ports are critical part of our national infrastructure. We will explore new ways in which we can support maritime infrastructure development in the context of Brexit, growth of offshore renewables, North Sea decommissioning and the shipping industry's drive to reduce carbon emissions.

ACTION NO	ACTION	TARGET / MILESTONE	CORPORATE PLAN STRATEGIC OBJECTIVE	CORPORATE PLAN KPI/S
33	Consult on priorities for the coastal assets (part of consultation on new corporate plan), informed by stakeholder interests and wider sector trends	Consultation on coastal priorities complete	3, 4	8, 9, 13
34	Expand work and activity on marine litter	Further support for projects in place	1	55
35	Assess long-term options for Rhu Marina	Critical marine infrastructure works underway or completed; onshore development options study and / or a master planning exercise completed	1	53
36	Explore new mechanisms to help unlock the economic potential of the maritime sector	Establish a working group with the ports sector to explore and implement new ways of helping the industry meet its challenges	1, 2, 3	57



Glenlivet tenant Tilly and her herd of free-ranging reindeer

4.4 Rural land

Our priority for this year is to complete a wide-ranging consultation on how the rural assets – comprising farming and residential properties and infrastructure, forestry, wild salmon fishing, minerals, and more – can best be managed to deliver wider value and be financially sustainable.

The wider range of activity detailed below is designed to help rural tenants and communities in light of considerable change and uncertainty, and ensure the rural estates remain attractive and prosperous places to live, work and visit.

ACTION NO	ACTION	TARGET / MILESTONE	CORPORATE PLAN STRATEGIC OBJECTIVE	CORPORATE PLAN KPI/S
37	Complete the projects identified in the Tomintoul and Glenlivet Landscape Partnership (TGLP) Plan including the works on Blairfindy Castle and the Scalan Seminary site	Core building works at Blairfindy and Scalan completed by October 2019 and available for public access by spring 2020 Identify further post-TGLP tourism legacy opportunities linked to Dark Skies status	3	49
38	Develop / enhance the Glenlivet Estate brand for use in destination marketing and working in collaboration with destination marketing organisations and other tourism bodies	Branding tools developed; roll-out across digital and Estate communications and touch-points underway; visitor monitoring, research etc in place	1, 3	n/a (supports longer-term rural development)
39	Promote use of estates to support physical and mental health and well-being	Develop partnerships with at least two regional organisations promoting well-being in the outdoors; Pilot a minimum of four of health and well-being events	1	n/a
40	Capital investment programme to develop a more sustainable forest structure	Complete five-year restocking programme at Glenlivet	1	36

41	Help farming businesses operate sustainably	Establish partnership with LEAF; promote Natural Capital approach; roll-out initiative to support farmers through Brexit; develop The Value Project to assess different types of benefits generated by tenant farming	3	50, 51, 1, 47
42	Develop business progression for existing tenants and releasing units for potential restructures through managing lease expiries across the rural estate; negotiate surrenders to deliver wider benefits including supporting new entrants into farming	Complete 54 scheduled rural re-lettings following lease expiries	1	39, 40, 45
		Facilitate one new entrant through restructuring		
		Facilitate tenancy surrenders as opportunities arise to release land for restructuring / tenant business progression		
43	Invest in rural estate infrastructure	Implementation of ongoing programme of maintenance & improvements to bridges, water supplies and electrics	1, 2	36, 45



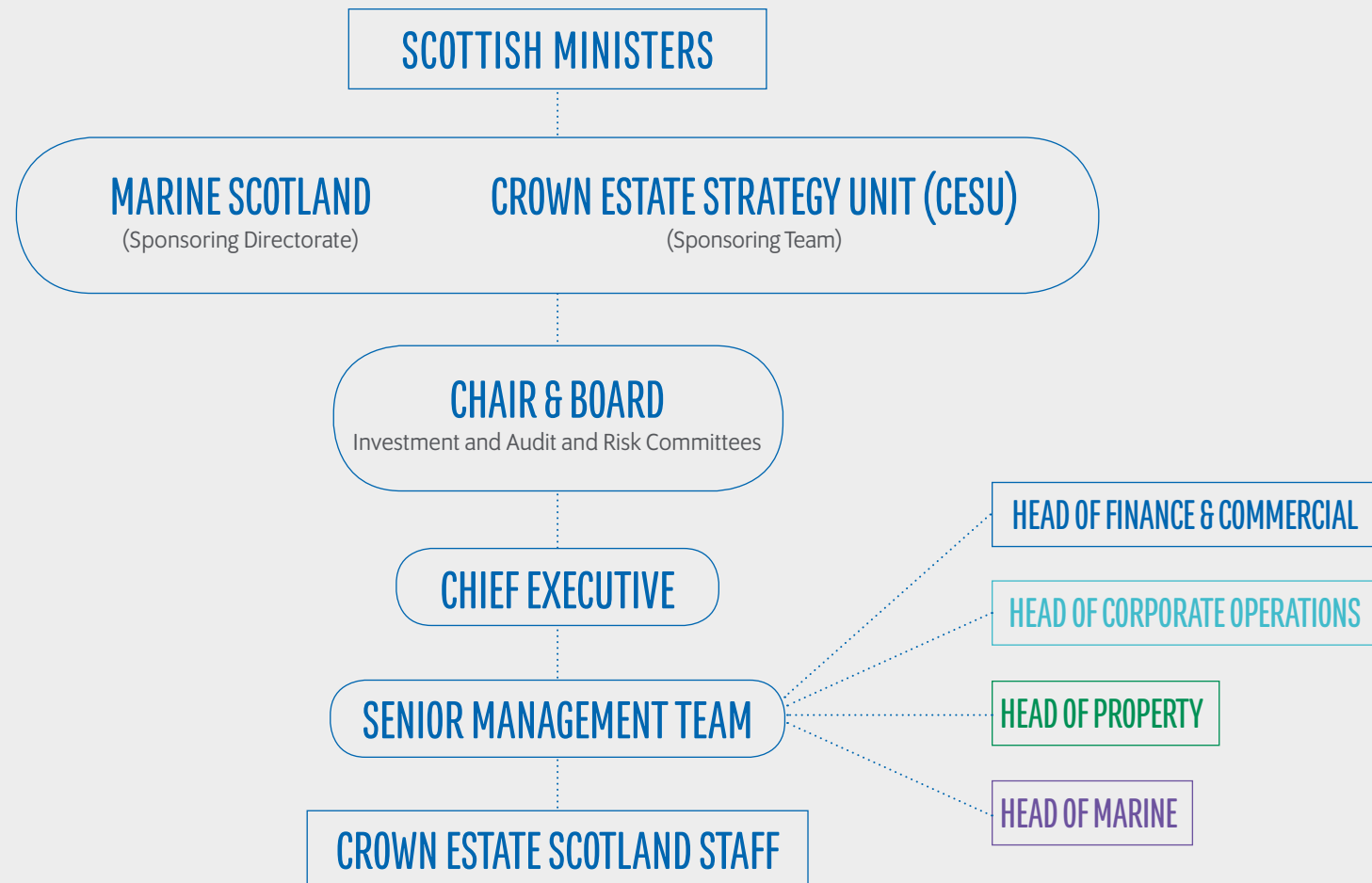
4.5 Built environment

Our focus for 2019-20 is to identify, investigate and pursue development opportunities across the Scottish Crown Estate, in both urban and rural areas. This may include housing, commercial or community projects and potentially could involve partnership with other public or private sector bodies.

A holistic approach will be adopted in relation to strategic land holdings, particularly where there is an ability to take a longer-term view and create wider value. The refurbishment of the central Edinburgh urban property will also be considered.

ACTION NO	ACTION	TARGET / MILESTONE	CORPORATE PLAN STRATEGIC OBJECTIVE	CORPORATE PLAN KPI/S
44	Scope options for the refurbishment of 39 George Street, Edinburgh (office and retail units), to ensure we provide quality premises, maximise rental income and adopt a longer-term view on value creation	Options and recommendation/s presented to Board, implementation of approved option started	2	59
45	Scope potential development opportunities on Scottish Crown Estate land designed to help communities and businesses thrive, including engaging with potential development partners in projects with significant public benefit	Strategy (with options and recommendation/s) presented to Board; implementation started	1	58

Annex 1



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