

Agenda

Eleventh Meeting Crown Estate Scotland (Interim Management) Board 29 January 2019

9.00am – 11.45am

9am- 9.30am	1. Standing Items		
	1.1	Welcome and Apologies	
	1.2	Declarations of Interest	
	2. Management Reports		
	+ 2.1	Chief Executive's Report	BD(2019)11.1
	3. Governance		
	3.1	Scottish Crown Estate Act 2019 – provisions and implementation	Briefing
	4. Strategy and Planning		
9.30am- 10.00am	** 4.1	Strategic Management Plan, Corporate Plan, Investment Strategy 2020-2023: scoping	BD(2019)11.2
10am – 10.30am	** 4.2	Built development - scoping	BD(2019)11.3
Break			
10.35am- 11.10am	** 4.3	Aquaculture	Briefing
11.10am- 11.40am	** 4.4	Coastal Strategy	BD(2019)11.4
	5. Any Other Business		
	6. Dates of Next Meetings		
		26/27 March 2019 (West Coast – Fort William)	
		28/29 May 2019 (Edinburgh)	
		23/24 July 2019 (Orkney)	
		25/26 September 2019 (Fochabers)	
		26 November 2019 (Edinburgh)	

*This item will be treated as closed business and the paper exempt from publication in terms of s33(1)(b) of the Freedom of Information (Scotland) Act 2002

** This item will be treated as closed business and the paper exempt from publication in terms of s29(1)(a) of the Freedom of Information (Scotland) Act 2002.

+ This item is for noting

Minutes for	Eleventh Board Meeting	BD(2019)11
Meeting date	29 January 2019	
Security classification	Restricted	
This document contains commercially sensitive and confidential information and may relate to the formulation of policy.		
Minutes for the meeting of the Board of Crown Estate Scotland (Interim Management) held at Victoria Quay, Edinburgh on Tuesday, 29 January 2019 at 9am		

Present:

Amanda Bryan	Chair
Dr Michael Foxley	by telephone for Minute Items 3.1 and 3.2
Andrew MacDonald	
Robert Mackenzie	
Richard Morris	
Hugh Raven	
Alister Steele MBE	

In attendance:

Simon Hodge	Chief Executive
Esther Black	Head of Corporate Operations
Lynne Higgins	Head of Finance & Commercial
Colin Palmer	Head of Marine
Andrew Wells	Head of Property
Helen Howden	Governance Manager (minutes)

By invitation:

Mike Palmer	Marine Scotland (for Minute Items 2.1 and 3.1)
David Mallon	Marine Scotland (except Minute Item 3.3)
Alex Adrian	Aquaculture Operations Manager (for Minute Item 3.1)

1. Standing Items

1.1 Welcome and Apologies

The Chair welcomed everyone to the meeting and noted that apologies had been received from Dr Foxley who had been unable to travel to Edinburgh. Dr Foxley would join the meeting by telephone for Agenda items 4.3 and 4.4.

The Chair advised that the order of the meeting would change from that shown on the Agenda.

1.2 Declarations of Interest

Mr Raven declared that a company of which he was a non-executive director had granted a lease to one of Crown Estate Scotland's aquaculture tenants.

2. Governance

2.1 Scottish Crown Estate Act 2019 – provisions and implementation

Mr Mallon provided a briefing to the Board on the provisions of the Act and advised that the sponsor team were working with Crown Estate Scotland on arrangements for a phased implementation of the provisions of the Scottish Crown Estate Act 2019 over the coming months.

3. Strategy and Planning

Dr Foxley (by telephone) and the Aquaculture Operations Manager joined the meeting.

3.1 Aquaculture

Noted that:

- (a) the briefing note circulated to the Board in advance of the meeting set out the main issues but was not exhaustive. It also identified the proposed measure to resolve issues, at a consenting, stakeholder and organisational level.
- (b) Scottish Government was supportive of sustainable growth of aquaculture and the sector was ambitious for growth however there were concerns about the environmental impact and parliamentary reports had highlighted that the *status quo* was no longer acceptable.
- (c) Scottish Government were engaged in several different research projects in relation to aquaculture, including the health of farmed fish. The Scottish Parliament would debate the findings of the report published by the Rural Economy and Connectivity Committee following their inquiry into salmon farming in Scotland.
- (d) there were a lot of strands to be worked with in creating this strategy and the Board would have a further opportunity to consider the issues when visiting the Lochaber area in March.

Agreed that:

- (a) there was more that Crown Estate Scotland could be doing in the sector in providing the correct support for businesses, promoting collaboration to provide necessary critical mass for new ventures and areas of aquaculture activity. In doing so the organisation would be investing in its own future as well as that of stakeholders.
- (b) The summary of key issues presented provided a good basis for building the CES plan.
- (b) the draft plan for aquaculture would come to the Board for review in July and would contain a clear articulation of the organisation's vision for aquaculture, including how Crown Estate Scotland would engage with relevant stakeholders and identify the actions the organisation can take.

Action: CP/AA (11/1)

The Aquaculture Operations Manager was thanked for his contribution and he left the meeting. Mr Palmer also left the meeting at this point.

3.2 Coastal Strategy (paper BD(2019)11.4)

Noted that:

- (a) the paper was asking the Board to provide guidance on the priorities for the coastal portfolio. The portfolio was a key asset and gives the organisation presence throughout Scotland, and not just on the foreshore as it includes some inshore waters. The Board had previously identified ports and harbours as being a key area for focus.
- (b) the portfolio is characterised by thousands of agreements of very different scale and financial value, through which Crown Estate Scotland collaborates with many different parties. It was likely that it would be this part of the portfolio which would see most requests for delegation under the terms of the Scottish Crown Estate Act 2019.
- (c) as with aquaculture, there were a number of different parts to the portfolio which required to be considered and it would take time to work through them all.

Agreed that:

- (a) in developing the plan, it was important to identify where Crown Estate Scotland could add value and to identify a range of activities of varying scales and with different collaborating partners. The plan should consider the benefits which Crown Estate Scotland could deliver for coastal and marine communities. It would be helpful to consider what other parties are doing in relation to the blue economy and how we can work with them to build on that.

Action: AW/CP (11/2)

- (b) consideration should be given to the nature of consultation on the plan, identifying what information the organisation already held through the tenant surveys and responses from stakeholders to other consultations. The Board recommended an approach akin to the approach to the rural strategy consultation.

Action: AW/EB (11/3)

- (c) a draft consultation would be brought back to the Board in July for consideration.

Action: AW (11/4)

The telephone call with Dr Foxley ended at this point and Mr Mallon left the meeting during the next item.

3.3 Built Development - scoping (paper BD(2019)11.3)

Noted that:

- (a) previous Board discussions and stakeholder meetings had led the Board to identify that built development was a sector in which the organisation could seek to increase the limited activity it currently undertook as a route to adding value from Crown Estate Scotland activity. There was the opportunity to unlock potential on the current estates,

adding value to the activity which took place there, as well as to consider wider opportunities being flagged by potential regeneration partners.

- (b) moving into this area would require time to build knowledge and capacity internally and some external support would be required initially. Looking at the estate from this new perspective could identify opportunities which had not yet been considered.

Agreed that:

- (a) the Board were supportive of the scoping of this activity being taken forward however they would like opportunities both on the current estate and new opportunities elsewhere to be considered where appropriate.

Action: LH (11/5)

Mr Mallon rejoined the meeting.

3.4 Strategic Management Plan, Corporate Plan, Investment Strategy 2020-2023 (paper BD(2019)11.2)

Noted that:

- (a) the Board were being asked to approve the proposed strategic objectives to allow those to be used as the framework for the development of the next Corporate Plan.
- (b) the intention was for the next Corporate Plan to set out the four key roles which had been identified by the Board: investor, enabler, asset manager and coordinator. The Plan would define these roles and set out how Crown Estate Scotland will grow its contribution to Scotland. The investment strategy would form a specific section of the Plan, considering feedback from the Strategic Environmental Assessment of the current draft investment strategy.
- (c) over time there would be a shift in the way Crown Estate Scotland talked about its work, instead of referring to the assets, it would talk about its roles and contribution.
- (d) early discussion had taken place with the sponsor team in relation to the Strategic Management Plan for the Scottish Crown Estate which would be prepared on behalf of the Scottish Ministers under the Scottish Crown Estate Act 2019.

Agreed that:

- (a) the proposals set out in the paper were approved by the Board. The Chair and Mr Steele would be available to the Head of Corporate Operations to review further iterations of the drafting in between meetings.

Action: EB (11/6)

4. Management Reports

4.1 Chief Executive's Report (paper BD(2019)11.1)

Noted that:

- (a) following the update email to the Board sent by the Head of Marine, there had been further discussions in relation to the financial position with MeyGen.
- (b) MeyGen had announced plans to add further tidal turbines to their existing array. This would affect the generation from the existing turbines and a renegotiation would be required. Funding was required for the project and this was being sought from the Scottish Government as well as the EU.

Agreed that:

- (a) the Head of Marine would continue to keep the Board updated on the progress of the negotiations with MeyGen and would also confirm to the Board whether there was a bond in place to meet the costs of decommissioning the project site.

Action: CP (11/7)

5. Any Other Business

There was no other business for the Board to consider and the meeting closed.

6. Dates of Next meetings

26/27 March 2019
28/29 May 2019
23/24 July 2019
25/26 September 2019
26 November 2019

Amanda Bryan
Chair, Crown Estate Scotland (Interim Management)

Date



Board	Eleventh Board Meeting	BD(2019)11
Meeting date	29 January 2019	
Paper title	Chief Executive's Report BD(2019)11.1	
Security classification	Unclassified	
Presented by	Simon Hodge	
Author	Simon Hodge / Esther Black	
Annexes	n/a	
Recommendation	For noting	
The board secretary or chair should be advised if the contents of this paper give rise to any conflict of interest		

1. Health and Safety (full Q3 report to be tabled in at March 2019 meeting)

New Near Miss report cards have recently been introduced to encourage prompt reporting.

In Q3, there were three accidents reported at Glenlivet, all involved minor cuts to hands despite gloves being worn, a review of the choice of gloves is being undertaken. There was one cut to a hand at Bells Brae.

In Q3, there were four near misses from Bells Brae reported.

- Christmas tree falling over
- broken kettle
- Minor trip
- Tripping hazard identified.

The causes have been identified and rectified.

In addition, there were two minor car accidents. One involved the Crown Estate Scotland pool car being scrapped on a wall in the car park at Bells Brae, the other happened when an employee was sitting stationary at traffic lights when another car collided with the rear of that car. No injuries were sustained in either case.

There was one case reported at Glenlivet of a car being on the mountain bike track. Our staff spoke to the owner.

2. Meetings / engagement

There has been a particular focus recently on Islands MSPs and MPs as well as local authorities. Meetings have taken place with Alistair Carmichael MP (Shetland & Orkney), Orkney Islands Councils, Shetland Islands Councils and North Ayrshire.

The Chief Executive has also held meetings with

- Cabinet Secretary for Environment, Climate Change and Land Reform, Roseanna Cunningham (with Amanda Bryan)
- Energy Minister Paul Wheelhouse MSP (with Amanda Bryan and Colin Palmer)
- Alastair Carmichael MP and briefly, Angus MacNeil MP (with Amanda Bryan)
- Environment, Climate Change and Land Reform Committee Convener Gillian Martin MSP (with Andrew Wells)
- CE, Leader, Directors and Harbourmaster, Shetland Islands Council
- Lerwick Port Authority
- SCDI CE Ronnie Quinn
- The Crown Estate's Chief Operating Officer Judith Everett (with Amanda Bryan)
- CE of Scottish Future's Trust Peter Reekie
- Scottish Enterprise managing director of Scottish economic development Linda Hanna
- Scottish Government Deputy Director of Energy (Consumers & Low Carbon) Sue Kearns
- MeyGen

3. People

In the last Chief Executive's Report, we noted that workload was currently high for particular teams / individuals. Workloads and engagement requirements around the review of pay and conditions were considerable, coming at a time when we are also initiating strategic planning processes in preparation for the next strategic plan.

In December, the Chair on behalf of the Board's Pay & Conditions sub group agreed to allow more time for staff to complete the review documentation in response to feedback that initial timescales were too tight. The effect on overall timescales is that a paper with full costings (as requested by the Board at the meeting on 27 November 2018) will be provided for the March Board meeting rather than this meeting.

During January, we have been evaluating all roles within the business based on the information gathered from role holders. Meetings between evaluators and post-holders for a benchmark sample of roles also took place in line with best practice to gather further information on the nature of those roles and ensure accurate evaluation and grading.

Key next steps include:

- Foundation of new pay & conditions framework - February
- Formal offer to Union and negotiation - April
- Issuing staff information packs - April
- Consultation with staff; Union ballot - April
- Board Paper with recommendations on Pay and Conditions structure - March

To ensure we are helping staff manage their health & well-being, sessions on managing stress and change are taking place in January and February 2019. Health and wellness check-ups are also being arranged.

4. **Scottish Crown Estate Act**

Royal Assent for the Scottish Crown Estate Act was granted on 15 January 2019. Implementation will take place in phases, and we are in touch with our sponsor team about what may come into force when. David Mallon will present to Board during this meeting to provide further detail on this.

5. **Pilots**

Overview

Since the last Board meeting we have agreed to extend the Stage 2 application window, and to reintroduce the Forth District Salmon Fisheries Board to the Stage 2 process as a result of their feedback on our Stage 1 conclusions (more below).

In a wider context, discussion with all of the Stage 2 applicants has been extensive, including face to face meetings with all six of them between October and December. Further engagement with Stage 1 applicants progressing through other routes has also been ongoing, including tracking our progress to ensure follow on actions across asset teams continues and is built into business planning.

We continue to receive occasional expressions of interest for closer partnership working from a range of organisations. This is at least partly due to the publicity surrounding the local management pilots scheme. We have also been working closely with The Value Project in order to develop approaches and advice to applicants on how to measure outcomes of the pilot projects themselves, and our own internal evaluation of the pilots process. Further liaison with the ScotWind leasing team and externally with Marine Scotland's regional marine planning teams is planned for the coming period in order to coordinate, maximise opportunities and manage risks.

Extension to Stage 2 application window

We received two formal requests and general feedback from the other Stage 2 project applicants that our original 14 January deadline for final business plan submissions was too tight.

Proposals need to be well designed, so we have agreed to an extension. Taking into account Board meeting dates, this gives the applicants a further two months, with the extended deadline being 12 March. This was well received by applicants and supported by our sponsor team in Scottish Government.

Inclusion of the Forth District Salmon Fisheries Board in Stage 2

The Forth District Salmon Fisheries Board (Forth DSFB) made a strong application at Stage 1 with practical suggestions for activities on the ground. However, the application did have challenges relating to governance and conflicts of interest. In addition, the proposal could be delivered through existing mechanisms such as leasing and partnership working.

Feedback to the applicant made these points clear and suggested options for next steps, seeking their views on preferred routes.

Forth DSFB concluded that they would prefer to continue within the Stage 2 process, in full understanding of the potential issues they will have to address in order to develop a Stage 2

plan that is likely to comply with the Pilots scheme criteria and guidance. Forth DSFB have welcomed our flexibility on this matter and we are helping them develop their business

plan. The timeline extension allows their proposal to be considered along with the other five Stage 2 projects.

6. Net revenue distribution

A number of meetings have been held with Scottish Government in relation to the information they required to enable the calculation of coastal local authority net revenue distribution. Sufficient information has been provided to input into the formula which the Scottish Government had agreed with CoSLA.

Additional information and analysis was requested and there was still substantial guidance required on the underlying assumptions to be used to generate the information.

Based on experience to date it was likely that the discussions would continue for most of 2019. The Head of Finance & Commercial and colleagues met with Scottish Government and CoSLA in January to further the discussions.

Scottish Government are expected to announce the 2017/18 distribution shortly.

Board	Board	BD(2019)11
Meeting date	27 January 2019	
Paper title	Corporate plan & investment strategy 2020-23; strategic plan BD(2019)11.2	
Security classification	Restricted	
This document contains commercially sensitive and confidential information and may relate to the formulation of policy.		
Presented by	Esther Black	
Author	Esther Black	
Annexes	Annex A: Crown Estate Scotland plans overview	
Recommendation	The Board is invited to comment on this paper and to approve the strategic objectives proposed in section 11.	
The board secretary or chair should be advised if the contents of this paper give rise to any conflict of interest		

Background

1. Under the Crown Estate Scotland (Interim Management) Order 2017 and the Framework Document, Crown Estate Scotland is required to produce a corporate plan detailing the organisation's strategy covering a three-year period. This must be submitted to Scottish Ministers three months before the existing one expires (i.e. in December 2019).
2. Under the Scottish Crown Estate Act 2019, Scottish Ministers must prepare a plan ('strategic plan') for the management of the Scottish Crown Estate. This is likely to cover a longer period of time e.g. five or ten years. It must be reviewed every five years.
3. Below we outline process, timescales and considerations for the development for the corporate plan.

Discussion

Development of the strategic and corporate plans

4. In terms of a hierarchy of plans, the Crown Estate Scotland corporate plan sits below the strategic plan.
5. The different scopes of the strategic and corporate plans are laid out in Annex A. The strategic plan will set out how the Estate as a whole will be managed to align with Scottish Ministers' policy objectives, whereas the Crown Estate Scotland's corporate plan focusses on delivery and organisational objectives.

6. The handling of the development of the two plans is being discussed with our sponsor team. Scottish Government have stated their desire for us to have a key role in developing parts of the strategic plan.
7. There is a recognition that joint or simultaneous consultation would be beneficial in avoiding consultation fatigue. Likewise, ensuring an efficient approach to Strategic Environmental Assessment (SEA) for the plans is being discussed with Scottish Government.

Corporate plan - content

8. Under the requirements of the Crown Estate Scotland (Interim Management) Order 2017 and the Framework Document, the following must be included in the corporate plan:
 - Period of plan
 - Purpose and principal aims
 - Analysis of operating environment
 - Key objectives and performance targets
 - The strategy for achieving them (including the activities to be undertaken in pursuit of them)
 - How these objectives will contribute to achieving the Scottish Government's overarching purpose and the National Performance Framework, and Scotland's economic strategy
 - Risks associated with activities
 - Outcomes / indicators against which performance can be judged
 - Other matters agreed between sponsor directorate and Crown Estate Scotland
9. The corporate plan will take the new strategic framework as its starting point. This sets out a new and bold Crown Estate Scotland purpose and vision in the context of Ministers' vision for the strategic plan.

It will also clearly define our four key roles (investor, enabler, asset manager, oversight). It will outline how we will continue to develop the asset manager and investor roles (with the associated skills and capacities), but also build the enabler role in a way that grows our contribution to a successful Scotland.

Tone and messaging in the plan will be positive and upbeat to reflect the new opportunities provided to in the context of the Scottish Crown Estate Act 2019, our upcoming change to permanent status, strong financial position etc.

The investment strategy will form a specific section of the corporate plan and will take into account feedback from the Strategic Environmental Assessment of the current draft investment strategy. As the Value Project develops, we will use outputs to help build the evidence base.

10. The final Corporate Plan should also reflect
 - Our new obligations under the Scottish Crown Estate Act 2019
 - The rural assets consultation feedback
 - The scoping work being conducted into opportunities in built environment, regeneration etc

- The sector plans (although these will not all be finalised before the corporate plan, the core themes and objectives will be reflected in the plan allowing more specific proposals to follow).
- Feedback from the Strategic Environmental Assessment process on the draft plan
- Feedback from islands communities impact assessment (process to be determined following dialogue with Scottish Government).

11. Key to the next corporate plan are our strategic objectives. These must be rooted in the Purpose and Vision.

Proposed strategic objectives along with examples of the types of activity that may align with them are in the table below. Further development will take place during a session of Executive Team and asset managers in February / March.

Strategic objective	Example activity and role/s
<p>Support the expansion of Scotland’s blue economy, focussing on marine and coastal development</p>	<ul style="list-style-type: none"> • Community regeneration and development • Integrating marine master-planning & seabed leasing • Sustainable aquaculture (finfish and seaweed) • Investor, enabler, asset manager
<p>Develop built environment that strengthens communities and benefits businesses</p>	<ul style="list-style-type: none"> • Regeneration – Vacant & Derelict Land Taskforce • Sea ports - unlocking socio-economic value • Work with Scottish Land Commission, enterprise agencies, Transport Scotland etc • Investor, asset manager
<p>Invest in innovation and work with tenants to enable sustainable use of Scotland’s natural resources</p>	<ul style="list-style-type: none"> • Tackling marine litter • Financially sustainable farming • Seaweed cultivation • The Value Project • Investor, enabler
<p>Support other managers of the Scottish Crown Estate in realising their ambitions</p>	<ul style="list-style-type: none"> • Prepare for transfers and delegations • Oversight
<p>Develop and deploy our people’s expertise to deliver value and success</p>	<ul style="list-style-type: none"> • Build our expertise in engagement and partnership working • Develop our skills and capacity to deliver

Timeline

12. The timeline, agreed with our sponsor team, is as follows:

When	What	Notes
Jan	Scoping to Board	
Feb-April	Prep consultation draft; start SEA process	Session with ET and asset managers
May	Consultation draft to Board and SG	
June	12-week consultation starts; Islands assessment; consult on SEA ER	Consultation to include dialogue with key stakeholders; events; advertising and media.
Sep-Oct	Consultation closes; high level results to Board; publish consultation report	Analyse results with asset teams
Nov-Dec	Finalise CP with Board and SG; submit final	Islands Plan presented in November – ensure CP is aligned.
Jan-March	Prepare for publication – design, one-page summary, launch event etc	

Financial

13. Consultation and production costs have been included in the 2019/20 budget.

Sustainability

14. No significant sustainability impacts. Hard copies will be limited to 300 initially with online uptake encouraged.

Legal implications

15. Production of the corporate plan is a legal requirement under the Crown Estate Scotland (Interim Management) Order 2017.

Risk

16. There is a need to manage stakeholder expectations regarding what we can and cannot deliver in the 2020-23 period. Consultation best practice (ensuring there is clarity on scope of consultation, consultation report outlining how responses have been reflected in the final plan etc) will help mitigate this.
17. The Islands (Scotland) Act 2018 requires Crown Estate Scotland to 'islands-proof' plans and, where appropriate, more formally assess the impact on islands. While these requirements are not yet in force, we want to be seen to do all we can to align with them. Corporate Operations team meet with Scottish Government in early February to more fully understand how we should do this. Until that part of the process is clearer, we cannot be certain of how it fits with our timescales.

People considerations

18. Development and production of the plan will be project managed by Corporate Operations with support from external suppliers as required.
19. The wider staff team will be given the chance to input on the draft plan.

Reputational / PR implications

20. The corporate plan will be important in setting out our overall positioning as a business including values, strategic objectives etc., as well as our contribution to the Scottish Government's national outcomes. The success of Crown Estate Scotland will be largely judged on the extent to which the business delivers on this plan – it therefore needs to reflect our collective aspiration and ambition while being mindful of the constraints and parameters (resources, legislation, policy) that we operate within.

Annex A: Summary of strategic plan and corporate plan scope etc (based on material provided by Scottish Government)

SIMILARITIES/DIFFERENCES						
PLAN	STATUTORY BASIS	SCOPE	LEGAL REQUIREMENTS	OTHER POSSIBLE ELEMENTS	TIMESCALE	RESPONSIBILITY
STRATEGIC MANAGEMENT PLAN	S.20 SCE Bill	<p>All SCE assets and SM's objectives priorities and policies in relation to management of the estate.</p> <p>To include SM's vision:</p> <ul style="list-style-type: none"> • horizon scan • sectoral/outcomes analysis • scope – management/revenue. 	<ul style="list-style-type: none"> • Must include: <ul style="list-style-type: none"> ◦ SM's objectives, ◦ priorities & policies in relation to management of the estate, including acquisitions. ◦ Assessment of how objectives priorities & policies align with other SM's objectives priorities & policies. ◦ Lay before the Scottish Parliament & publish the plan. 	<ul style="list-style-type: none"> • Information on development opportunities. • Transfer/Delegation process • Guidance e.g. s.7(2) • Directions (s.35) • Arrangements for complying with CE transfer scheme. • Charging policies (s.13). • Other information e.g. use of revenue, costs. 	<p>Every 5 years (S.21 review of strategic plan).</p> <p>Horizon scan</p>	<p>SM's with scope to delegate to CES.</p> <p>SM's consult with each manager and other persons as appropriate.</p>
CORPORATE PLAN - CES	S.19 OIC (How CES will deliver S.4 OIC - Governance & Accountability)	<ul style="list-style-type: none"> • SCE assets managed by CES • CES's finalised corp plan shall reflect the strategic aims & objectives agreed by Scottish Ministers, indicative budgets & any priorities set by them. • The Corporate Plan shall demonstrate how CES contributes to the achievement of SG's primary purpose of increasing sustainable economic growth & align with the SG's NPF 	<ul style="list-style-type: none"> • Must have regard to the SMP. • CES objectives, risks and outcomes. (inc KPIs & Finance targets). • How to comply with SM direction. • Key elements of portfolio: <ul style="list-style-type: none"> ◦ Socio-economic ◦ Coastal/Marine ◦ Proactive partnership ◦ Others 	Must be aligned with SG objectives and national performance framework.	<p>Every 3 years (framework agreement) but could include information for a longer period.</p> <p>Horizon scan</p>	CES