



**Crown Estate  
Scotland**  
Oighreachd a' Chrùin Alba

## **Crown Estate Scotland Draft Corporate Plan 2026-31**

Crown Estate Scotland is seeking your views on their draft Corporate Plan 2026-2031 (the draft plan).

This consultation is being managed for Crown Estate Scotland by an independent market research agency, Why Research, who are a member of the Market Research Society and governed by the Society's Code of Conduct. Feedback on this questionnaire will be analysed and reported on by Why Research. Your participation in this survey is voluntary and Why Research will not report any information that can personally identify you.

If you have any queries in relation to this consultation questionnaire or how the data will be analysed, please call Why Research on 07747 800220 or email [researcher@whyresearch.co.uk](mailto:researcher@whyresearch.co.uk)

### **Your privacy**

Please be assured that all responses to this questionnaire will be treated in complete confidence. No personal information will be given to Crown Estate Scotland or any other organisation and reports published will not identify any individuals who have taken part in the survey.

Why Research is committed to meeting the EU General Data Protection Regulation (GDPR) and the Market Research Society's Code of Conduct. Any information you provide will be treated in confidence and all our reporting is anonymised.

We permanently delete any personal information 12 months after the consultation has finished, as stipulated by the Market Research Society.

Why Research's privacy policy follows on the next page.

# Why Research: Privacy Policy Statement

Your privacy is important to us and we take care to protect your privacy and any information you provide while conducting research with us. We have robust procedures in place to ensure that all data is processed and stored securely. We are committed to meeting the requirements of:

- \* The EU General Data Protection Regulation (GDPR).
- \* Data Protection Act 1988 and the Data Protection Act 2018 which enacts GDPR requirements.
- \* Market Research Society's (MRS) Code of Conduct and the 12 Fair Data Principles which came into effect on 1 April 2020.
- \* The Scottish Government's Social Research ethics checklist.
- \* The Social Research Association's and Association of Qualitative Research's Codes of Ethics.

## Research invitations and requests

When we invite you to take part in a survey, we will explain why the data is being collected and how it will be processed.

We do not promote or sell anything. We carry out market research using scientific methods and we commit, in obtaining your cooperation, not to mislead you about the nature of the research we are undertaking or how the findings from this will be used. Your response will be treated as confidential unless you consent to being identified.

If you are invited to take part in research, it will be because you have given permission for a company to supply your details to a third party for research purposes, or you have taken part in previous research administered by Why Research and given us your permission to contact you in the future for research purposes.

If you have been contacted by Why Research and you do not believe you have given your permission or just wish your name to be removed from our database, please let us know and we will remove your details from our contact list and inform the relevant organisation who supplied the details.

We never knowingly invite children under the age of 16 to participate in research studies without taking measures to ensure appropriate consent from a responsible adult.

## The information we collect

We will collect your information when you participate in research for us. When we contact you, it is usually to:

- \* Invite you to participate in a specific research project.
- \* Confirm the details of research you have agreed to take part in.
- \* Conduct research with you.
- \* Validate answers or views you have given us in a recent research project that we conducted (if you have given us permission to recontact you).
- \* Update and ensure our records of your personal information are correct.

The information we collect may also contact your personal opinions as well as personal information such as name, address, postcode, gender, occupation, age, date of birth, email address, telephone number etc. Where relevant to research we are undertaking, we may also collect business information such as company name, job title, department etc.

We do not carry out any invisible processing of data from your computer. We will only collect and use personal information in accordance with this policy as is reasonably necessary to meet our legitimate business purposes, and we will maintain appropriate safeguards to ensure the security, integrity, accuracy and privacy of the information you have provided. We will never pass your data on to any third parties without your consent.

Why Research makes reasonable efforts to keep personal information in its possession or control, which is used on an ongoing basis, accurate, complete, current and relevant, based on the most recent information you have provided. We rely on you to help us keep your personal information accurate, complete and current by answering our questions honestly.

Information that is personally identifiable that we collect is kept for no longer than 12 months from when a project started unless we provide different information at the start of a research project. Non-identifiable information you give will be kept for no longer than 2 years

## How we use your information

The personal information we collect is:

- \* Combined with the responses / views / opinions provided by others who also participated in the same research.
- \* Used on an aggregate and anonymous basis to determine which groups of people hold certain views more than other groups of people.
- \* Occasionally used to re-contact you to validate your responses.

All of your survey responses are treated as confidential. We never intentionally disclose any of your personal information or individual survey responses to the client who commissioned the survey or any other third party unless:

- \* You request or consent to sharing your identifying information and individual responses.
- \* In the rare but possible circumstance that the information is subject to disclosure pursuant to judicial or other government subpoenas, warrants, orders or for similar legal or regulatory requirements.

## Who we share information with

We do not sell any personal information to third parties. From time to time we may employ other companies or individuals to perform functions on our behalf. They are given access to the personal information needed to perform their functions but will not use it for any other purposes. They are also required to process any personal information in accordance with this privacy policy statement and the requirements of GDPR and Data Protection laws. We endeavour at all times to ensure any personal information is kept confidential and secure.

## Cookies

A cookie is a small text file that may be placed on your device when you complete one of our surveys. Our surveys use session cookies, which are temporary and removed when you close the browser. This session cookie allows us to give your visit to our website (or one of our partners' websites) a unique identifier so you can complete the survey. You can configure your browser to notify you when cookies are being placed on your computer and you can also turn off or delete those you do not want.

## Security

We maintain appropriate technical, administrative and physical safeguards to protect information that is provided to us. We review, monitor and evaluate our privacy policy on a regular basis. Only a limited number of employees have access to the personal information you provide us with and are only granted access for the purposes of data analysis and quality control. Personal information is separated from non-personal information and stored securely in a different place.

## Your rights

Your cooperation in any research project is voluntary at all times. You are entitled to access any personal information we hold about you (by a subject access request) and you have the right to update any incorrect information. Wherever reasonable and practical we will carry out such a request. You also have the right to withdraw the consent you have for participation in one of our surveys at any time and have your personal details deleted. To do this, please submit your request in writing to the address below. If you have any concerns about how we collect and process personal information, you can contact the Information Commissioner's Office (ICO).

## Queries

If you have any queries relating to this policy, our website or our research, or you would like to make a subject access request, please contact us on 07747 800220, email [researcher@whyresearch.co.uk](mailto:researcher@whyresearch.co.uk) or write to us at The Lighthouse, Heugh Road Industrial Estate, North Berwick, EH39 5PX.

**To participate in this consultation, please press the NEXT button below.**

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## Introduction

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Over the last three years, Crown Estate Scotland has carried out a wide-ranging programme of research and engagement, asking staff, partners and stakeholders what they think the biggest opportunities and challenges are for Crown Estate Scotland. Crown Estate Scotland's draft plan reflects the feedback received and we would welcome your views on this.

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## Section 1: Crown Estate Scotland's Purpose and Vision

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Crown Estate Scotland's **core purpose** is:

***'investing in property, natural resource and people to generate lasting value for Scotland'.***

**Q1a** To what extent do you agree or disagree with this core purpose?

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

**Please provide any comments below:**

**Q1b** To what extent do you think the draft plan will deliver this purpose?

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

**Please provide any comments below:**

Crown Estate Scotland's **vision** is that:

***'The Estate supports a thriving and sustainable Scotland where the land and resources under management benefit communities, environment and economy, both now and in the future.'***

**Q2a**

**To what extent do you agree or disagree with this vision?**

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

**Please provide any comments below:**

**Q2b**

**To what extent do you think the draft plan will deliver this vision?**

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

**Please provide any comments below:**

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## Section 2: Strategic Priorities

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The draft plan sets out 5 **Strategic Priorities** for 2026-2031:

1. Enhancing nature
2. Supporting sustainable communities
3. Progressing the Just Transition
4. Financially sustainable stewardship of the Estate
5. Maintaining a high-performing and resilient organisation

The following questions ask for your views on these.

## Strategic Priority 1: Enhancing nature

Nature has become an area of increasing focus for Crown Estate Scotland who want to ensure the Estate is managed in a way that enhances biodiversity and supports nature.

Q3a

To what extent do you agree or disagree with this strategic priority?

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

Please provide any comments below:

The draft plan sets out a number of **activities** to help deliver this strategic priority. These are:

- \* Enhance Scotland's marine biodiversity through partnership working
- \* Collect baseline biodiversity and carbon data across the rural estate
- \* Woodland creation and peatland restoration
- \* Removal of invasive and non-native species
- \* Innovate in terrestrial natural capital by piloting opportunities with tenants
- \* Support wild salmon initiatives
- \* Create opportunities through support for new farming entrants, tenant farmers and next generation farmers

Q3c

To what extent do you agree or disagree that these activities will deliver this strategic priority?

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

Q3d

Please provide any comments below:

The draft plan outlines two **outcomes** to meet this strategic priority. These are:

- \* Net biodiversity loss on rural estates is halted
- \* Marine and terrestrial enhancement projects enabled

**Q3e**

**To what extent do you agree or disagree that these outcomes will deliver this strategic priority?**

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

**Q3f**

**Please provide any comments below:**



## Strategic Priority 2: Supporting Sustainable Communities

Community wealth building is a focus for Crown Estate Scotland which has a responsibility to ensure the Estate is managed in a way that benefits and strengthens local communities.

**Q4a** To what extent do you agree or disagree with this strategic priority?

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

**Q4b** Please provide any comments below:

The draft plan outlines a number of **activities** to meet this strategic priority. These are:

- \* Place-based investment across the existing Estate to bring forward land for 1500 homes
- \* Community wealth building initiatives including expanding the Sustainable Communities Fund, place-based partnerships and wider investment activity to unlock opportunities for communities
- \* Investment in green & blue economy activities including coastal development sites e.g. ZeroFour Montrose
- \* Support Scotland's rural and farming communities through opportunities for renewable energy and by implementing significant maintenance and improvement programmes.
- \* Advance a visitor development programme and community planning project for Glenlivet looking towards 2050

**Q4c** To what extent do you agree or disagree that these activities will deliver this strategic priority?

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

**Q4d** Please provide any comments below:

The draft plan outlines two **outcomes** to meet this strategic priority. These are:

- \* Communities across Scotland have benefitted from Crown Estate Scotland funding
- \* Investment and direct support has enabled communities on the Scottish Crown Estate to thrive

**Q4e**

**To what extent do you agree or disagree that these outcomes will deliver this strategic priority?**

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

**Q4f**

**Please provide any comments below:**

## Strategic Priority 3: Progressing the Just Transition

Scotland needs to transition to a sustainable economy that creates value for everyone. Crown Estate Scotland will pilot new and progressive approaches to asset management that support and champion a just transition.

**Q5a** To what extent do you agree or disagree with this strategic priority?

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

**Q5b** Please provide any comments below:

The draft plan outlines a number of **activities** to meet this strategic priority. These are:

- \* Support development of Scotland's offshore wind pipeline
- \* Launch Scotland's first CCS leasing offer
- \* Leasing and enabling activities across wave & tidal, emerging technologies, local systems and hydrogen
- \* Support tenants' development of critical infrastructure such as electrical transmission route and telecommunications cabling
- \* Enable research projects and local collaboration to further innovation and sustainable growth of aquaculture
- \* Launch the Farming for the Future programme

**Q5c** To what extent do you agree or disagree that these activities will deliver this strategic priority?

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

**Q5d** Please provide any comments below:

The draft plan outlines a number of **outcomes** to meet this strategic priority. These are:

- \* New market opportunities in energy enabled
- \* Increased renewable energy capacity under lease
- \* Support provided to farming tenants to transition to more sustainable practices
- \* Opportunities for aquaculture and marine ecosystem services developed

**Q5e**

**To what extent do you agree or disagree that these outcomes will deliver this strategic priority?**

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

**Q5f**

**Please provide any comments below:**

## Strategic Priority 4: Financially sustainable stewardship of the Estate

Active asset management will deliver capital and revenue growth, excellent customer service and wider non-financial value throughout Scotland. There will be an increased focus on the Estate becoming more resilient and adapting to the changing climate. Crown Estate Scotland will invest in customer service and deploy capital in new and existing assets. Better data will enable risk-informed decision-making.

**Q6a**

**To what extent do you agree or disagree with this strategic priority?**

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

**Q6b**

**Please provide any comments below:**

The draft plan outlines a number of **activities** to meet this strategic priority. These are:

- \* Manage approximately 4000 commercial agreements with 2000 customers
- \* Be a responsible asset manager and investor
- \* Refresh our Investment Strategy
- \* Implement our Data Strategy to support data driven decision making informed by financial and non-financial data
- \* Develop a sustainability framework for corporate and estate activity
- \* Enhance customer service
- \* Optimise use of Scotland's seabed as a national strategic asset
- \* Continue to progress land registration to secure registered interests

**Q6c**

**To what extent do you agree or disagree that these activities will deliver this strategic priority?**

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

**Q6d**

**Please provide any comments below:**

The draft plan outlines an **outcome** to meet this strategic priority. This is:

\* Active asset management has delivered capital and revenue growth, excellent customer service and wider non-financial value for Scotland

**Q6e**

**To what extent do you agree or disagree that this outcome will deliver this strategic priority?**

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

**Q6f**

**Please provide any comments below:**

## Strategic Priority 5: Maintaining a high-performing and resilient organisation

Crown Estate Scotland's people strategy will set out a range of activities designed to ensure it can attract, retain and develop talent in a competitive labour market. It will also cover how the organisation will embed equality, diversity and inclusion. The organisation will embed a new approach to programme, risk and performance management.

**Q7a**

**To what extent do you agree or disagree with this strategic priority?**

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

**Q7b**

**Please provide any comments below:**

The draft plan outlines a number of **activities** to meet this strategic priority. These are:

- \* Implement our People Strategy and Strategic Workforce Plan
- \* New delivery and reporting mechanisms including non-financial value
- \* Refreshed business case processes
- \* Refreshed risk management frameworks
- \* External engagement and communications strategy
- \* Evolve our approach to health & safety
- \* Strengthen governance and data security
- \* Streamline processes and enhance efficiency
- \* Review procurement processes

**Q7c**

**To what extent do you agree or disagree that these activities will deliver this strategic priority?**

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

**Q7d**

**Please provide any comments below:**

The draft plan outlines an **outcome** to meet this strategic priority. This is:

\* Organisational development has empowered our people, made our knowledge and data more robust and created a resilient organisation that is delivery focused

**Q7e**

**To what extent do you agree or disagree that this outcome will deliver this strategic priority?**

- ☐ Strongly agree
- ☐ Agree
- ☐ Disagree
- ☐ Strongly disagree
- ☐ Don't know

**Q7f**

**Please provide any comments below:**



Section 3: Operating Principles

The draft plan outlines a number of operating principles for Crown Estate Scotland, as set out in the following table:

Q8a

To what extent do you agree or disagree with each of these **operating principles**?

	Strongly agree	Agree	Disagree	Strongly Disagree	Don't know
Think and act for both the short and long-term	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strive to provide the highest quality of customer service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Take a commercial and risk-based approach to deploying resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Continue to prioritise health and safety	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Take a plan-led approach to leasing where appropriate to align with local priorities and impact assessments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Embed diversity and inclusion in our culture and in how we manage the Estate	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Be open and transparent	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Work in partnership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Take evidence-based decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q8b

Please provide any comments below. If you are providing separate comments on some or each of the operating principles, please indicate what operating principle you are commenting on

## Section 4: Delivery of the draft plan

Crown Estate Scotland will work with a diverse range of public, private and third sector partners and collaborators from across Scotland and further afield to create value through active asset management, commercial investment and as an enabler of innovation.

Q9a

How important do you think collaboration between Crown Estate Scotland and the public, private and third sectors is, for the delivery of the plan?

☐ Very important

☐ Quite important

☐ Not very important

☐ Not at all important

☐ Don't know

Q9b

Please provide any comments below.

Measuring the impact

The draft plan outlines a number of **Key Performance Indicators** (KPIs) that will be used to measure the impact of each of the strategic priorities.

Strategic Priority	Key Performance Indicators
Strategic Priority 1: Enhancing nature	<ul style="list-style-type: none"><li>• Projects enabled to support land and marine enhancement (£m)</li><li>• Baseline data collection programme (% of land)</li></ul>
Strategic Priority 2: Supporting Sustainable Communities	<ul style="list-style-type: none"><li>• Unlocking private sector funding for homes (£m)</li><li>• GVA on place-based investment (£m)</li></ul>
Strategic Priority 3: Progressing the Just Transition	<ul style="list-style-type: none"><li>• % of offshore wind option agreements stepping through to lease</li><li>• Farming for the Future Projects (£m)</li></ul>
Strategic Priority 4: Financially sustainable stewardship of the Estate	<ul style="list-style-type: none"><li>• Capital reinvested in the Estate (£m)</li><li>• Improvement in tenant satisfaction surveys</li></ul>
Strategic Priority 5: Maintaining a high-performing and resilient organisation	<ul style="list-style-type: none"><li>• Improvement in Employer Engagement score</li><li>• Data Strategy implemented supporting a digitally enabled and driven organisation</li></ul>

Q10a

To what extent do you agree or disagree that these KPIs are the right ones to help measure the impact of the strategic priorities?

☐

Strongly agree

☐

Agree

☐

Disagree

☐

Strongly disagree

☐

Don't know

Q10b

Please use the space below to provide any comments you have on these KPIs.

Section 5: Impact Assessment

Crown Estate Scotland is carrying out a number of impact assessments to inform the development of their Corporate Plan. The following questions will help to inform these impact assessments, ensuring Crown Estate Scotland takes full account of equalities, children and island interests in the development of their corporate plan.

Equalities Impact Assessment

Q11a

Please indicate in the table below if you think the draft plan will impact on those with one or more **protected characteristics**?

	Positive impact	Negative impact	No impact	Don't know
Age	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disability	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gender reassignment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Marriage and civil partnership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sex	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Pregnancy and maternity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Race	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Religion or belief	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sexual orientation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q11b

Where you have a view, please outline what you think the impact of the Plan will be, on which Protected Characteristic, and whether you think anything should be changed in the draft plan to address that impact.

**Q12a**

**Do you think the draft plan will impact on the reduction of inequalities of outcome caused by socio-economic disadvantage?** Inequalities of outcome relates to any measurable differences between those who have experienced socio-economic disadvantage and the rest of the population – this could relate, for example, to poorer health and life expectancy; lower skills and educational attainment; lower quality, less secure and lower paid work; or less chance of being treated with dignity and respect.

- ☐ Positive impact
- ☐ Negative impact
- ☐ No impact
- ☐ Don't know

**Q12b**

Please outline any impacts you think the draft plan will have and anything you think should be changed in the draft plan to address that impact.

## Island Communities Impact Assessment

**Q13a**

**Do you think the draft plan is likely to have an effect on an island community which is significantly different from its effect on mainland or other island communities in Scotland?** The Islands (Scotland) Act 2018 defines an island community as a community which consists of two or more individuals, all of whom permanently inhabit an island, and is based on common interest, identity or geography.

- ☐ Yes, it will have a positive effect
- ☐ Yes, it will have a negative effect
- ☐ No, it will not have an effect
- ☐ Don't know

**Q13b**

Where you consider there will be an effect, please outline what that effect is, which island community will be affected, why you consider the effect to be significantly different, and any views you might have on how the draft plan could address the effect on the island community.

## Children's Rights and Wellbeing Impact Assessment

**Q14a**

**Do you think the draft plan will impact on the wellbeing of children and young people (up to the age 18)?** Getting It Right For Every Child (GIRFEC) <https://www.gov.scot/policies/girfec/> uses eight indicators to define 'Wellbeing' - Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible, Included. Please consider these indicators in thinking about the impact on wellbeing of children and young people.

- ☐ Yes, it will have a positive effect
- ☐ Yes, it will have a negative effect
- ☐ No, it will not have an effect
- ☐ Don't know

**Q14b**

**Where you consider there will be an effect, please outline what that effect is and whether there is a particular group of children or young people that will be impacted. And please let us know if you have any views on how the draft plan could address the effect.**

Groups of children could include those with different protected characteristics, or could, for example, include preschool children, children in rural areas, looked after children, young people who offend, child migrants, or children living in poverty.

Final Comments

Q15

Please use the space below to provide any other comments you have on the draft plan.



**About You:** Your response to the following questions is voluntary. Why Research will not report any information that can personally identify you.

**QA1** Are you responding as an individual or an organisation?

- ☐ Individual  
☐ Organisation

**QA2** (Organisations only) Please provide the name of your organisation below.

**QA3** Sometimes we use quotations in our reports to illustrate a key issue being raised in consultation responses. Any quotations used will be completely anonymous and non-attributable. **On this basis, are you happy for us to use any quotation(s) from your response?**

- ☐ Yes  
☐ No

**QA4** (Organisations only) Please could you indicate your type of organisation. This will allow us to group responses and carry out a more informed analysis of responses.

- ☐ Local authority  
☐ Public sector organisation  
☐ NDPB  
☐ Environmental / conservation organisation  
☐ Community organisation / social enterprise  
☐ Private business  
☐ Landowner / farmer / land manager  
☐ Aquaculture / fishing  
☐ Other (please write below):

**QA5** (Organisations only) What geographical area does your organisation operate in?

- ☐ Local area in Scotland  
☐ National Scotland  
☐ National UK  
☐ International

**QA6** (Organisations only) And what are your key areas of interest? (Click as many as apply)

- ☐ Marine / seabed  
☐ Coastal  
☐ Rural estate  
☐ Other (please write below):

**QA7**

**Are you a tenant of Crown Estate Scotland?** This will help to inform our analysis of responses.

☐ Yes

☐ No

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**Thank you very much for taking the time to give us your views.**

We do not intend to publish the responses to this consultation but will provide a summary analysis of responses report. No names or organisation names will be used in that report. We will also be providing a 'You Said, We Did' report after the consultation report is finalised. Both reports, along with the impact assessments of the Corporate Plan and the finalised Corporate Plan itself, will be available on the Crown Estate Scotland website.

After submission, you will be redirected to the Crown Estate Scotland website.

**Please click SUBMIT below to send in your views.**