

Agenda

Board

Forty-Fourth Meeting

Wednesday 26 February 2025, 10:00am

Crown Estate Scotland, Quartermile Two, Edinburgh / MS Teams

10:00 1. Welcome and apologies
Chair of the Board

10:05 2. Declaration of interests
Chair of the Board

Standing Items

10:10 3. Minutes of the last meeting: 27 November 2024
Chair of the Board For approval

10:20 4. Review of the Action Tracker
Chair of the Board For assurance

10:30 5. Decisions taken out of meeting
Chair of the Board For assurance

10:40 6. Investment Committee update (4 February 2025)
Chair of Investment Committee For information

10:50 7. Audit and Risk Committee update (11 February 2025)
Chair of Audit and Risk Committee For information

11:00 8. Remuneration Committee update (16 December 2024 & 28 January 2025)
Chair of Remuneration Committee For information

Items for Decision

11:10 9. [REDACTED]
Int. Director of Marine / Head of Offshore Wind Development
BD(2025)44.1 For approval

11:25 10. Annual Business Plan 2025/26
Head of Policy
BD(2025)44.2 For approval

11:40	11. Annual Budget 2025/26 (+2 yrs) <i>Director of Finance & Business Services/ Financial Controller</i> BD(2025)44.3	For approval
11:55	12. Financial Scheme of Delegation <i>Chief Executive Officer/ Accountable Officer</i> BD(2025)44.4	For approval
12:10	13. Board Code of Conduct Review <i>Interim Head of Governance</i> BD(2025)44.5	For approval
12:20	Lunch	

Guests

13:00	14. NESO	For information & discussion
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Items for Discussion

13:45	15. Corporate Plan Financial Business Case <i>Head of Policy</i> BD(2025)44.6	For discussion
14:00	16. Land Reform Bill <i>Chief Executive Officer / Accountable Officer</i> BD(2025)44.7	For discussion

Management Reports

14:10	17. Chief Executive's report <i>Chief Executive Officer / Accountable Officer</i> BD(2025)44.8 & BD(2025)44.9	For information
14:20	18. Finance update <i>Financial Controller</i> BD(2025)44.10	For assurance
14:30	19. People report <i>Director of Finance and Business Services</i> BD(2025)44.11	For assurance

14:40 Comfort Break

14:55	20.	Advance Programme Update Report <i>Director of Business Improvement</i> <i>BD(2025)44.12</i>	For assurance
15:05	21.	Advance Programme Business Case <i>Director of Business Improvement</i> <i>BD(2025)44.13</i>	For assurance
15:15	22.	Confidential and closed discussion [REDACTED]* <i>Chief Executive Officer / Accountable Officer</i> <i>BD(2025)44.14</i>	For approval
15:30	23.	Stakeholder engagement <i>Head of Corporate Affairs (Verbal update)</i> <i>BD(2025)44.15 (For information only)</i>	For information

Conclusion

15:40	24.	Any other business <i>Chair of the Board</i>	For discussion
15:45	25.	Review of the meeting <i>Chair of the Board</i>	For discussion
15:50	26.	Date of the next meeting: 28 May 2025 <i>Chair of the Board</i>	For noting

Sections of the agenda have been redacted and are exempt from publication under s.33(1)(b) and 30(c) of the Freedom of Information (Scotland) Act 2002.*

Approved Minutes

Crown Estate Scotland (CES) Board
Wednesday 26 February 2025, 10:00am – 16:00pm
CES Quartermile 2 office and MS Teams



Present:

Euan McVicar (Chair)
Ailsa Raeburn
Liz Leonard
Lorne MacLeod (attended online)
Robert Mackenzie
Adam Bruce
Jean Lindsay (attended online)
Katerina Brown (attended online for items 1-10)

Apologies:

Ann Allen
Katerina Brown (after 10:54am)

In attendance:

Ronan O'Hara, Chief Executive and Accountable Officer
Alastair Milloy, Director of Finance and Business
Oster Milambo, Director of Property
Ann Jacob-Chandler, Director of Director of Development, Capital Delivery and Decarbonisation
Mike Spain, Director of Aquaculture and Marine Ecosystem Services
[REDACTED], Interim Director of Marine
[REDACTED], Interim Director of Corporate Affairs
[REDACTED], Interim Director of Business Improvement
[REDACTED], Financial Controller
[REDACTED], Interim Head of Governance, Legal and Risk
[REDACTED], Interim Head of Governance (Minutes)
[REDACTED], Governance Assistant
[REDACTED], Head of Offshore Wind Development
[REDACTED], Development Manager (Agreements)
[REDACTED], Development Manager
[REDACTED], Head of Corporate Affairs
[REDACTED], Culture and Engagement Lead

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1. Welcome and Apologies

The Chair of the Board welcomed attendees to the meeting.

Noted:

- 1) Apologies had been received in advance from Ann Allen.

- 2) Katerina Brown indicated she would need to leave the meeting just before 11am and offered her apologies for the remainder of the meeting.

2. Declarations of Interest

The Chair of the Board invited members to disclose any declarations of interest for the meeting.

Noted:

- 1) Adam Bruce indicated his connection to one of the Offshore Wind parties and consequently would recuse himself from the meeting for discussion on Item 9.
- 2) Ailsa Raeburn, in respect of item 9 on Offshore Wind, highlighted for transparency that as a member of the Board of the Highlands and Islands Enterprise (HIE) she has an interest in natural capital. Ailsa advised this would not present a conflict of interest.
- 3) Lorne Macleod, in respect of item 16 on the Land Reform Bill, highlighted for transparency he was until recently a Land Reform Commissioner. After discussion, it was agreed this was not a conflict and everyone was comfortable for Lorne to remain in the discussion for the item.

3. Minutes of the Meeting held on 27 November 2024

The Board considered the minutes of the Board meeting held on 27 November 2024, copies of which had been previously circulated.

Noted:

- 1) Jean Lindsay requested wording to paragraph 1.2 be amended to reflect operational independence.
- 2) The Chair of the Board requested paragraph 4.1 reflect that Ann Allen is the Chair of Scrutiny Group.
- 3) Ronan O'Hara requested that the date of the meeting referenced in be amended to 12 November and reflect that the National Wealth Fund were not in attendance.
- 4) Ronan O'Hara advised that paragraph 6.2.1 be amended to reflect that Board Members are Non-Executive Directors, not Directors, all present agreed.

- 5) The minutes were **approved** subject to amendments detailed above.

Action: Governance team to amend the minute of 27 November 2024 to reflect above discussion. (May 2025)

4. Review of the Action Tracker

The Chair of the Board introduced the Action Tracker for discussion.

Noted:

- 1) The Board welcomed the improved format and RAG ratings to highlight level of progress.
- 2) A number of actions within the Action Tracker listed target dates that were in the past. The Board recognised the complex nature of these actions would require completion dates be amended by Governance to be open-ended.
- 3) **Action 37/4 (Value project)** – It was acknowledged Board input is required to progress this action which references the development of sustainability and wider action goals. Ronan O’Hara highlighted this would be picked up via Workstream Five of the Advance Programme. Mike Spain, Director of Aquaculture and Marine Ecosystem Services will lead on this. Project Documentation is currently in development and will reflect the views of Board. To this end a workshop/speaker session will be arranged in due course by the Workstream Lead.
- 4) **Actions 42/6 – 42/5 (Audit and Risk Committee report)**– Robert Mackenzie requested the updates for these calendar invites be updated as they were currently incorrectly placed.
- 5) **Action 42/14 (Health and Safety)** – It was agreed Oster Milambo would circulate information to the Chair on how health and safety risks are assessed before the next Board meeting.
- 6) **Action 43/7 (Offshore Wind Investment Port of Cromarty Study)** – it was agreed that [REDACTED], Head of Offshore Wind Development would provide an update on [REDACTED]* at item nine on the agenda today.

Action: Governance team to amend Action Tracker to reflect above discussion (May 2025).

Action: Oster Milambo to provide an update on Action 42/14 to the Chair of the Board offline before the next Board meeting (May 2025).

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5. Decisions Taken Out of Meeting

The Chair of the Board shared an update on decisions taken by Board out of meeting.

Noted:

- 1) The Chair of the Board indicated the CES Board made an out of meeting **decision** to purchase property on Dunedin Street on 20 February 2025, a decision which had also been considered by the Investment Committee in advance of it coming to Board for full approval.

6. Investment Committee Update (4 February 2025)

Ailsa Raeburn, Chair of the Investment Committee provided an overview of business covered by the Committee since the last Board meeting on 27 November 2024.

Noted:

- 1) A broad range of reports had been considered at the last meeting of the Committee held on 6 February 2025 including progress on the Corporate Plan, PMO work, Advance Programme, Finance, acquisitions and divestments.
- 2) The Investment Committee Terms of Reference are nearly concluded. These will be brought back to the next Board meeting for approval.
- 3) Approval on the next stage of works on [REDACTED] had been provided reflecting good progress.
- 4) A report on the high level assessment of [REDACTED] is expected at the next meeting.
- 5) The Programme Board, established in 2024 and led by Ann Jacob-Chandler is working well.
- 6) [REDACTED]
- 7) The Investment Committee made two decisions out of meeting to approve the acquisition of Dunedin Street and Stoneyetts Drive, Lenzie.

- 8) Investment projected at £5 million against a target of £10million for 2024/25 with the balance being deployed in early 2025/26.
- 9) Board members queried the reasons behind the target for planned investment not being met. It was explained the acquisitions process is complex. The due diligence process can result in uncovering unknown risk factors, which can result in withdrawal. Robert Mackenzie asserted that it is the right thing to stop if factors aren't advantageous, as this could result in reputational damage and that investment should only proceed when it is right and proper to do so.
- 10) Board members queried whether resourcing was an issue in terms of the target not being met. Ronan O'Hara, Ann Jacob-Chandler and Alastair Milloy explained the due diligence process is particularly onerous in terms of resourcing. The other challenge Crown Estate Scotland has is the availability of capital which is controlled by Scottish Government, and what is possible given the organisation's public sector status.
- 11) The Chair of the Board suggested that the Investment Strategy be reviewed at the end of the year to determine whether it is still appropriate within the current level of resources.

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7. Audit and Risk Committee Update (11 February 2025)

Robert Mackenzie, Chair of the Audit and Risk Committee (ARC) provided an overview of business covered by the Committee since the last Board meeting.

Noted:

- 1) A broad range of reports had been considered at the last meeting held on 11 February 2025 including draft 205/26 Capital and Revenue Budgets, the External Audit Plan, progress with Internal Audit Plan 24/25, Procurement, Risk Management and Health and Safety.
- 2) The Terms of Reference (ToR) for ARC were approved subject to some minor changes.
- 3) Martin McEwen, incoming new Board Member from 1 May 2025, and also the new ARC Chair had joined to observe the meeting.
- 4) Reviewed the Financial Scheme of Delegation which was approved to come to Board today.

- 5) Approved the 2025/26 Internal Audit Plan.
- 6) Highlighted the late progression of internal audits planned for 2024/25. The Chair of the Board requested that an update be provided to Board on this matter in the next meeting.
- 1) Assurance was provided Risk Management processes are working effectively.
- 7) [REDACTED]

The Chair of the Board recognised Robert's long and successful tenure as a Board Member, Remuneration Committee member and Audit and Risk Committee Chair, was coming to an end on 30 April 2025 and thanked him for his valued contributions.

Action: Chair of ARC to provide an update to Board on progress with internal audits at the next Board meeting (June 2025)

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8. Remuneration Committee Update (16 December 2024 & 28 January 2025)

Jean Lindsay, Chair of the Remuneration Committee provided an overview of business covered by the Committee since the last Board meeting.

Noted:

- 1) Two meetings had been held since the last Board meeting, one on 16 December 2024 and a confidential extraordinary meeting on 28 January 2025.
- 2) The Committee in December 2024 considered Chief Executive remuneration, results from the Equal Pay Audit and an update on the 35 hour week.
- 3) [REDACTED]
- 4) Board members advised if they had any questions in relation to the confidential meeting these would be welcomed offline owing to the confidential nature of the matter.

The Chair of the Board thanked all Chairs for their updates and requested that templates covering a summary of Committee business be completed in advance for inclusion in Board packs.

Action: Chairs of Investment Committee, Audit and Risk Committee and Remuneration Committee to complete templates in advance of Board meetings for inclusion in Board packs going forward (Ongoing).

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9. [REDACTED]

Action: Governance to close off action 43/7 on the Board Action Tracker (March 2025).

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10. Annual Business Plan 2025/26

Adam Bruce rejoined the meeting.

The Chair of the Board invited [REDACTED], Interim Director of Corporate Affairs to provide a summary of the Annual Business Plan, which the Board was being invited to approve.

Noted:

- 1) [REDACTED], Interim Director of Corporate Affairs introduced the Annual Business plan, which includes a comprehensive list of activities for the next year.
- 2) The progress of the Business Plan will be monitored regularly on a monthly basis by Executive Team and quarterly reports to the Board.
- 3) The Board welcomed the plan and the level of detail it provided. They discussed the key deliverables and whether these were the right ones.
- 4) Query on whether there needed to be specific reference to ScotWind. [REDACTED], Interim Director of Marine noted that the reason for not being explicit in this was the overall focus on Offshore Wind projects.
- 5) Emphasis on there being consistency in numbers between the Annual Business Plan and Corporate Plan.

- 6) The need for SMART targets and quarterly reporting on key deliverables. It was recognised that applying SMART targets to some areas was challenging given the complex and diverse nature of Crown Estate Scotland business.
- 7) Discussion on whether the level of budget approval will impact the ability to deliver on the Annual Business Plan. Alastair Milloy, Director of Business and Finance advised that delivery and resourcing will be linked to whether Crown Estate Scotland receives [REDACTED]*.

The Board **approved** the Annual Business Plan with a request for the Executive Team to further review the outcomes in line with SMART methodology and add in a deliverable around ScotWind. The Board **delegated** authority to Executive Team to make these amendments.

Action: Executive Team to update the Annual Business Plan to include a ScotWind key deliverable and smarten the outcomes (June 2025) and share with Chair and CEO.

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11. Annual Budget 2025/26 (+2 yrs)

The Chair of the Board invited [REDACTED], Financial Controller to provide an introduction to the Annual Budget 2025/26 (+2 years).

Noted:

- 1) [REDACTED] clarified that she was seeking Board approval for first year of the budget, not years two and three which are based on [REDACTED]*.
- 2) Recognition was given to the volatility in revenue from offshore wind and aquaculture – direct and indirect costs.
- 3) The Board welcomed the report, and the quality of information provided.
- 4) The Board discussed the need for a strategy to improve the performance of the rural estate to be revenue generating assets. It was agreed that Crown Estate Scotland must demonstrate the non-financial value in the rural estate.
- 5) Ronan O'Hara, Chief Executive Officer and Accountable Officer outlined the duty to manage the assets, and the challenge in working through the residual liabilities inherited and potential liabilities arising going forward.

- 6) The Chair of the Board recognised the contractual challenges and asked whether there are opportunities in onshore renewables. Alastair Milloy highlighted there are opportunities in solar for example, although this is a not straightforward as these opportunities come with risks including total cost of management. [REDACTED]** will have a bearing on the direction of travel in the rural estate.
- 7) Oster Milambo, Director of Property advised that the gap analysis work being undertaken in partnership with [REDACTED]** to develop the Asset Management Strategy will look at these issues. He added that any new initiatives would take time to deliver positive impacts.
- 8) The Board reflected that the rural estate narrative appeared downbeat and emphasised the need to publicise more positive stories.
- 9) It was agreed that benchmarking on performance with other commercial operators would provide useful data.

The Board **approved** the budget with a request for further reflection on the rural estate's challenges.

Action: Oster Milambo to prepare 'think piece' report which sets out the issues and opportunities discussed by Board (June 2025).

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12. Financial Scheme of delegation

The Chair of the Board invited Ronan O'Hara, Chief Executive Officer and Accountable Officer to provide an introduction on the updates to the Financial Scheme of Delegation, which the Board was being recommended to approve.

Noted:

- 1) Ronan provided an overview of the substantive changes including changes to the probationary period for Directors for approvals which had previously been presented to Board in draft form in November 2024 and to ARC in February 2025 for agreement.
- 2) The Board welcomed the progress that had been made in amending the Financial Scheme of Delegation since viewing it last on 27 November 2024 and recognised it had benefited from further input from the Audit and Risk Committee on 11 February 2025.

- 3) Robert Mackenzie, Chair of ARC confirmed the Committee are content with the changes proposed reflecting the strengthening of governance oversight and balancing flexibility.
- 4) The terminology of Crown Servant was queried by the Board, and it was agreed that the term, 'Senior Crown Servant' would be used instead.

The Board **approved** the revised Financial Scheme of Delegation, with changes to the probationary period and real-time reporting to the ARC subject to the terminology being consistent.

Action: [REDACTED] to amend the Financial Scheme of Delegation (May 2025).

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13. Board Code of Conduct Review

The Chair of the Board invited [REDACTED], Interim Head of Governance to provide an introduction to the Board Code of Conduct review, from which the Board was being invited to approve the recommendations.

Noted:

- 1) [REDACTED] introduced the Board Code of Conduct review, which had been recommended in the recent internal audit review of Corporate Governance.
- 2) The Code outlines the standards of conduct expected of members of devolved public bodies, including Crown Estate Scotland.
- 3) The code had last been reviewed and approved by Board in 2022. The recommendation was that the Board Code of Conduct be reviewed, approved and accepted with a recommendation that an annual review by Board be undertaken.

The Board accepted and **approved** the Board Code of Conduct and agreed it would be subject to an annual review process.

Action: Governance to include updated Board Code of Conduct in the Board Induction Programme (May 2025).

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Lunch

14. National Energy System Operator (NESO) session

Representatives from NESO, [REDACTED] joined the meeting.

The Chair of the Board welcomed the representatives and invited introductions from all attending before proceeding to NESO's presentation, which had been circulated in advance.

Noted:

- 1) [REDACTED] described NESO as an independent, publicly owned organisation with a strategic planning role, regulated by Ofgem. He explained the purpose of NESO, was its role in facilitating the transition to a reliable clean energy supply for Great Britain.
- 2) The three main products of NESO's strategic planning included the Strategic Spatial Energy Plan, the Centralized Strategic Network Plan, and Regional Energy Strategic Planning.
- 3) [REDACTED]*. Ongoing engagement with expert groups and community representatives will take place throughout the process.
- 4) [REDACTED] explained the objectives and governance of the Regional Energy Strategic Plans (RES), emphasizing the need for strategic investment in distribution systems.
- 5) The Board discussed the challenges and opportunities related to energy infrastructure, including the need for strategic planning and investment to support Scotland's energy transition.
- 6) The Board also discussed the importance of community benefits and the role of local authorities in delivering energy efficiency strategies was also discussed.

The Chair of the Board thanked [REDACTED] for their time and input which had been insightful. It was agreed that there would be continued open dialogue between Crown Estate Scotland and NESO.

[REDACTED] left the meeting.

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15. Corporate Plan Financial Business Case

The Chair of the Board invited [REDACTED], Interim Director of Corporate Affairs to provide an introduction to the Corporate Plan Financial Business Case which was for discussion by the Board.

Noted:

- 1) [REDACTED] highlighted the Corporate Plan Financial Business case had been discussed at Investment Committee on 6 February 2025. Feedback had generally been positive with suggestions to revise the tone of the document to being more visionary. To address this, a foreword had been added in to reflect the ambition of Crown Estate Scotland.
- 2) The importance of balancing vision and ambition has to be tempered with retaining degree of realism given the challenges of the estate in terms of maintenance and general condition.
- 3) [REDACTED]*
- 4) The next steps in the finalisation of the Corporate Plan will be to address and incorporate feedback from Board and then send to Sponsor Branch to being engagement properly in terms of the financial settlement that we get.
- 5) The Board members emphasised the need for a positive and evidence-based proposal to secure funding.
- 6) Ailsa Raeburn highlighted the importance of consistency in the writing style and the presentation of numbers. [REDACTED] provided assurance that a table was being added into the Executive Summary based on [REDACTED]*
- 7) Ronan O'Hara, Chief Executive Officer and Accountable Officer emphasised the Corporate Plan will be iterative given it will evolve post consultation and confirmation of budget, and consequently there will be lots of scope and capacity to address issues.

The Chair of the Board indicated discussion had been very helpful and noted that the Board would receive further updates on the progress of the development of Corporate Plan.

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16. Land Reform Bill

The Chair of the Board invited Ronan O'Hara, Chief Executive Officer and Accountable Officer to introduce the report on the Land Reform Bill.

Noted:

- 1) Ronan indicated that in the interests of time, the report be taken as read.
- 2) [REDACTED], Interim Head of Governance, Legal and Risk summarised recent discussions with our legal advisors [REDACTED]*, the Bill team and Sponsorship Branch regarding concern over the definition of foreshore.
- 3) The Board considered the potential impact of the Land Reform Bill on Crown Estate Scotland, agreeing to raise concerns discussed with the Scottish Government. It was agreed that a letter from the Chair of the Board be sent to Sponsorship Branch.

Action: Euan McVicar (Chair) to issue a letter to the Cabinet Secretary as soon as possible in accordance with the recommendations of the paper included in the paper.

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17. Chief Executive's Report

The Chair of the Board invited Ronan O'Hara, Chief Executive Officer and Accountable Officer to share key points from his report.

Noted:

- 1) Ronan congratulated the work of [REDACTED], Interim Director of Marine and the wider Energy and Infrastructure team for their efforts in concluding the leases work.
- 2) Ronan thanked the Board for their input on the acquisition on Dunedin Street and recognised the work of the team behind the scenes.
- 3) [REDACTED]*
- 4) On the matter of [REDACTED]**, attempts to meet with the Minister had not yet materialised due to circumstances. Ronan advised he was keen to secure Scottish Ministers views as part of a desire to stabilise the situation as a Ministerial approval might be required under the Framework Document.

- 5) Robert Mackenzie, Chair of ARC proposed that given his term was ending, a meeting with the new ARC Chair on this matter to bring him up to speed in terms of continuity was required.
- 6) Ronan shared that a recent visit to the Western Isles visit was positive.
[REDACTED]**
- 7) [REDACTED]**

Action: Governance to arrange for Martin McEwen to have a meeting update on [REDACTED]** (May 2025).

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18. Finance Report

The Chair of the Board invited [REDACTED], Financial Controller to introduce the Finance Report.

Noted:

- 1) In the interests of time, [REDACTED] took the report as read and invited questions, of which there were none given there were no financial concerns arising and there had been recent detailed updates provided to Investment Committee and Audit and Risk Committee.

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19. People Report

The Chair of the Board invited Alastair Milloy, Director of Finance and Business Services to introduce the People report.

Noted:

- 1) Alastair took the report as read and invited questions.
- 2) The Chair of the Board asked whether Crown Estate Scotland has sufficient administrative support within the organisation.
- 3) Alastair advised this question was being considered by a wider organisational development workstream in the Advance Programme.

- 4) Following the recent internal audit on Corporate Governance additional resource was in the planning for one more staff member within Business Support and one other in the Governance team.

Comfort Break

20. Advance Programme Update

[REDACTED], Culture and Engagement Lead joined the meeting.

The Chair of the Board welcomed [REDACTED] to the meeting and invited [REDACTED], Interim Director of Business Improvement to introduce the Advance Programme Update.

Noted:

- 1) [REDACTED], who joined Crown Estate Scotland in January 2025 thanked colleagues round the table for their welcome and support in his role.
- 2) [REDACTED] outlined the key deliverables of the Advance Programme and the importance of aligning the program with the Strategic Workforce Plan.
- 3) There is good momentum within the Advance Programme with progress evident within Portfolio Management Office (PMO) and Asset Management.
- 4) Recognition that the Scrutiny Group, chaired by Ann Allen and attended by other Board Members was working well and adding significant value.
- 5) No issues to report to Board.

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21. Advance Programme Business Case

The Chair of the Board invited [REDACTED], Interim Director of Business Improvement to introduce the Advance Programme Update.

Noted:

- 1) [REDACTED] thanked the Scrutiny Group for their prior feedback on the business case which ensures greater alignment with wider corporate plan.
- 2) It was recognised that there were a number of dependencies between the workstreams and a need to make sure these are well managed.

- 3) The Board welcomed the comprehensive nature of the business case.
- 4) [REDACTED], Culture and Engagement Lead shared the reaction of staff to Advance highlighting that the staff body were comfortable with the change programme, while some colleagues were more reflective and hesitant about the organisational design work. This is normal given the level of proposed cultural change. Communication will be key in managing the messaging effectively to ensure staff buy in.
- 5) The Board considered the financial implications of the programme. Ronan highlighted the programme is about making an investment in cost efficiency in time. Alastair added Advance would allow for freeing time in the right way to better deliver.

The Board **approved** the business case.

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22. [REDACTED]*

Alastair Milloy, Director of Finance and Business; Ann Jacob-Chandler, Director of Director of Development, Capital Delivery and Decarbonisation; Oster Milambo, Director of Property; Mike Spain, Director of Aquaculture and Marine Ecosystem Services; [REDACTED], Interim Director of Marine; [REDACTED], Interim Director of Corporate Affairs; [REDACTED], Financial Controller and [REDACTED], Interim Head of Governance, Legal and Risk left the meeting.

Sections of the minutes have been redacted and are exempt from publication under s.30(c)* and s.38(1)(b) of the Freedom of Information (Scotland) Act 2002.

23. Stakeholder Engagement update

[REDACTED], Head of Corporate Affairs joined the meeting.

Alastair Milloy, Director of Finance and Business; Ann Jacob-Chandler, Director of Director of Development, Capital Delivery and Decarbonisation; Oster Milambo, Director of Property; Mike Spain, Director of Aquaculture and Marine Ecosystem Services; [REDACTED], Interim Director of Marine; [REDACTED], Interim Director of Corporate Affairs; [REDACTED], Financial Controller and [REDACTED], Interim Head of Governance, Legal and Risk rejoined the meeting.

The Chair of the Board welcomed [REDACTED], Head of Corporate Affairs to the meeting and invited him to provide a verbal update on Stakeholder Engagement.

Noted:

- 1) Ronan had already covered the Western Isles visit in his CEO/AO report.
- 2) [REDACTED] highlighted he was keen to receive feedback and comments on recent stakeholder engagement.
- 3) The [REDACTED]* report had recently been received. The plan is to share this with Scottish Government Sponsorship Branch so they are sighted on any publicity arising from this, and in the interest of there being no surprises and to secure a Ministerial quote.
- 4) A press release will then be circulated to the media. Following this a one page email to MSPs will be sent out to assist in raising the profile of Crown Estate Scotland work and the economic benefits we generate. It is hoped this will assist decision makers in discussions around the CES Corporate Plan.
- 5) The Board discussed the importance of coordinating with [REDACTED]* on regional transformational opportunities, particularly regarding offshore wind. They emphasised the need to ensure that figures are aligned and to avoid conflict. Ronan assured the Board that staff regularly attend [REDACTED]* meetings and will ensure coordination.
- 6) [REDACTED] highlighted upcoming events and publicity opportunities for CES to promote environmental funds and community capacity grants. Examples of positive publicity include a BBC Shetland piece on funding for restoring an art Deco Lido in Aberdeen and a sea Wilding group project that will feature at the Chelsea Flower Show.
- 7) [REDACTED] shared that the Communications team has a planner outlining events and communication activities for the next two to three months, which they are happy to share with interested parties.
- 8) The upcoming reception at Dover House in Whitehall on March 26th would be beneficial for engaging with Scottish MPs and other key stakeholders, with the goal of raising awareness about Crown Estate Scotland's role in the new political landscape.
- 9) In addition to the reception, the Communications team is also meeting with Labour MSPs Michael Myra and Daniel Johnson to discuss broader engagement with other political parties in the Scottish Parliament.

Sections of the minutes have been redacted and are exempt from publication under s.38(1)(b) and S.33(1)(b)* of the Freedom of Information (Scotland) Act 2002.

24. Any other business

The Chair of the Board invited those attending to advise of any other relevant business that should be discussed.

Alastair Milloy, Director of Finance and Business advised of an update on Safeguarding.

Noted:

- 1)** Alastair raised the need for CES to register on the PVG scheme for vulnerable adults and children. This is particularly for staff coming into contact with visitors.
- 2)** Jean Lindsay volunteered to partner with Alastair and go through the necessary training to ensure proper governance and processes are in place.

The Chair of the Board thanked Jean for volunteering and noted that there were thanks and formal farewells to Interim Director of Marine, [REDACTED]; and Board members Robert Mackenzie and Lorne MacLeod.

[REDACTED] was thanked for her hard work over the years and complimented for her ability to be pragmatic and cut through complexity.

Lorne MacLeod was thanked for his contributions since joining the Board in September 2024.

And finally, thanks was given to Robert Mackenzie, whom it was noted was the longest serving CES Board member and also our ARC Chair. Recognition was given for his wise counsel and for steering ARC through complex and challenging scenarios.

Sections of the minutes have been redacted and are exempt from publication under s.38(1)(b) of the Freedom of Information (Scotland) Act 2002.

25. Review of the meeting

The Chair of the Board invited those present to review the meeting that had taken place.

Noted:

- 1) The agenda had been full and the Board pack approximately 600 pages long. To this end the Chair of the Board encouraged the team to reflect on refining these for future meetings.

26. Date of the next meeting: 5 June 2025