



Crown Estate Scotland

Consultation response

Consultation on Draft 2020-23 Corporate Plan

The Scottish Council for Development and Industry (SCDI) is Scotland's Economic and Social Forum. We are an independent and inclusive economic development network representing all sectors and all geographies of the Scottish economy. Our mission is to convene our members, partners and stakeholders across the private, public and third sectors to deliver inclusive and sustainable economic growth for Scotland.

For more information on this consultation response, or to engage on any other issue, please contact the SCDI Policy Team:

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Crown Estate Scotland Draft 2020 – 2023 Corporate Plan

1. The Organisation

To what extent do you agree or disagree that the draft Corporate Plan provides a good introduction to the purpose, organisation and structure of Crown Estate Scotland?

Agree strongly Agree slightly Disagree slightly Disagree strongly Don't know

SCDI recognises that the draft Corporate Plan provides a good introduction to the purpose, organisation and structure of Crown Estate Scotland by covering its wide range of interests across Scotland's urban, rural, and marine environments. This diverse collection of assets provides investment resilience and allows the managers to utilise the value of some assets to nurture developments that will in time grow the overall value of the portfolio.

2. Strategic Direction

To what extent do you agree or disagree that the draft Corporate Plan clearly sets out the long-term direction of Crown Estate Scotland in line with the core purpose of 'investing in property, natural resource and people to generate lasting value for Scotland'?

Agree strongly Agree slightly Disagree slightly Disagree strongly Don't know

The ability of the Crown Estate Scotland to take a long-term view has been one of its strengths and, particularly in the case of its marine assets, allowed it to build expertise and support the growth of the aquaculture industry, as well as marine renewables. SCDI supports Crown Estate Scotland taking a long-term vision to its investments in property, natural resource and people.

3. Strategic Objective 1: Support the expansion of Scotland's blue economy, focusing on marine and coastal development

To what extent do you agree or disagree that the actions listed in Section 4.2 will be sufficient to deliver this objective in regard to the following assets:

Energy & Infrastructure

Agree strongly Agree slightly Disagree slightly Disagree strongly Don't know

Aquaculture

Agree strongly Agree slightly Disagree slightly Disagree strongly Don't know

Coastal

Agree strongly Agree slightly Disagree slightly Disagree strongly Don't know

The decision to treat the seabed as a national strategic asset and to deliver its management at a national level is a positive step.

4. Strategic Objective 1: Support the expansion of Scotland’s blue economy, focussing on marine and coastal development

To what extent do you agree or disagree that the proposed targets listed in Section 4.2 are appropriate with regard to the following assets:

Energy & Infrastructure

Agree strongly Agree slightly Disagree slightly Disagree strongly Don't know

Aquaculture

Agree strongly Agree slightly Disagree slightly Disagree strongly Don't know

Coastal

Agree strongly Agree slightly Disagree slightly Disagree strongly Don't know

5. The coastal assets are particularly diverse and many different stakeholders use them. We are keen for your views on how we can ensure they are managed to promote and deliver sustainable development.

To what extent do the coastal actions reflect the importance of coastline?

Agree strongly Agree slightly Disagree slightly Disagree strongly Don't know

6. Action 16 states that we are developing a flexible package of support for communities, particularly those in coastal areas. This will link to our responsibility to manage land and property in a way that delivers social, economic and environmental benefits. The intention is that this package will plug a gap in existing support rather than duplicate what is available already.

In relation to coastal communities and how they use land and property, please tell us if you are aware of any gaps in existing support that should be addressed as a priority?

SCDI’s vision is of an economy that works for all of Scotland, harnessing the potential of everyone, everywhere, as articulated by [our Rural Commission in its final report](#). However, there remain significant discrepancies and inequalities between regions and communities across Scotland. Many of Scotland’s coastal communities face significant and distinct challenges in relation to lower levels of economic opportunity and higher levels of deprivation due to the negative effects of globalisation, deindustrialisation, urbanisation and digitisation. The manufacturing, tourism and retail sectors in particular in many once

economically thriving coastal communities face a challenging present and an uncertain future.

In order to support the Scottish Government's inclusive growth and placemaking agendas, Crown Estate Scotland should consider how it can provide greater support for regeneration and economic development in places that need investment most. Such communities are concentrated in local authority areas including Dumfries & Galloway, Fife, North Ayrshire and South Ayrshire, according to data from the [Scottish Index of Multiple Deprivation](#) and other related measures of socio-economic inequalities.

The [Blue Economy](#) – including marine-based tourism, aquaculture, fisheries, energy, transport and connectivity – presents significant opportunities for Scotland's coastal communities.

7. Strategic Objective 2: Develop built environment that strengthens communities and benefits businesses

To what extent do you agree or disagree that the actions for delivery will be sufficient to deliver this objective?

Agree strongly Agree slightly Disagree slightly Disagree strongly Don't know

SCDI agree with the measures which are outlined to help deliver this objective. We particularly welcome the plans in Section 4.3 to develop new opportunities through acquisition and partnership working across the private, public and third sectors.

Crown Estate Scotland will have an important role to work alongside local authorities and other partners to support the ambitions and successful implementation of key Growth Deals in coastal regions, including the [Ayrshire Growth Deal](#), the [Borderlands Growth Deal](#) and the [Moray Growth Deal](#). Crown Estate Scotland should be linked more closely to the development of relevant Growth Deal projects and wider opportunities for growth of the Blue Economy.

8. Strategic Objective 2: Develop built environment that strengthens communities and benefits businesses

To what extent do you agree or disagree that the proposed targets are appropriate?

Agree strongly Agree slightly Disagree slightly Disagree strongly Don't know

9. Strategic Objective 3: Invest in innovation and work with tenants to enable sustainable resource use

To what extent do you agree or disagree that the actions for delivery will be sufficient to deliver this objective?

Agree strongly Agree slightly Disagree slightly Disagree strongly Don't know

10. Strategic Objective 3: Invest in innovation and work with tenants to enable sustainable resource use

To what extent do you agree or disagree that the proposed targets are appropriate?

Agree strongly Agree slightly Disagree slightly Disagree strongly Don't know

11. Strategic Objective 4: Build partnerships for people and the planet

To what extent do you agree or disagree that the actions for delivery will be sufficient to deliver this objective?

Agree strongly Agree slightly Disagree slightly Disagree strongly Don't know

SCDI supports collaboration between Crown Estate Scotland and communities to deliver wider value, particularly social and environmental well-being and locally led development. As noted by our [Rural Commission](#), decisions about local communities should be made as close to those local communities as possible.

12. Strategic Objective 4: Build partnerships for people and the planet

To what extent do you agree or disagree that the proposed targets are appropriate?

Agree strongly Agree slightly Disagree slightly Disagree strongly Don't know

13. Strategic Objective 5: Develop and deploy our people's expertise to deliver value and success

To what extent do you agree or disagree that the actions for delivery will be sufficient to deliver this objective?

Agree strongly Agree slightly Disagree slightly Disagree strongly Don't know

SCDI's experience of Crown Estate Scotland has been of a body that engages regularly with stakeholders and representatives from across the sectors which they need to work closely with. We hope that these well-developed links will continue.

14. Strategic Objective 5: Develop and deploy our people's expertise to deliver value and success

To what extent do you agree or disagree that the proposed targets are appropriate?

Agree strongly Agree slightly Disagree slightly Disagree strongly Don't know

15. Investment Strategy

To what extent do you agree or disagree that the Investment Strategy successfully balances activity required to raise funds with ambitions for reinvesting?

Agree strongly Agree slightly Disagree slightly Disagree strongly Don't know

SCDI believes that Crown Estate Scotland's Investment Strategy has successfully balanced activity required to raise funds with ambitions for reinvesting.

16. Investment Strategy

To what extent do you agree or disagree that the proposed criteria in Section 5.2 meet our obligations in the Act to deliver sustainable development, regeneration, economic development, social well-being and environmental well-being?

Agree strongly Agree slightly Disagree slightly Disagree strongly Don't know

17. Proposed Key Performance Indicators

To what extent do you agree or disagree that the KPIs are appropriate?

Agree strongly Agree slightly Disagree slightly Disagree strongly Don't know

18. Diversity and inclusion

Are there any key issues or opportunities we should consider to make sure that the Corporate Plan works for different equality groups or for people from different socio-economic backgrounds?

SCDI supports Crown Estate Scotland's commitment to strengthen its commitment to equality and diversity through continued monitoring and delivering regular training.

A further crucial element is the design of recruitment practices. The SCDI Skills & Employability Leadership Group will publish its final report in January 2020, including recommendations for employers to achieve more inclusive, innovative recruitment supporting equality and diversity in the workplace. The evidence is clear that more diverse workforces are more productive and resilient.

19. Diversity and inclusion

Do you think any of the outcomes or actions in the Corporate Plan will impact differently on people who share protected characteristics? (for example, in relation to their age, disability, gender, pregnancy/maternity, marital status, gender identity, sexual orientation, race, religion or belief).

We have not identified any such risks.

20. Reducing inequalities

Are there any key issues or opportunities we should consider regarding how we may reduce inequalities of outcome in major strategic decisions in the Corporate Plan?

See answer to Question 6.