

Crown Estate Scotland

**Crown Estate Scotland
2020-23 Corporate Plan
Post Adoption Statement**

Final report

Prepared by LUC

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Crown Estate Scotland

Crown Estate Scotland 2020-23 Corporate Plan Post Adoption Statement

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Chapter 1

Introduction

Crown Estate Scotland adopted the 2020-23 Corporate Plan on 1 April 2020

1.1 The SEA Directive¹ is implemented by The Environmental Assessment (Scotland) 2005 Act (hereafter referred to as the 2005 Act²), which requires public bodies in Scotland to carry out a Strategic Environmental Assessment (SEA) on certain plans, programmes and strategies. Screening advice from SEA Gateway indicated that Crown Estate Scotland should carry out a SEA of the Corporate Plan as it developed.

1.2 SEA is a way of examining plans as they develop and to identify any significant effects they may have on the environment. It ensures that environmental considerations are taken into account and, where required, proposes mitigation measures to avoid or minimise any potentially significant adverse effects on the environment. In doing so, SEA aims to:

- Integrate environmental factors into plan preparation and decision-making;
- Improve plans and enhance environmental protection;
- Increase public participation in decision making; and,
- Facilitate openness and transparency.

Crown Estate Scotland Corporate Plan 2020-23

1.3 The Corporate Plan 2020-23 is a high-level document, providing a strategic framework for Crown Estate Scotland's proposed activities³. The Corporate Plan contributes to wider policy priorities of Scottish Ministers and is aligned with wider Scottish Government policy, notably the Scottish Crown Estate Strategic Management Plan, the National Performance Framework, the Energy Strategy, the National Marine Plan, the Climate Change Plan and the Economic Strategy. The SEA reflects the content of the Corporate Plan only and does not assess the wider activities of Crown Estate Scotland.

¹ Directive 2001/42/EC

² The Environmental Assessment (Scotland) Act 2005

³ Crown Estate Scotland is the trading name of Crown Estate Scotland (Interim Management). Throughout this document the 'Scottish Crown Estate' or the

'Estate' or the 'assets' refers to the land and property currently managed by Crown Estate Scotland.

1.4 Indeed, the Estate provides significant opportunities to deliver on core Scottish Government policy priorities including creating a net zero emissions economy, supporting sustainable food production and working with others to help rural and coastal communities to thrive.

1.5 The Corporate Plan 2020-2023 includes five strategic objectives and associated outcomes, which are each supported by proposed actions and targets that would feature in annual business plans. It also describes the different roles which Crown Estate Scotland fulfils as an investor, enabler, asset manager and coordinator, and includes a section on how capital will be raised and reinvested.

1.6 In line with Scottish Ministers' duties in the Scottish Crown Estate Act 2019⁴, the Scottish Government has developed a Strategic Management Plan covering the entire Estate. The Corporate Plan aligns with this Strategic Management Plan. Crown Estate Scotland's annual business plans will contribute to the delivery of strategic objectives set out in the Corporate Plan. The Rural Assets Strategy, Coastal Asset Strategy and Estate Plans will be informed by and aligned with the adopted Corporate Plan.

Key Facts

1.7 Table 1.1 sets out the key facts about the Corporate Plan.

Table 1.1: Key Facts

Responsible Authority	Crown Estate Scotland
Title	Crown Estate Scotland Corporate Plan 2020-2023
Subject	Corporate Plan
Period Covered	2020-2023
Area Covered by the Policy	Scotland
What prompted the preparation of the policy?	The Crown Estate Scotland Framework Document sets out Crown Estate Scotland's functions, responsibilities and powers. A requirement of this Framework Document is to develop and publish a Corporate Plan, setting out Crown Estate Scotland's strategic aims and objectives.
Purpose and/or objectives of the policy	The Corporate Plan 2020-23 outlines Crown Estate Scotland's strategic direction and overall objectives (as informed by stakeholder research and feedback) and the proposed approach for how these may be delivered. The Plan is aligned with wider Scottish Government policy (including Scottish Crown Estate Strategic Management Plan, the National Performance Framework, the Energy Strategy, the National Marine Plan, Climate Change Plan and the Economic Strategy) and provides significant opportunities to deliver on core Scottish Government priorities including creating a net zero emissions economy, supporting sustainable food production and working with others to help rural and coastal communities to thrive.
Contact	corporate@crownestatescotland.com

Requirements for the Post Adoption Statement

1.8 Regulation 18 of the 2005 Act sets out the post adoption procedures for the SEA. The responsible authority must, as soon as reasonably practicable after the adoption of a plan for which an SEA has been carried out, make a copy of the plan publicly available alongside a copy of the Environmental Report (ER) and a Post Adoption Statement (PAS), and inform the public and consultation bodies about the availability of these documents. The [SEA Environmental Report](#) of the Draft Corporate Plan was published in August 2019. Section 18(3)

of the 2005 Act sets out the information required in the PAS, including that it must explain:

- How environmental considerations have been integrated into the Plan.
- How the ER has been taken into account during the preparation of the Plan.
- How the opinions expressed by the public and consultation bodies during consultation on the Plan and the ER have been taken into account.
- The reasons for choosing the Plan as adopted, in the light of other reasonable alternatives considered.

⁴ Scottish Crown Estate Act 2019 (Statutory Instrument 2019/asp 1)

- The measures that are to be taken to monitor the significant environmental and sustainability effects of the implementation of the Plan.

Structure of the Post Adoption Statement

1.9 The PAS is organised according to the 2005 Act requirements listed above and reflects the following structure:

- **Chapter 2** summarises how environmental considerations have been integrated into the plan.
- **Chapter 3** summarises the links between the plan-making and SEA process and how the SEA recommendations were taken into account.
- **Chapter 4** summarises the consultation opinions provided on the SEA at each stage and describes what changes were made to the SEA process in response to these comments.
- **Chapter 5** describes the alternatives considered as part of the Corporate Plan preparation process and why certain options were chosen.
- **Chapter 6** describes how the significant sustainability/environmental impacts of the Corporate Plan will be monitored.

Chapter 2

How environmental considerations have been integrated into the Corporate Plan

Introduction

2.1 This chapter will outline how environmental considerations have been integrated into the Corporate Plan.

Integration of Environmental Considerations

2.2 The SEA of the Corporate Plan began in June 2019 with the preparation of the Scoping Report. The Scoping Report described the baseline information and key sustainability issues for Scotland and set out the SEA Framework (objectives) against which potential effects were assessed. This scoping information was reviewed again during the preparation of the ER to ensure the most up-to-date information was used.

2.3 The purpose of the SEA was to assist Crown Estate Scotland in preparing the Corporate Plan by identifying the key sustainability issues that face the plan area, to predict what would be the likely effects of the Corporate Plan on these issues and put forward recommendations to mitigate and monitor negative effects identified. The aim was to ensure that the Corporate Plan has as many positive effects as possible and that any negative effects are avoided or mitigated as reasonably possible.

2.4 The SEA process undertaken for the Corporate Plan has been an iterative process which has been developed alongside the Corporate Plan in order to identify, address and mitigate the environmental considerations and impacts identified. In this way, environmental considerations were integrated into the Corporate Plan as it was developed.

2.5 The Scoping Report and Environmental Report were published inviting responses from the Consultation Authorities and the public. This provided an opportunity for their views and ideas on key environmental issues and the assessment findings to refine the Corporate Plan.

2.6 The way in which the environmental effects of the Corporate Plan were described, analysed and compared was through the use of a set of SEA objectives. The SEA objectives for the Corporate Plan were developed during the Scoping stage of the SEA process, drawing on a review of relevant European and national plans and programmes, and the objectives they contained. The original SEA Framework

objectives changed and evolved to take into account comments from Consultation Authorities.

2.7 The final SEA Framework comprised 20 SEA sub objectives for each SEA topic, which were used to decide whether the Corporate Plan would be likely to achieve each objective. This SEA Framework was the main tool used for assessing the likely effects of the Corporate Plan, and

therefore integrating environmental considerations into the Corporate Plan. **Table 2.1** presents the final SEA Framework for the Corporate Plan.

2.8 The Environmental Report also outlined mitigation and enhancement measures that could be incorporated into the Plan to reduce or offset environmental effects and enhance positive effects.

Table 2.1: SEA Framework for the Corporate Plan

SEA Topic Area	SEA Objectives
Biodiversity, flora and fauna	Protect and enhance terrestrial and aquatic habitats and species of international, national, regional or local importance.
	Maintain and expand wildlife corridors and minimise fragmentation of ecological areas and green spaces.
Population and human health	Avoid adverse effects on health and quality of life.
	Improve the health and living environment of people and communities.
	Retain and improve quality, quantity and connectivity of publicly accessible open space.
Soil	Protect valuable soil resources, including carbon soils and best and most versatile agricultural land.
	Reduce vacant and derelict land and buildings.
Water	Protect and enhance the quality and quantity of watercourses and waterbodies (surface water and groundwater) including coastal and estuarial waters.
	Avoid and reduce flood risk both presently and taking into account climate change.
Air	Minimise air pollution, particularly where air quality is a known issue through the designation of an AQMA.
	Improve air quality.
Climatic Factors	Avoid increasing greenhouse gas emissions.
	Support actions which contribute to targets for reducing greenhouse gas emissions.
	Support climate change adaptation.
Cultural Heritage and the historic environment	Conserve and, where appropriate, enhance those elements which contribute to the significance of terrestrial and marine designated and undesignated heritage assets in a manner appropriate to their significance, including World Heritage Sites, Conservation Areas, Listed Buildings, Historic Marine Protected Areas, archaeological remains, and areas of historical heritage and cultural value e.g. locally listed buildings.
	Improve the quality of the wider built environment.
Landscape and geodiversity	Protect and enhance landscape and seascape character and quality including National Scenic Areas, national parks, geoparks, wild land, open spaces, parks and gardens and their settings.
	Protect geological sites of national, regional or local importance.
Material assets	Avoid adversely impacting on material assets.
	Enhance material assets.

Chapter 3

How the Environmental Report has been taken into account during the preparation of the Corporate Plan

3.1 As already stated, the SEA process for the Corporate Plan was undertaken iteratively, such that an assessment of the sustainability and environmental effects was made at each stage of the Corporate Plan’s development.

3.2 The SEA assessed each of the actions in the Corporate Plan and reasonable alternatives to these, and this helped Crown Estate Scotland to formulate its approach with regards to which alternatives to take forward.

3.3 **Table 3.1** shows how preparation of the SEA Reports (i.e. the Screening/Scoping Report, Environmental Report, and Post-Adoption Statement) corresponded with each stage of the Corporate Plan preparation, and how the SEA was taken into account.

Table 3.1: Iterations of the Corporate Plan and accompanying SEA work

Plan Iteration	Accompanying SEA Work	How SEA Report was taken into account
N/A	SEA Screening/Scoping Report for the Corporate Plan 2020-23	<p>The combined Screening/Scoping Report sets out the consideration of the likely environmental effects that could arise from the implementation of the Corporate Plan. The Screening concluded that the SEA should focus on proposals which relate to actions most likely to result in potential direct environmental effects. This includes actions relating to capital investment and those that explore novel development opportunities.</p> <p>The combined Screening/Scoping stage of the SEA involved compiling baseline information about the environmental and sustainability issues for Crown Estate Scotland’s asset areas (grouped into rural, coastal, marine and urban categories), as well as the policy context and key sustainability issues. The SEA Framework was then developed, setting out the SEA objectives against which the Corporate Plan actions and reasonable alternatives would be appraised.</p> <p>The combined Screening/Scoping Report was published for consultation in July 2019 for a five-week period.</p>
Draft Corporate Plan 2020-23	SEA Environmental Report of the Draft Corporate Plan	<p>Based on the conclusions at the Screening stage, the following actions were identified as having potential environmental effects: Action 2, Action 13, Action 14, Action 15, Action 19, Action 20, Action 21, Action 23, Action 25, Action 26, and Action 27.</p> <p>Reasonable alternatives to the above actions were developed by Crown Estate Scotland and LUC. The 25 reasonable alternatives were subject to SEA by LUC and were presented to Crown Estate Scotland in a draft report. The assessment identified that the Corporate Plan will have largely positive effects. No significant adverse effects were identified in the assessment and some significant positive effects were identified for soil, water and biodiversity, fauna and flora. The assessment found no areas where the Corporate Plan is likely to result in significant adverse cumulative effects. The assessment identified a number of areas where the effects of actions to support or facilitate development could result in minor adverse cumulative effects. This includes effects on biodiversity, flora and fauna, air quality, landscape and geodiversity and cultural heritage and the historic environment. These cumulative effects depend on the scale and location of effects. The assessment also identified several areas where more than one action could combine to result in minor positive cumulative effects. These include biodiversity, flora and fauna, population and human health, soil, water, cultural heritage and the historic environment and material assets. The most significant areas where positive cumulative effects are anticipated are water and climatic factors.</p>

Chapter 3

How the Environmental Report has been taken into account during the preparation of the Corporate Plan

Crown Estate Scotland 2020-23 Corporate Plan

March 2020

Plan Iteration	Accompanying SEA Work	How SEA Report was taken into account
		The preferred alternatives were considered by Crown Estate Scotland and taken forward into the Final Corporate Plan. Some minor changes to wording were made to actions in the Final Plan compared with the Draft Plan.
Final Corporate Plan 2020-23	SEA Post-Adoption Statement	No material changes were made to the Corporate Plan and consequently the SEA findings as previously reported in the Environmental Report still apply.

Chapter 4

How opinions of consultation bodies and the public have been taken into account

Introduction

4.1 During the early stages of the Corporate Plan preparation the combined SEA Screening/Scoping Report was subject to consultation with the statutory consultation bodies specifically relating to the 2005 Act i.e. Scottish Ministers (Historic Environment Scotland [HES]), Scottish Environment Protection Agency (SEPA) and Scottish Natural Heritage (SNH). The later stages of the Corporate Plan were open to public consultation. The 2005 Act requires the SEA Post Adoption Statement to summarise how any opinions expressed by the public and the consultation bodies in relation the SEA have been taken into account.

4.2 The Corporate Plan consultation stages and responses received relating to the SEA documents are summarised below.

SEA Screening/Scoping

4.3 The combined SEA Screening/Scoping Report was published in July 2019 for a five-week consultation period with the statutory consultation bodies (Scottish Ministers [HES], SEPA and SNH).

4.4 The Screening/Scoping Report provided the opportunity for consultees to comment on a number of issues, including whether the objectives in the SEA Framework provided a reasonable framework for assessing the likely significant effects of the Corporate Plan and whether the review of relevant plans and programmes, and baseline information were appropriate and complete.

4.5 **Appendix 2** of the [SEA Environmental Report](#) identifies the comments that were received during the Screening/Scoping consultation and describes how each one was addressed in the ER. In light of the comments received, a number of amendments were made to the review of plans and programmes, the baseline information, and the key sustainability issues during the preparation of the Environmental Report. In addition, the review of plans and programmes, and the baseline information were subject to a general update at the Environmental Report stage, to ensure that they reflected the current situation in Scotland.

4.6 To take into account comments made by the statutory Consultation Authorities, the wording for four SEA objectives

relating to water, air, climatic factors and material assets were revised. The new wording for the SEA objectives is as follows:

- **Water** – Protect and enhance the state of the water environment.
- **Air** – Improve air quality and reduce levels of nuisance associated with poor air quality.
- **Climatic factors** – Avoid increasing greenhouse gas emissions including those from land use and land use change including agriculture and forestry.
- **Material assets** – Enhance material assets and support the sustainable use and management of existing material assets.

Draft Corporate Plan 2020-23 / Environmental Report

4.7 The Draft Corporate Plan 2020-23 was published for public consultation on 31st August 2019 for a ten-week period to 25th November 2019, with an accompanying ER.

4.8 Responses relating to the SEA were received from the Consultation Authorities. A further 18 responses were received through Citizen Space or as direct responses to Crown Estate Scotland. These included responses from a community organisation, local authorities, representative or umbrella groups, and individuals (see **Table 4.1**).

Table 4.1: Summary of responses on the Environmental Report

Type of Respondent	Number
Consultation authority	3
Community organisation	1
Individual	4
Local authority	3
Representative or umbrella group	7
Total	18

4.9 SEPA, SNH and HES responded to the ER and were supportive of the process and conclusions reached. The majority of comments received from the Consultation Authorities related to additions to the environmental baseline. Further explanation of the approach to screening was noted

by both HES and SEPA. SNH noted a number of opportunities for mitigation and enhancement to be further developed in relation to Natural Capital assessment, the Value Project and the Coastal Asset Strategy. A summary of consultation responses from the Consultation Authorities on the Environmental Report and how these have been addressed in the Final Corporate Plan and PAS are outlined in **Table 4.2**.

4.10 Wider consultation responses generally reflected additional information sources to inform the assessment findings, and the role of the Corporate Plan in mitigating adverse environmental effects from finfish farming. Responses also identified positive ways in which the Corporate Plan could maximise positive environmental effects. Comments on the proposed approach to mitigation and monitoring reflected the topics relevant to the respondent organisations including the historic environment and finfish farming, and included ensuring environmental effects on or from these activities are adequately monitored.

4.11 **Table 4.3** summarises consultation responses from other organisations/individuals on the Environmental Report and summarises how these have been addressed in the Final Corporate Plan and PAS.

Summary of Changes to the Corporate Plan

4.12 Whilst no substantive changes have been made to the Corporate Plan as a consequence of the consultation on the ER, feedback received during the consultation process has resulted in some changes to the plan:

- Action 34 has been added to include a commitment to support *regional marine planning partnerships* to address SNH's consultation response.

4.13 Other notable changes to the Corporate Plan from feedback not specifically in relation to the SEA include:

- Action 8 has been amended to include reference to the Rural Economy and Connectivity (REC) Report – *“Contribute to the development of sustainable finfish production and implementation of the REC Report...”*.
- The target for Action 19 has been broadened to include capital committed to projects based on assessment of wider value, and tied to the investment criteria noted in Section 5 of the Corporate Plan. The target now reads *“Land and property values increased; capital committed to projects based on assessment of wider value (see investment criteria in Section 5)”*.

Table 4.2: Consultation Authority Responses

Consultation Authority	Summary of comments	Taken into account?
SEPA	<p>General contentment with the approach.</p> <p>Content with the conclusions and recommendations made.</p> <p>More information on screening process of individual actions would have been helpful.</p> <p>As the plan is finalised, CES should publish a SEA Statement which must be sent to the Consultation Authorities.</p>	<p>Noted with thanks.</p> <p>Appendix 4 of the ER summarises the screening approach applied to the actions and targets within the Corporate Plan. Also expanded upon in Chapter 3 of this PAS.</p> <p>This document constitutes the Post Adoption Statement required by the 2005 Act.</p>
SNH	<p>Recognition of the clarity of the plan and its alignment with the National Performance Framework and UN's Sustainable Development Goals.</p> <p>Positive management of landscapes and wildlife can help to deliver a range of ecosystem services which in turn can provide a wealth of social, economic and environmental benefits.</p> <p>Recognition of the scale of investment planned by CES.</p> <p>Investing in the restoration of peatland, native woodland and also blue carbon habitats can help to store carbon and contribute to climate change mitigation.</p> <p>Suggestion for further development such that natural capital accounting guides reinvestment of some funds into projects which maintain and further enhance the provision of ecosystem services.</p> <p>Funding could help to support the implementation of Regional Marine Planning Partnerships.</p>	<p>Noted with thanks.</p> <p>Activities relating to natural capital will be defined during the course of the Corporate Plan period with consideration given to the use of natural capital accounting.</p> <p>Action 2 has been revised to support Regional Marine Planning Partnerships.</p>
	<p>Environmental Baseline:</p> <p>Comprehensiveness of the environmental baseline acknowledged.</p> <p>Potential possibility of identifying significant environmental impacts at development proposals stage (through EIA).</p> <p>High-level proposals make difficult the identification of major significant environmental effects.</p>	<p>It is accepted that the high-level nature of the Corporate Plan and its assessment make it challenging to be specific in relation to the assessment findings. Specific development proposals will be appraised for their environmental effects through the EIA process.</p>
	<p>Assessment findings:</p> <p>All the main environmental effects have been identified.</p> <p>Underwater noise should be addressed (one of the descriptors of Good Environmental Status set out in the Marine Strategy Framework Directive).</p>	<p>Noted with thanks.</p>
	<p>Alternatives:</p> <p>Comprehensive assessment of alternatives.</p>	<p>Noted with thanks and no further action required.</p>
	<p>Mitigation and enhancement:</p> <p>Coastal Asset Strategy should be considered in more detail at later stages.</p> <p>Further development of natural capital assessment.</p> <p>Supportive towards proposed approach to mitigation and the Value Project.</p>	<p>Action 13 relates to implementing the Coastal Asset Strategy and therefore it will be considered in detail throughout the lifetime of the Corporate Plan.</p> <p>Action 23 states that Crown Estate Scotland is as a leader in Natural Capital management with the Natural Capital approach being embedded in the actions by completing Natural Capital assessments, detailing Crown Estate Scotland's dependences and impacts on natural capital.</p>

Consultation Authority	Summary of comments	Taken into account?
	Indicators associated with monitoring for the Value Project could potentially be used to embed the SEA monitoring into wider monitoring of CES activities.	Noted with thanks regarding the Value Project. Agree, monitoring of the plan will rely on the milestones presented in Chapter 4 of the Corporate Plan. As suggested by SNH, the indicators from the Value Project will inform the review of environmental effects arising from investment decisions.
HES	General agreement about clear introduction of the purpose, organisation and structure of the Plan. Objectives linked to National Planning Framework [sic] and United Nations Sustainable Development Goals particularly appreciated. Agreement with the direction set out for CES, appreciation of the collaborative and plan-led approach. Include signposting to the Historic Environment Policy for Scotland for further support in decision-making in the historic environment.	Noted with thanks and no further action required. HES requested reference to the Historic Environment Policy for Scotland during the Screening/Scoping stage which was addressed in the Environmental Report.
	Environmental Baseline: Content with environmental baseline for the historic environment. Appreciation of the recognition of challenges arising for the historic environment from climate change. Scapa Flow and the Queen of Sweden wreck site are currently being considered by HES to become Historic Marine Protected Areas.	Noted with thanks and no further action required. Noted that Scapa Flow and Queen of Sweden wreck sites potentially becoming MPAs.
	Screening and Alternatives: General satisfaction with the actions taken at the screening stage and agreement with the findings. Suggest that the screening stage would have benefitted from more commentary accompanying this stage. Content with the approach to alternatives and the findings of the assessment.	Noted with thanks. Appendix 4 of the ER summarises the screening approach applied to the actions and targets within the Corporate Plan. Also expanded upon in Chapter 3 of this PAS.
	Findings of Assessment: Suggestion that positive and negative effects, in the final draft, should inform decisions as of where the plan can enhance positive and mitigate negative effects. Such approach should especially be applied to areas such as climate change and vacant and derelict land.	Noted – Crown Estate Scotland to reflect during implementation of the Corporate Plan and development and application of the Value Project.
	Mitigation: Appreciation of the suggested mitigation approach.	Noted with thanks. No further action required.

Table 4.3: Other Consultation Responses

Consultation Question / Section of Environmental Report	Summary of comments	Taken into account?
Do you have any comments on the environmental baseline information referred to in the Environmental Report?	None of the additional respondents noted any substantive issues.	N/A.
Are you aware of further information that could be used	Two umbrella organisations noted additional information sources. These included SEPA data on	Additional information sources noted with thanks.

Consultation Question / Section of Environmental Report	Summary of comments	Taken into account?
to inform the assessment findings?	mortalities at and escapes from finfish aquaculture sites and SEPA discharges from these sites. It was also noted that The Historic Environment Records (HERs) held by Local Authorities provide information about all aspects of the Historic Environment, both un-designated and designated.	
Do you agree with the assessment findings?	One individual stated that they disagreed with the assessment findings. An umbrella organisation noted that chapters 3 and 4 did not provide any criticism of finfish aquaculture. Another umbrella organisation noted that in relation to cultural heritage and the historic environment that the impacts on specific areas and assets could vary greatly and highlighted the importance of assessment on a case by case basis.	<p>The development of finfish aquaculture is outlined in Action 8, however, as this action relates mostly to supporting research and development and providing guidance on finfish production, it was screened out as not likely to have direct environmental effects and therefore not subject to assessment in this SEA.</p> <p>It is accepted that the high-level nature of the Corporate Plan and its assessment make it challenging to be specific in relation to the assessment findings. Specific development proposals will be appraised for their environmental effects through the EIA process.</p>
Are there other environmental effects arising from the Draft Corporate Plan?	There was only one response to this question which noted that adverse effects on the marine environment from finfish farming and on wild fish may be mitigated by outcomes arising from the plan - repairing past impacts and preventing future damage to wild fish stocks by re-siting of open cage farming in the short term and conversion to closed containment in the long term.	Noted with thanks.
What are your views on the alternatives considered?	An individual noted that the alternatives were unrepresentative and an umbrella organisation stated that they were absent.	Noted with thanks, however a total of 25 alternatives were appraised relating to each action.
What are the most significant environmental effects which should be taken into account as the Draft Corporate Plan is finalised?	An individual noted that there should be encouragement and investment in offshore wind and tidal energy. An umbrella organisation called for reform of production methods in the finfish aquaculture sector. Another organisation suggested that climate change, seabed conservation and marine pollution should be taken into account in the final Corporate Plan. Lastly, it was suggested that the planet's resources should be explicitly acknowledges as finite.	<p>The Corporate Plan identifies that action on climate change is a national and global priority and that 2020-23 will see Crown Estate Scotland's coastal and marine activity grow in relation to creating a net-zero emissions economy. This growth will be achieved through offshore renewables, aquaculture and coastal infrastructure. Action 6 states that Crown Estate Scotland will work in partnership to develop existing and emerging technologies such as hydrogen, wave and tidal, carbon capture and storage, and floating offshore infrastructure, as well as identifying new opportunities. Action 8 supports the use of the seabed that is sustainable, responsible and productive. Action 42 relates to developing and implementing Crown Estate Scotland's Climate Change Action Plan.</p>
How can the Draft Corporate Plan be enhanced to maximise positive environmental effects?	An individual noted that the Draft Corporate Plan should include rough indicators of the level of investment in energy projects. An umbrella organisation noted that the importance of assessment of impact on the Historic Environment on a case by case basis should be emphasised. There also needs to be inclusion of un-designated and designated assets and clarity in the legislation and polices applicable to these. An organisation suggested that	<p>Investments will be in line with the Investment Strategy and reported on in the Annual Report.</p> <p>Specific development proposals will be appraised for their environmental effects including on the historic environment, through the EIA process.</p>

Consultation Question / Section of Environmental Report	Summary of comments	Taken into account?
	<p>there should be focus on empowering local community groups by giving them ownership of foreshore and delegation and devolvement of environmental work to Marine Scotland and SEPA.</p>	<p>Chapter 3 of the ER provides a comprehensive overview of the baseline information relating to the historic environment including both designated and undesignated assets, notably stating that 90-95% of the historic environment is undesignated. The review of legislation, plans and policies relating to the historic environment is included in Chapter 3 of the ER. The SEA Framework which all alternatives were appraised against seeks to conserve and, where appropriate, enhance designated and undesignated heritage assets.</p> <p>Assigning ownership of the foreshore and delegating and devolving environmental work to Marine Scotland and SEPA is beyond the remit of this PAS.</p>
<p>What do you think of the proposed approach to mitigation and monitoring proposed in sections 5 and 6?</p>	<p>Two umbrella organisations responded to this question, one noted that finfish aquaculture's environmental effects seem to have become invisible to the authors of these sections. Another noted that while the mitigation proposed for Cultural Heritage and the Historic Environment in section 5.20 refers to undesignated cultural heritage assets, sections 5.21 is biased towards designated cultural heritage assets. To ensure protection of all of the Historic Environment undesignated assets should also be recorded. In this aim cross-organisation working is crucial and utilisation of sources such as Historic Environment Records (HERs) held by Local Authorities is key.</p> <p>The information contained in Section 6 is limited and further information and detail on the proposed monitoring is required before any comment can be made.</p> <p>One organisation stressed that the approach is not robust enough.</p> <p>Another organisation suggested that experience will be the best guide for choosing the right approach and will enable directly feed into modification of it.</p>	<p>Section 5.21 takes into consideration undesignated heritage assets:</p> <p><i>"The evaluation of proposed development or investment decisions should take account of potential impacts on designated historic environment assets, the importance of taking account of undesignated historic assets, the likelihood of previously unknown assets and the potential to improve the setting of existing assets"</i>.</p> <p>Further information on monitoring is provided in Chapter 6.</p> <p>The SEA process is in line with the requirements of the 2005 Act.</p>

Chapter 5

Reasons for choosing the adopted Corporate Plan considering other reasonable alternatives

Introduction

5.1 Part 14(2) of the 2005 Act requires that:

“The report shall identify, describe and evaluate the likely significant effects on the environment of implementing (a) the plan or programme; and (b) reasonable alternatives to the plan or programme, taking into account the objectives and the geographical scope of the Plan or Programme”.

5.2 This process was undertaken in discussion with the Consultation Authorities at Screening/Scoping stage and the extent to which alternatives could be considered ‘reasonable’ was also influenced by:

- The legal framework within which Crown Estate Scotland operates; and,
- The strategic objectives and actions embodied within the Corporate Plan.

Reasonable Alternatives

5.3 As outlined in **Chapter 2** of the SEA Screening/Scoping Report, the Scottish Crown Estate Act 2019 has set out clear statutory duties for Crown Estate Scotland. These duties include maintaining and enhancing the value of the assets in a way that supports sustainable development generally, and economic development, regeneration, and social and environmental well-being specifically. These duties are encapsulated in Crown Estate Scotland’s purpose: investing in property, natural resources and people to generate lasting value for Scotland.

5.4 Following on from this purpose, five strategic objectives reflecting the organisation’s priorities for 2020-2023 have been set by Crown Estate Scotland’s board in liaison with Scottish Government. These objectives are designed to align with Scottish Ministers’ Strategic Management Plan. Given the legal framework within which Crown Estate Scotland operates, it was proposed that the focus of the consideration of alternatives in the SEA will be at the next level down i.e. the actions and targets identified to deliver these strategic objectives.

5.5 Therefore, two alternative approaches to the Corporate Plan were appraised in the Environmental Report:

- **Alternative 1** – Alternatives to actions presented as the preferred option in the Draft Corporate Plan.

- **Alternative 2** – Alternatives that are a matter of emphasis to be reflected in future actions or lower tier plans. These types of alternatives considered for the actions include focusing activity on different types of development, or different levels of community involvement in decision making.

5.6 Alternatives were considered for the actions screened for potential environmental effects, and the assessment matrices are included in **Appendix 5** of the Environmental Report.

5.7 Table 4.2 in the Environmental Report summarises the likely environmental effects for the alternatives for which preferred options were identified and **Table 4.3** in the Environmental Report summarises the likely environmental effects for the alternatives considered for which a preferred option was not defined in the Corporate Plan.

5.8 Table 5.1 below outlines the 25 alternatives appraised for each action and identifies the preferred alternative (where applicable).

Table 5.1: Summary of Reasonable Alternatives and Preferred Alternative

Action Description	Alternatives	Preferred Alternative
Action 2: Invest to support blue economy expansion	Alternative 1: Port infrastructure supporting offshore wind	N/A – Preferred alternative not defined in the Corporate Plan.
	Alternative 2: Deep water facilities for cruise liners	
	Alternative 3: Infrastructure supporting boat-based tourism	
	Alternative 4: Development of land associated with ports and harbours	
Action 13: Implement the three-year Coastal Asset Strategy to meet business targets, manage agreements efficiently and support the development of ports & harbours, maritime transport, oil and gas infrastructure, marine tourism, utilities and private/commercial development	Alternative 1: Coastal Asset Strategy developed and implemented as a framework for managing coastal assets.	Alternative 1 is the preferred option because it has greater positive effects overall, reflecting the positive role of the Coastal Asset Strategy across the SEA topics.
	Alternative 2: Coastal assets are managed without the benefit of a comprehensive strategy.	
Action 14: Work in partnership with stakeholders to identify opportunities for investment to grow revenue and capital value, deliver environmental and socio-economic benefits to coastal communities and contribute towards growth in the blue economy, with a focus on: Ports and harbours; Boat-based tourism; Coastal development land.	Alternative 1: Focus on ports and harbours.	N/A – Preferred alternative not defined in the Corporate Plan.
	Alternative 2: Focus on boat-based tourism	
	Alternative 3: Focus on coastal development land	
Action 15: Support local regeneration and sustainability, particularly in coastal areas, by rolling-out programme of support for projects that promote sustainable development and regeneration.	Alternative 1: Involvement of communities and partners in identifying potential projects and developing proposals.	Alternative 1 is the preferred option because it has greater positive effects overall, reflecting the positive role of involving communities and partners in identifying projects and developing proposals, and reflecting local issues and priorities within the decision-making process.
	Alternative 2: Crown Estate Scotland makes unilateral decisions without inviting applications for funding and without the involvement of communities.	
Action 19: Pursue consents for appropriate planning uses on strategic land holdings and, where suitable, identify development delivery partners and design of delivery models.	Alternative 1: Crown Estate Scotland apply/receive planning consent.	Alternative 1 is the preferred option because it has the potential to deliver minor positive effects across a number of SEA topics, while Alternative 2 does not ensure Crown Estate Scotland values will be
	Alternative 2: Crown Estate Scotland sell land with no planning consent.	

Action Description	Alternatives	Preferred Alternative
		reflected in the design of development projects.
Action 20: Implement development projects on the existing estate (likely to include a mix of uses including residential and industrial).	Alternative 1: Crown Estate Scotland apply/receive planning consent and implement development projects across the Crown Estate Scotland assets, in both urban and rural areas.	Alternative 1 is the preferred option because it has the potential to deliver minor positive effects across a number of SEA topics, while Alternative 2 does not ensure Crown Estate Scotland values will be reflected in the delivery of development projects.
	Alternative 2: CES apply/receive planning consent but do not implement development projects across the Scottish Crown Estate.	
Action 21: Explore and further opportunities for joint development activities with partners, including coastal regeneration projects, as part of wider investment strategy.	Alternative 1: Involvement of communities and partners in further developing and implementing projects.	Alternative 1 is the preferred option because it has greater positive effects overall, reflecting the positive role of the involvement of communities and partners in bringing wider benefits in the long term.
	Alternative 2: Crown Estate Scotland progresses project proposals without the involvement of communities and local partners.	
Action 23: Promote sustainable use of natural resources and position Crown Estate Scotland as a leader in Natural Capital management in Scotland with a focus on biodiversity, soil and water health, biosecurity, carbon and environmental/ecosystem resilience.	Alternative 1: Include actions to involve tenants and other partners to raise awareness and embed the approach across the Scottish Crown Estate.	Alternative 1 is the preferred option because it has greater positive effects overall, reflecting the impact of involving tenants and other partners of the Natural Capital approach.
	Alternative 2: Crown Estate Scotland considers Natural Capital with respect to its own activities and decisions without measures to raise awareness and support adoption by tenants and other partners.	
Action 25: Deliver the Rural Assets Strategy to enhance economic productivity and sustainability across rural properties and communities (including capital raised for re-investment, investment in infrastructure and repairs, woodland creation and environmental enhancement and improvements to residential properties).	Alternative 1: Rural Assets Strategy with a stronger economic focus	N/A – Preferred alternative not defined in the Corporate Plan.
	Alternative 2: Rural Assets Strategy with a stronger environmental focus	
Action 26: Support innovation through co-investing with tenants / partners.	Alternative 1: Involvement of communities and partners in identifying potential projects and developing proposals.	Alternative 1 is the preferred option because it has the potential to deliver greater positive effects overall than Alternative 2, by bringing environmental benefits from the involvement of communities and partners in identifying potential projects and developing proposals.
	Alternative 2: Crown Estate Scotland makes investment decisions without involvement / co-investment with tenants / partners.	
Action 27: Increase local involvement in decisions relating to land through evidence-based estate plans (for Glenlivet, Fochabers, Whitehill and Applegirth). These will be developed by proactively working with tenants, communities, local councils and development trusts and other key stakeholders.	Alternative 1: Crown Estate Scotland progresses local involvement of communities and local partners in decisions relating to land.	Alternative 1 is the preferred option because it has the potential to deliver greater positive effects overall than Alternative 2, by bringing environmental benefits from the involvement of tenants, communities, local councils and development trusts and other key stakeholders in decisions relating to land through estate plans.
	Alternative 2: Crown Estate Scotland does not progress local involvement of communities and local partners in decisions relating to land.	

Chapter 6

How the environmental and sustainability effects of the Corporate Plan will be monitored

Introduction

6.1 Crown Estate Scotland is required under Section 19 of the 2005 Act to monitor the significant environmental effects when the Corporate Plan is implemented. This needs to be done in such a way as to also enable them to identify any unforeseen adverse effects at an early stage and to enable them to take appropriate remedial action.

6.2 The Corporate Plan will have largely positive effects and no significant adverse environmental effects were identified; however, monitoring is required to allow identification of unforeseen adverse environmental effects and measurement of positive effects.

Monitoring

6.3 To accord with the Scottish Crown Estate Act 2019, environmental considerations are being embedded in Crown Estate Scotland's decision-making processes. Crown Estate Scotland are developing a three-tier approach for investment decisions as follows:

- 1. Strategic outline business case.** An early stage high level case to determine whether a significant investment project should proceed to a full business case.
- 2. Full business case.** A comprehensive business case for a significant project that is the basis to secure final approval for the project to proceed.
- 3. Business case lite.** An abbreviated business case appropriate for small and straightforward capital projects.

6.4 Each of these three business cases include a section on Value where environmental and climate change considerations (as well as social, economic and regeneration considerations) and potential impacts arising from the decision will be identified. Resources being developed as part of the Value Project will provide guidance for staff as to the key environmental and climate change topics that should be considered when completing the relevant business case. Crown Estate Scotland will collate the Value information relating to investment decisions which proceed to development and review this information to identify anticipated environmental effects from developments resulting from the Corporate Plan. This information on the nature of these environmental effects will then be used to inform future investment decisions.

6.5 Monitoring of the plan will assess progress against the milestones that are presented in Chapter 4 of the Corporate Plan. These milestones describe what success will look like and Crown Estate Scotland's performance against these will be published each year in an Annual Report.