



EVALUATION OF GOOD PRACTICE PROGRAMME FINAL REPORT

Prepared for:

Scottish Land Commission

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Executive Summary

To support its vision for land reform, the Scottish Government developed the Land Rights and Responsibilities Statement (LRRS) which promotes greater diversity in ownership of land greater transparency of land ownership and use and better community engagement in decisions about land.

To support the implementation of the LRRS, the Scottish Land Commission (SLC) developed the Good Practice Programme which aims to provide practical advice on implementing the LRRS. The Programme, initially launched pre-pandemic in 2019, contains Protocols with practical advice, a series of supporting documentation to aid implementation, webinars and tailor-made workshops.

SLC commissioned an evaluation of the Good Practice Programme to determine its impact to date, inform its future development and enable wider adoption of good practice. It was intended that the evaluation would also inform the review of the LRRS and, potentially, policy recommendations for Scottish Government or others.

The evaluation is based on an online survey of people who have accessed the Programme (53 respondents), case studies of the experiences of 4 participants and in-depth discussions with 5 stakeholders. An online survey was also developed for stakeholders but had a poor response rate and is therefore not included in the results.

The feedback from evaluation participants suggests that the Programme has been well received and is seen as relevant to almost all of the respondents. The protocols were the most commonly used aspect of the Programme, particularly the protocol on community engagement. Whilst almost all respondents had accessed more than one protocol, the information relating to community engagement was the most widely accessed topic across all aspects of the Programme, including webinars and workshops.

Feedback from respondents suggested that the protocols and workshops had been most effective in raising awareness and understanding of what is expected of them and others in relation to the LRRS and have encouraged respondents to think about how to implement the learning.

The evaluation also found evidence of progress in applying learning from the Programme, particularly in relation to increasing community engagement, both in terms of regularity of engagement and extent of information shared with local communities. There were also examples of plans being developed for land and building use as well as changes in planning and project development and the management and use of property.

In addition to accessing the Programme, just over half of the Survey respondents had been in contact with the Good Practice Team, generally to seek further clarification or to obtain advice on engaging with communities or other local agencies. For the majority of these respondents, this had been a positive experience.

There were few suggestions for future content for the Programme. Those suggestions that were made tended to focus on broadening the content to include alternative models of ownership and use. Other suggestions related to consistency of terminology across organisations and the need for more examples of good practice and additional support to take learning forward.

Recommendations

Encouraging change following engagement with the Programme

The reasons given for lack of change in practice or behaviour relate either to a perception that current practice meets the requirements of LRRS or a perception that the change required is considerable and therefore time consuming and, perhaps, a little overwhelming. It may be that more direct follow up after engagement with the Programme would be beneficial in helping to enable change, or that a clearer roadmap to implementing change is needed.

It is recognised that SLC are already adopting an action-focused approach to other aspects of their activities, where information is provided on a small number of actions which would enable those in the land sector to implement change. Based on the feedback from the respondents in this evaluation, it would be beneficial if this approach could also be reflected in the Programme content.

It is also recognised that direct follow up is an extensive commitment and one which SLC is unlikely to be able to support alone. It would be beneficial if SLC's stakeholders, many of whom have large memberships, could take more active roles in either promoting the Programme or establishing how their members are using the learning. They are key influencers in the sector and play an important role in the drive for change. Given that the stakeholders have regular contact with individuals and organisations who have accessed the Programme, something which SLC does not have for all participants, it would be beneficial for SLC to explore how the stakeholders could more explicitly support change amongst their members.

Communicating with target audiences

Whilst some respondents received information on the Programme from membership organisations, the largest proportion found out about it from SLC sources, especially the website, and through word of mouth. Respondents suggested a preference for more direct contact from SLC, including nominated contacts – an approach which is used by some non-departmental public bodies (NDPBs) where the sectors they support are highly diverse, similar to the land sector.

It would also be beneficial if stakeholders could be encouraged to take a more prominent role in raising awareness not only of the Good Practice Programme but also the wider aspects of SLC's role in relation to natural capital/carbon offsetting investment in land, land and property taxes, urban land use and housing.

Enhancing Programme content

A few respondents (including stakeholders) suggested that there were some issues which should be addressed within the Programme content, namely:

- Increasing content relating to forestry and farming as these areas form a considerable part of the land economy in Scotland
- Including content on additional alternative models of ownership and use
- How to engage with Community Planning Partners as part of land use decision-making
- Consideration of content for communities which are not area based but which are connected through a common interest and a common use of land.

Enhancing SLC role

One of the barriers to implementing the principles of the LRRS, highlighted by respondents was related to the LRRS being voluntary at present. Respondents questioned what happened if key players in the sector, including public sector landowners, did not implement the principles and demonstrate good practice.

Some respondents suggested that SLC should have more powers to enforce change so that if the LRRS principles become mandatory in future, there will be measures available to ensure changes to behaviour and practice are made.

In addition to this, some respondents also suggested that SLC need to have an increased role in planning decisions to ensure that the decisions consider all aspects of Scottish Government strategy, such as impact on net carbon zero or impact on access to open spaces. A few respondents suggested that planning decisions did not consider the wider issues which underpin the Scottish Government's Land Use Strategy.

Section 1: Introduction, Research Objectives & Methodology

1.1 Introduction

1.1.1 Background

The Scottish Land Commission (SLC), incorporating the Tenant Farming Commissioner, was established by the Scottish Government following the passage of the Land Reform (Scotland) Act 2016. In addition to scrutinising laws and policies relating to land in Scotland, it aims to ensure that land in Scotland is owned and used fairly, responsibly and productively, that land decisions reflect the views of the Scottish population and benefit them, and that land creates public value and economic wellbeing.

SLC's priorities underpin the Scottish Government's objectives of creating a more successful country, giving opportunities to all, creating sustainable and inclusive growth, reducing inequalities, increasing wellbeing and giving equal importance to economic, environmental and social progress. To achieve this, SLC is focused on reforming land rights, embedding responsible land ownership and use, reforming land markets, improving landowner/tenant relationships and stimulating the tenant farming sector.

To support its vision for land reform, the Scottish Government developed, after wide consultation, the Land Rights and Responsibilities Statement (LRRS). The LRRS promotes greater diversity in ownership of land including more community ownership, high standards and transparency of land ownership and use, and better community engagement in decisions about land. There are six principles which aim to:

- Promote, fulfil and respect human rights in relation to land, contribute to public interest and wellbeing, balance public and private interests, support sustainable economic development, protect and enhance the environment, help achieve social justice and build a fairer society
- Enable a more diverse pattern of land ownership and tenure, with more opportunities for citizens to own, lease and have access to land
- Enable more local communities to have the opportunity to own, lease or use buildings and land which can contribute to their community's wellbeing and future development
- Encourage landowners to adopt high standards of land ownership, management and use in exercising their land rights
- Improve transparency of information about the ownership, use and management of land
- Enable greater collaboration and community engagement in decisions about land.

To support the implementation of the LRRS a Good Practice Advisory Group was created by SLC to provide a forum for the identification and discussion of issues relevant to developing good practice. Members of the Group include SLC, Community Land Scotland, Development Trusts Association Scotland, the National Farmers' Union, Scottish Land and Estates, the Scottish Property Federation and Scottish Environment Link. Their role in the Good Practice Advisory Group includes:

- Discussing priorities for the preparation of protocols and guidance and training
- Advising how best to address and influence issues
- Promoting the good practice programme
- Feedback and endorsement of protocols, guidance and training where appropriate.

1.1.2 The Good Practice Programme

Unlike the statutory Tenant Farming Commission's Codes of Practice, the LRRS is voluntary. To support widespread adoption of the LRRS, SLC developed a Good Practice Programme which aims to provide practical advice on implementing the LRRS. SLC have promoted the Good Practice Programme through media coverage, blogs, newsletters, advertising and the Good Practice Advisory Group.

The Programme, initially launched in 2019, contains eight implementation Protocols, which were developed in partnership with a range of stakeholders and available for download from the SLC website, as well as guidance, toolkits, training and one-to-one advice and help provided by the SLC Good Practice Team.

SLC has also supported a pilot project in which landowners complete a self-assessment to identify areas of good practice in land rights and responsibilities and actions for further development.

Protocols

Eight protocols were developed to provide practical advice on how land owners, land managers and communities can work together to make better – and fairer – decisions about land use. These protocols are available from the SLC website and were downloaded over 900 times in the first 6 months after publication.

The protocols are intended to be used by everyone to improve the transparency, accountability and governance of land in Scotland and cover the following topics:

- Community Engagement in Decisions Relating to Land (targeted at landowners, land managers, community councils and community organisations and sets out principles and expectations for good practice, particularly for early engagement of community in decision making)
- Transparency of Ownership and Land Use Decision-Making (sets out the information that should be provided by land owners and managers to help empower people, including community groups, by improving the transparency and understanding of who owns land in Scotland)
- Land Ownership by Charities (practical expectations for charities owning land in Scotland by further improving their transparency, accountability and governance)
- Land Ownership by Private Trusts (practical expectations for private trusts owning land in Scotland by further improving their transparency, accountability and governance)
- Diversification of Ownership and Tenure (practical expectations for achieving a more diverse pattern of land ownership, management, and use through landowners)

creating opportunities for local businesses, residents or community organisations through purchases, leases and other collaborative working arrangements)

- Negotiating Transfer of Land to Communities (how landowners and communities can work together in an open and positive way to explore negotiated transfer, lease and management of land and buildings to meet community needs)
- Good Stewardship of Land (recognising that owners, managers and users of land have an important role to play in shaping and guiding change in a way that delivers mutual benefits and secures the land for future generations)
- Common Good Land (expectations and behaviours for local authorities in managing Common Good land and buildings in line with their statutory duties).

The protocols aim to:

- Improve understanding of the LLRS and the principles it sets out
- Improve understanding of the actions that could be taken
- Improve understanding of the behaviours that could be expected
- Give ideas for changes that could be made in practice
- Help plan for change.

In addition to the protocols, a series of additional resources were created for information and support. These were:

- Information map for communities
- Information map for landowners
- Community Engagement Useful Resources
- Engagement Route Map
- Case Studies
- Template for Transparency of Ownership
- Diversification of ownership, management and use route map
- Good Stewardship of Land Supporting Information

Webinars

Five webinars on the protocols were conducted with a total of 381 attendances:

- Community engagement and transparency of ownership and land use (attended by 115 people)
- Land ownership by charities and trusts (attended by 85 people)
- Diversification of ownership and tenure (attended by 67 people)
- Good stewardship (attended by 60 people)
- Common good (attended by 54 people).

Workshops

Eleven tailored online workshops were delivered to a total of 293 individuals who represented:

- Aberdeenshire Council
- Cairngorm National Park Authority

- Community Land Scotland
- Community Woodland Association
- RSPB
- Scottish Environment LINK
- Scottish Government D:ARE
- Scottish Land and Estates
- Scottish Property Federation
- Woodland Trust Scotland.

Self Assessment Pilot

As part of a pilot project, 23 landowners completed a Land Rights and Responsibilities self-assessment, identifying areas of good practice and actions for development. A prototype LRRS self-assessment template was developed which aimed to outline expectations for landowners and managers in relation to the LRRS principles, along with possible issues to consider and evidence to gather. It was intended to enable landowners and managers to self-identify strengths and opportunities in relation to the principles.

1.2 Research Objectives

SLC commissioned an evaluation of the Good Practice Programme to determine its impact to date, inform its future development and enable wider adoption of good practice. It was intended that the evaluation would also inform the review of the LRRS and, potentially, policy recommendations for Scottish Government or others.

The evaluation sought to establish:

- The extent to which the Programme supports the aims and objectives of the LRRS
- What benefits the Programme delivered (intended and unintended) for stakeholders and service users
- If all the intended audiences benefited from it
- If it delivered all its desired outcomes
- What, if anything, might be preventing delivery of the anticipated outcomes
- How any barriers had been overcome
- What lessons can be learned from implementation of the learning from the Programme
- Examples of good practice which could encourage uptake
- Any remaining issues which need to be addressed to enhance effectiveness
- Key recommendations for the future direction of the Programme.

1.3 Methodology

The invitation to tender outlined the requirement to conduct two surveys: one with stakeholders and one with service users. The stakeholders are organisations which were involved in the development of the Good Practice Programme and service users are those landowners and communities who accessed the Programme.

The surveys were developed online, with the option of paper copies for those who could not access online. Contact details were not available directly for those who had accessed some parts of the Programme and participants had not given permission for their details, where available, to be passed to a third party. As a result, SLC were provided with a link to each of the online surveys and promoted them via their website, social media sites and via their stakeholders. Copies of the survey questionnaires are contained in Appendix 1.

In addition to the surveys, in-depth discussions were conducted by Microsoft Teams with 5 members of the Good Practice Advisory Group and with 4 Programme participants to further explore their experiences. The feedback from the 4 participants was also used to develop case studies illustrating their follow up since the Programme. A copy of the discussion guide is contained in Appendix 1.

This report presents the findings from the evaluation and is structured as follows:

- Section 2 of this report contains a review of the feedback from stakeholders
- Section 3 presents a review of the feedback from Programme participants
- Section 4 presents the case studies
- Section 5 outlines conclusions and recommendations for action from the evaluation evidence.

Section 2: Stakeholder feedback

In-depth discussions were conducted by telephone with 5 members of the Advisory Group to explore:

- Their understanding of the Good Practice Programme
- What they hope it will achieve
- Their involvement in the development of the Programme
- How they anticipated that their members would use the Programme
- How their members were made aware of the Programme
- Their perception of the difference the Programme has made and what benefits have resulted (particularly in promoting LLRS in practice)
- How the Programme could be improved and what they would like to see in the future.

A copy of the discussion guide used in the interviews is contained in Appendix 1.

Understanding of the Good Practice Programme and what it aims to achieve

The interviewees suggested that the Programme aimed to improve understanding of how land reform legislation was changing in Scotland and how it affected a range of groups such as landowners (public and private), tenants and local communities. They also suggested that the Programme aimed to raise awareness of the LLRS and communicate good practice through practical examples and guidance, although they recognised that, at this stage, the LLRS has no statutory footing and is voluntary only. It was also highlighted that the Programme was a good framework to support the transfer of public assets to communities.

Their involvement in the development of the Programme

Interviewees indicated that they had limited involvement in the development of the Programme as this had been undertaken by SLC but had been invited by SLC to comment on the content once it had been developed. Some of the stakeholders felt that it might have been more beneficial to have earlier involvement to have helped shape the content to meet the needs of specific sectors, particularly the Third Sector and community organisations.

Involvement in raising awareness of the Programme

Whilst stakeholders had some contact with individuals about the Programme, mostly within their own organisations, the extent of their involvement in raising awareness more widely among members appears to have been limited. Some stakeholders appeared unclear as to how some of their members might use the Programme.

Suitability of content

Whilst all interviewees felt that the Programme was well structured, with informative content, one of the interviewees did suggest that it was not as relevant to charities as it was to other organisation types. The charity sector is seen as being very diverse and it was suggested that charity trustees must follow their charitable objectives which may conflict with some of the Programme's recommendations.

Another stakeholder suggested that the content covered a large amount of information but that it was very focused on community ownership and that this might not be the best and only way to diversify ownership.

It was also suggested that some of the terminology might make it difficult for individuals to fully understand the responsibilities they, or others have, in future land reform and that communities might need additional support to understand the implications of the LRRS.

Benefits from the Programme

Stakeholders did recognise that the extent of implementation from the Programme varied across their members and that many had not yet taken forward any actions from the learning because they needed more time to explore the implications for their own situation. However, they did identify a range of actions which had followed engagement with the Programme, namely:

- Increased awareness of the LRRS, its principles and expectations
- Improved understanding of how LRRS would apply
- An increased focus on the need for community engagement
- Improvements in transparency of ownership
- Enabled public sector bodies to develop plans relating to vacant and derelict land
- Helping support Local Authorities and NHS implement Community Empowerment Act
- Amending Trustee induction to include the Good Practice Guidelines to improve understanding of roles, responsibilities and expected behaviours.

Topics for future inclusion

The stakeholders suggested that farming, forestry and conservation should be included in the Programme given the extent of land which is used in farming and forestry in Scotland and the wider focus on conservation which has formed the basis of rewilding programmes across Scotland.

The stakeholders also suggested that there should be greater involvement with Community Planning Partnerships regarding implications for community-based decision making and that further consideration is needed on what is meant by “community”, particularly if it is an estate where several groups use the land for their own interests – stakeholders believe this is not covered by the current content.

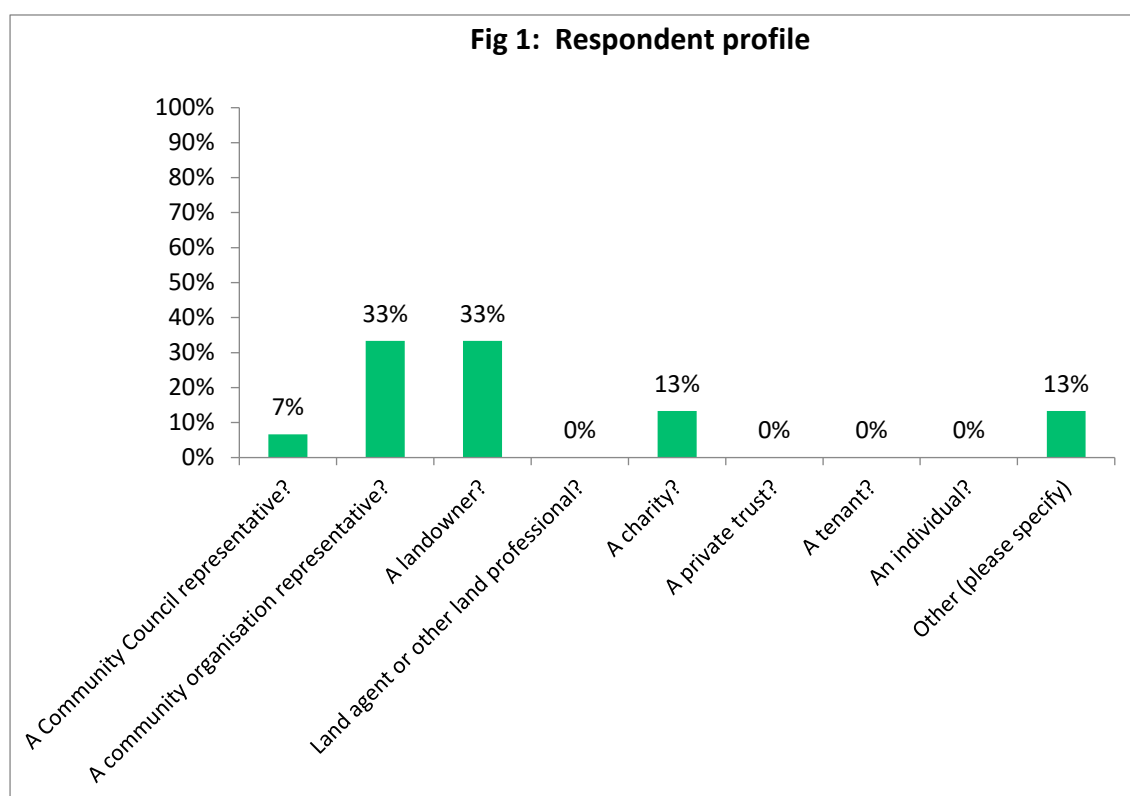
Section 3: Programme Participant Survey

An online survey was developed to gather responses from Programme participants. The survey was launched on 1st March and ran for three weeks, during which time responses were received from 53 individuals. The survey explored:

- Respondent profile
- Sources of information about the Programme
- Good Practice Protocols
- Webinars
- Workshops
- Contact with the Good Practice Team
- Self-assessment pilot
- Programme expectations
- The role of the Scottish Land Commission

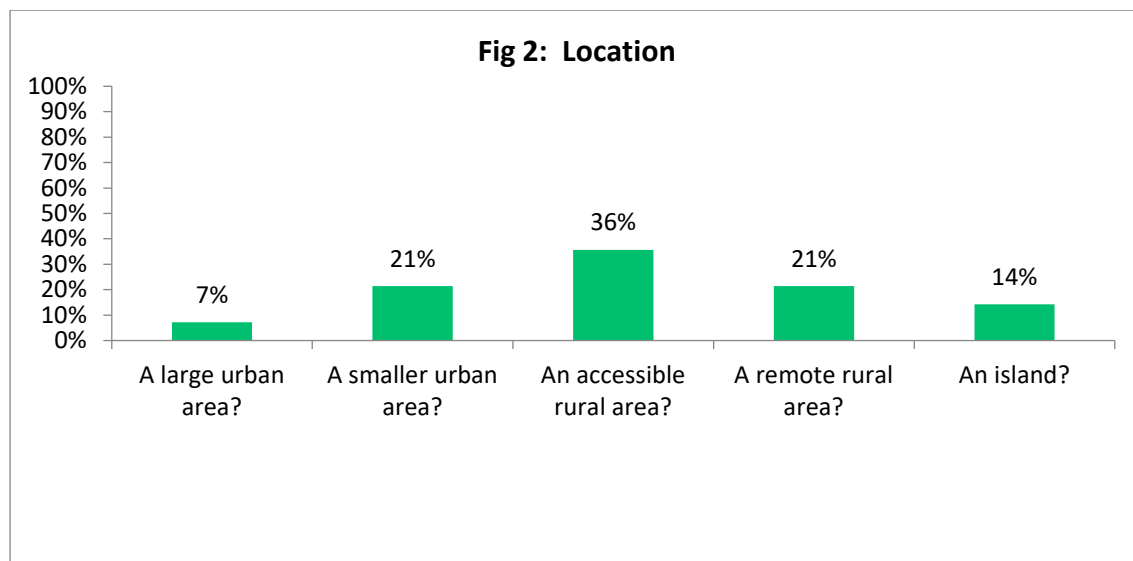
A copy of the questionnaire is contained in Appendix 1.

3.1 Respondent profile

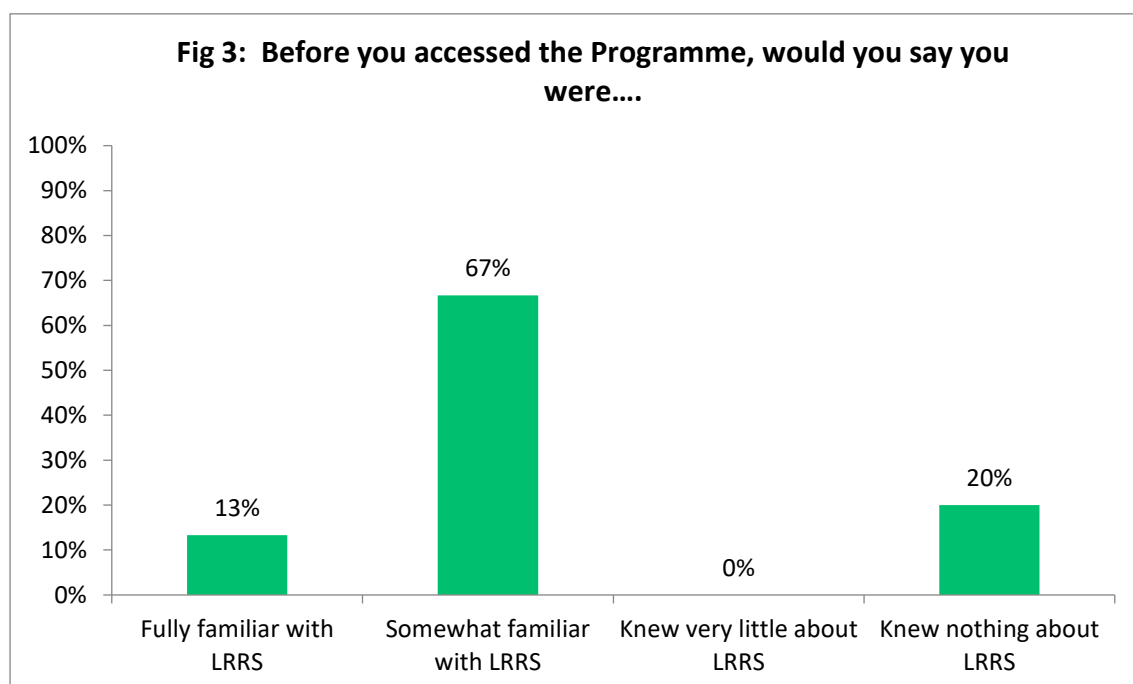


As can be seen from Fig 1, just over two thirds of respondents (66%) were either community organisation representatives or landowners.

Fig 2 indicates that the respondents tended to reside in accessible rural areas (36%), urban areas (28%), and remote rural areas (21%).



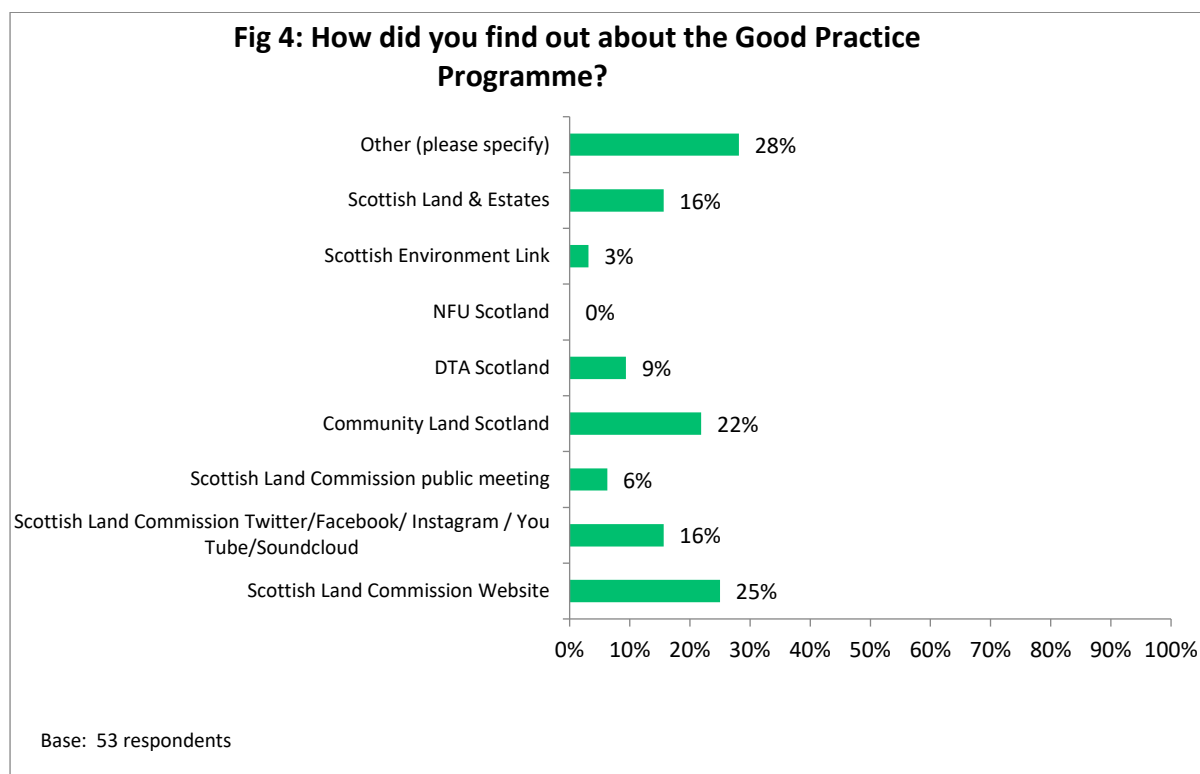
Almost all respondents had some prior knowledge of the LRRS before accessing the Programme (see Fig 3), however this tended to be some familiarity with it (just over two thirds of respondents, 67%) rather than fully familiar (13%). One in 5 respondents (20%) knew nothing of LRRS before the Programme.



3.2 Sources of information about the Programme

One in four respondents (25%) and just over one in five respondents (22%) became aware of the Programme through the SLC website and Community Land Scotland, respectively. Whilst one in six respondents became aware of the Programme through SLC social media or through Scottish Land and Estates, the most common method was word of mouth from work

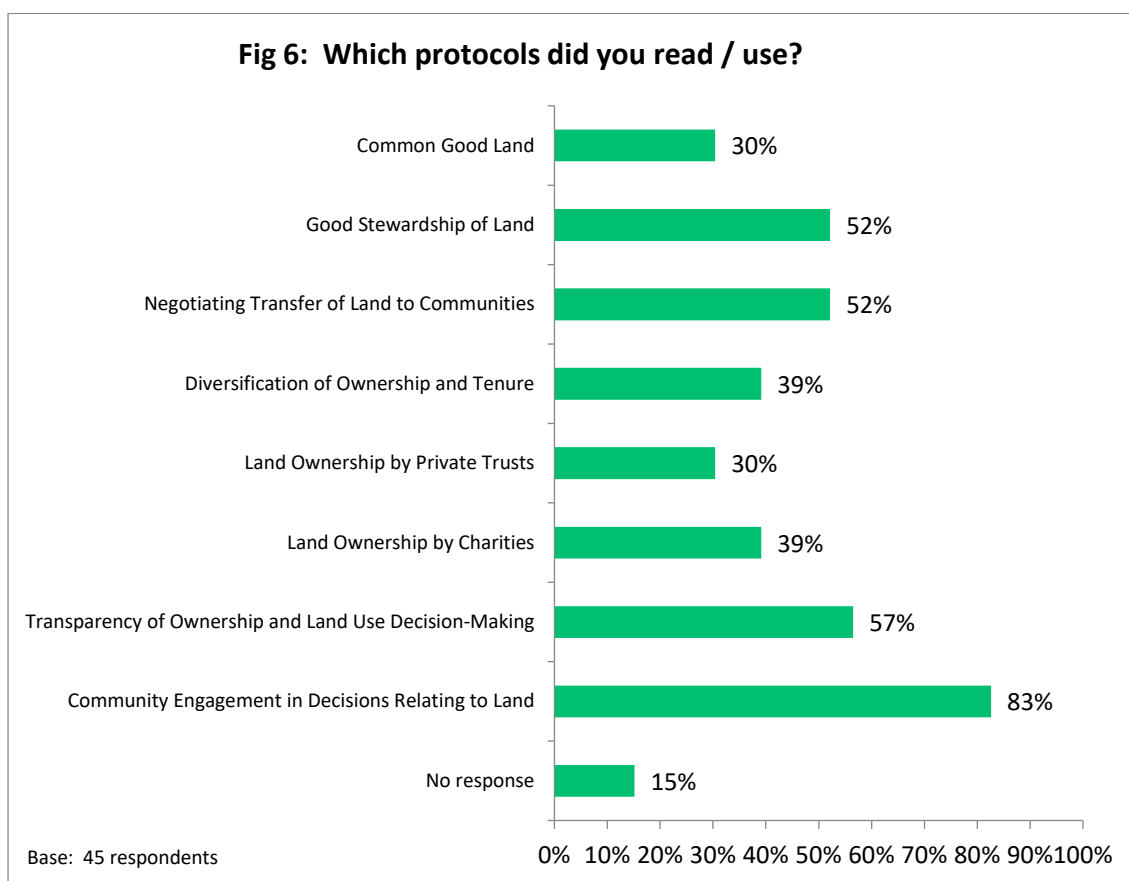
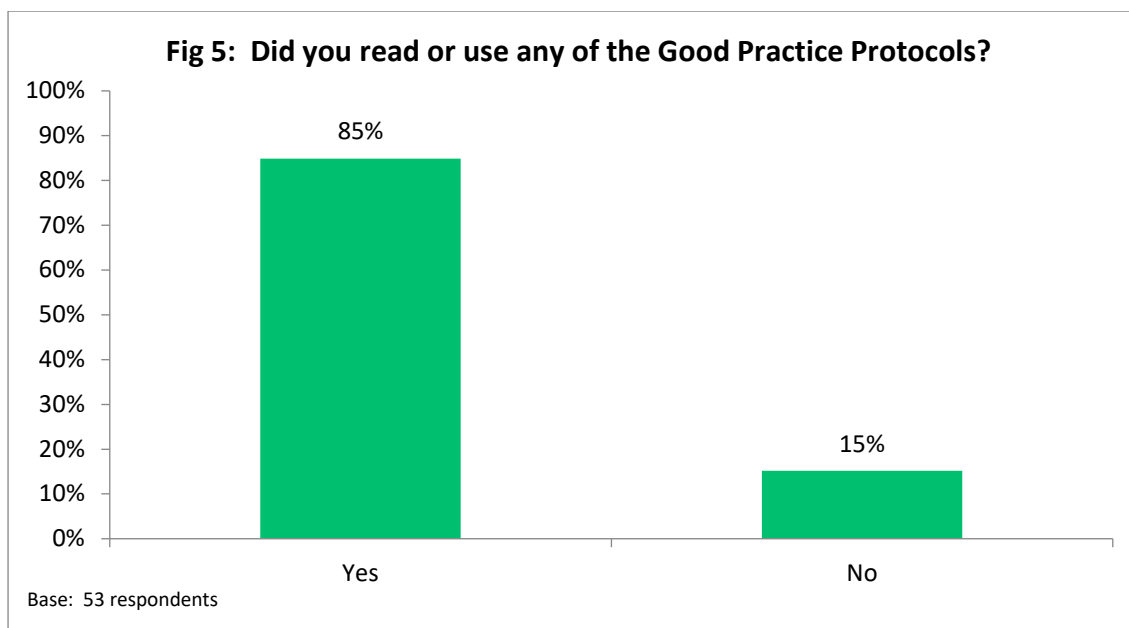
colleagues or other people who were themselves aware of the Programme (see “Other”, 28%).



3.3 Good Practice Protocols

Use of protocols

The overwhelming majority of respondents had used the Protocols (see Fig 5), particularly the Protocol on Community Engagement in Decision Relating to Land (83%, see Fig 6).



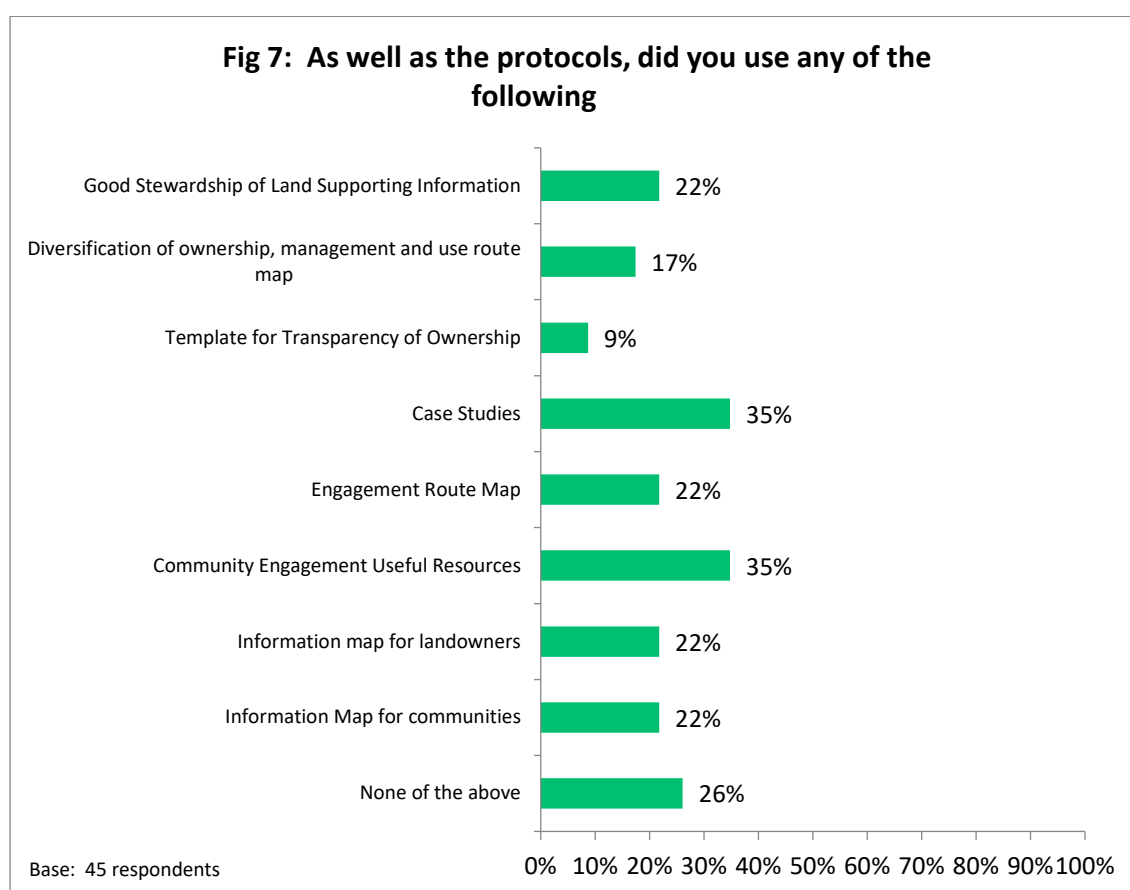
Of those who had used the protocols (45 respondents), Transparency of Ownership and Land Use Decision Making, Good Stewardship of Land and Negotiating Transfer of Land to Communities were popular with between 57% and 52% of these respondents accessing them. The protocols relating to Land Ownership Private Trusts and Good Stewardship of Land were the least used, with less than a third of those who had downloaded the protocols accessing these.

Almost all respondents who had downloaded protocols had accessed more than one as part of their download.

However, it is recognised that the usage of the protocols will be reflective of the profile of respondents, which tended to be landowners and community organisations.

Use of additional resources

Usage of additional information supporting the protocols was significantly lower, with just over one quarter (26%) of respondents who had accessed the protocols having not used any of the other resources. However, generally between one fifth and just over one third of respondents had used one or more of the additional resources (see Fig 7). The most commonly used were the Case Studies (35%) and the Community Engagement Useful Resources (35%)



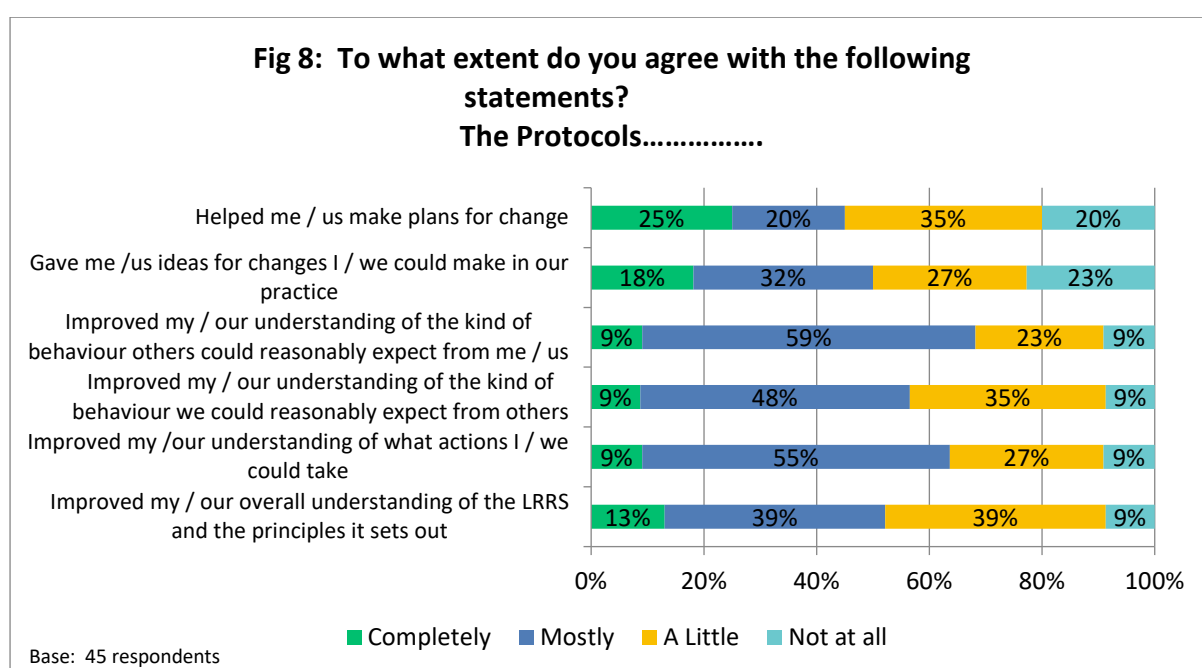
Impact of protocols

The feedback from the respondents suggests that the protocols were most successful in improving participant understanding of how they and others should behave and what actions they needed to do take (see fig 8). With 68% of respondents who had accessed protocols completely or mostly agreeing that they improved their understanding of the kind of behaviour others could reasonably expect from them, 91% stated the protocols improved

their understanding of what actions they could take and 93% stated they improved their understanding of the behaviours they could expect from others.

Just over half of the respondents who had accessed the protocols (91%) stated that they had improved their understanding of the LRRS and 77% stated they gave them ideas for how they could change their practice. 80% stated that it helped them make plans for change. These respondents were a mix of landowners, community organisations and charities who tended to have some familiarity with the LRRS before accessing the protocols.

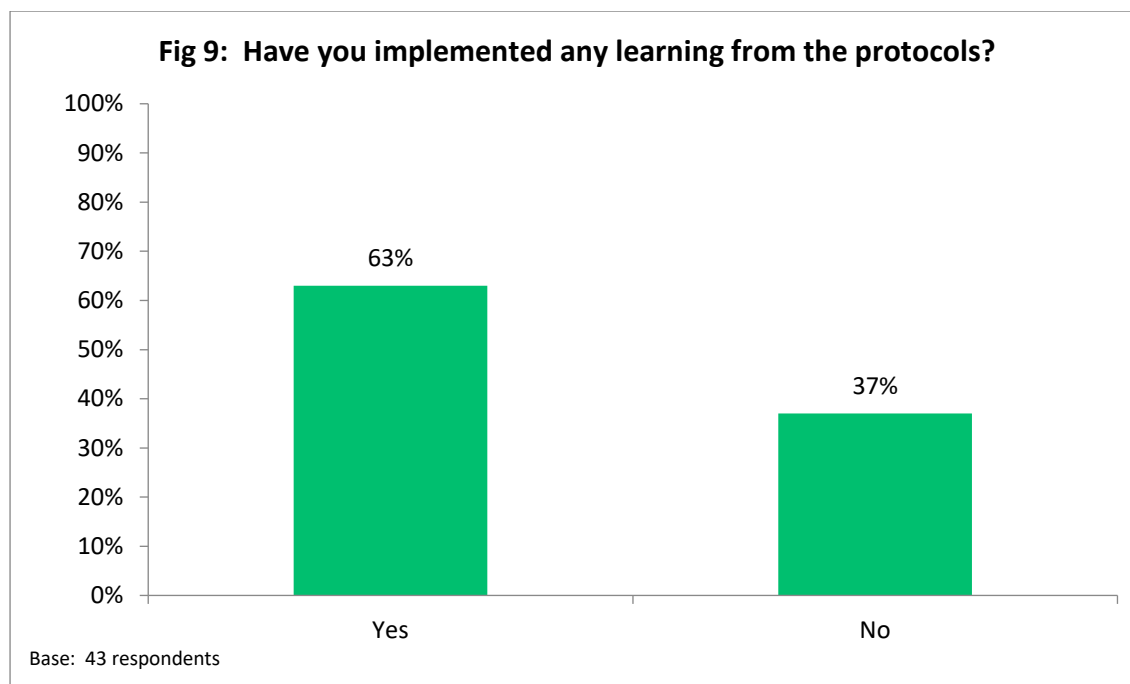
The respondents who suggested that that the protocols had only a little impact tended to be those from community organisations or community councils who were familiar with the LRRS before accessing the protocols.



Applying learning

Almost two-thirds (63%) of respondents who accessed protocols stated that they had applied the learning (see Fig 9). These were a mix of landowners, community organisations and charities. Respondents suggested that the protocols had enabled them to:

- Link up with other community organisations elsewhere in Scotland
- Create guidelines for Community Councils
- Encourage a more proactive approach to engaging with communities
- Encourage more regular engagement with communities
- Develop plans for land and building use.

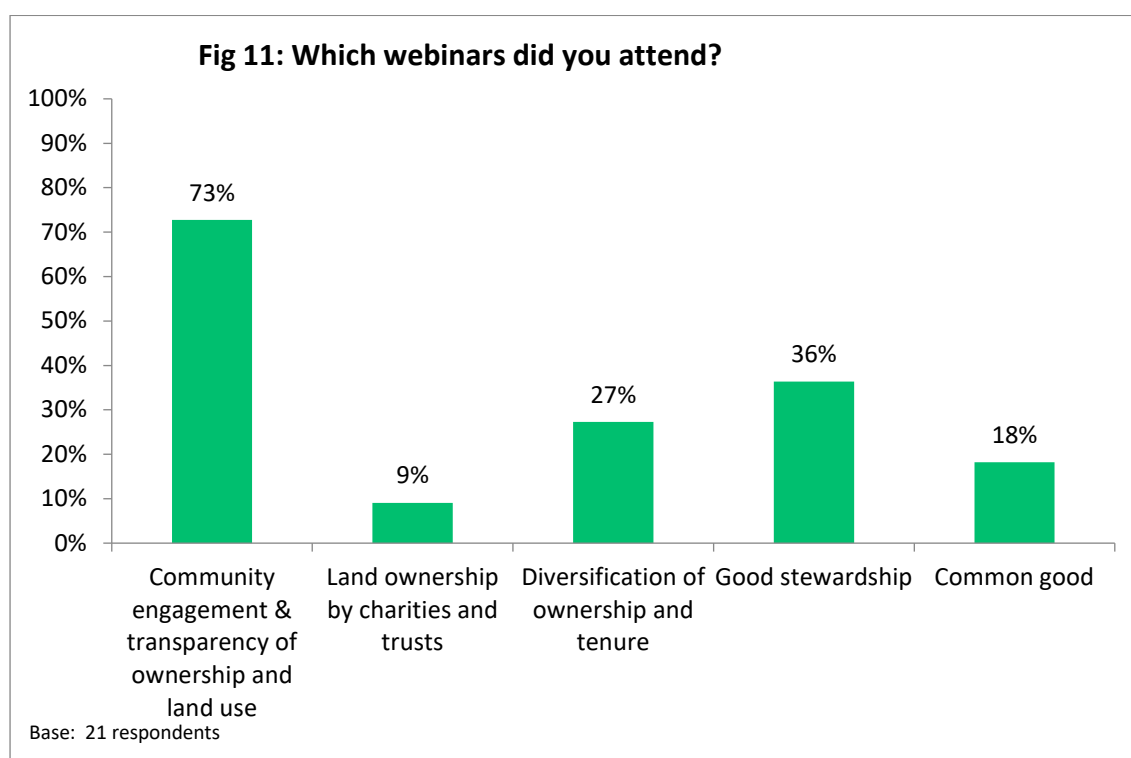
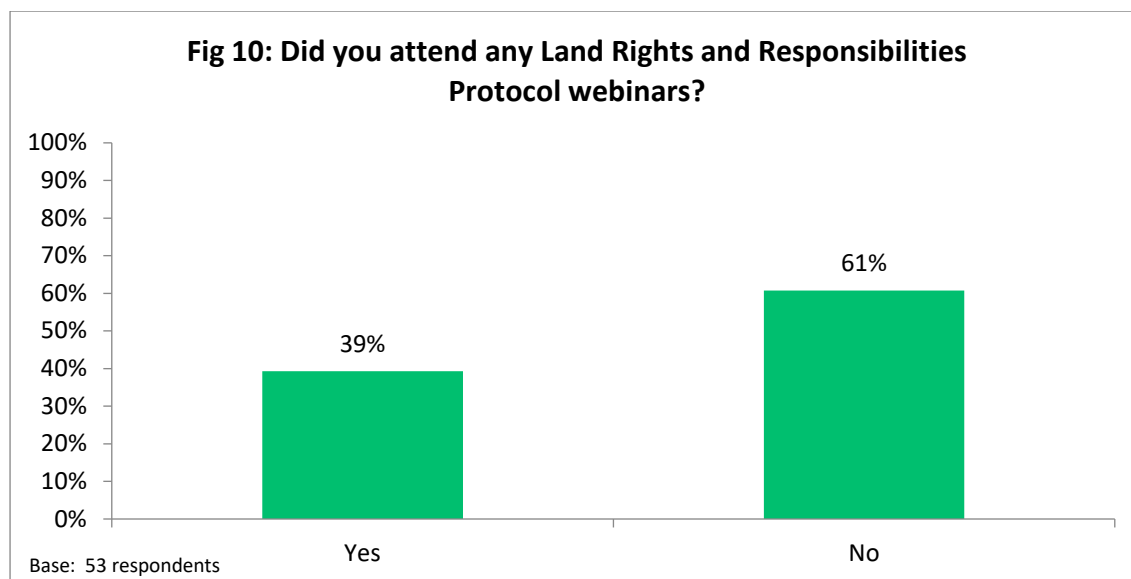


For those who had not applied learning, some respondents felt that there had not been sufficient time from them accessing the protocols to have applied learning whilst others suggested that behaviour amongst public sector bodies had not changed and that this had prevented them from making progress.

3.4 Webinars

Attendance

Almost four out of 10 respondents (39%) had attended an LRRS webinar (see Fig 10). The majority of these respondents were landowners, although there were a small number of charities and public bodies.

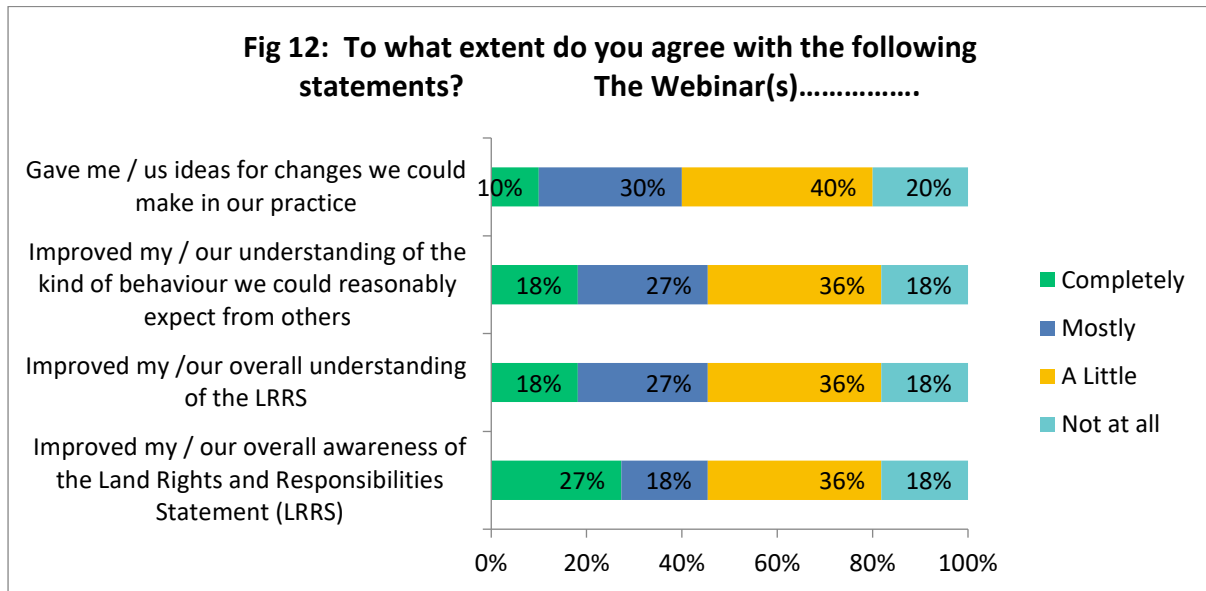


Of the respondents who attended a webinar, the most attended webinar was on Community Engagement and Transparency of Ownership and Land Use Decision-Making (73%). Good Stewardship and Diversification of Ownership were attended by just over a third of respondents (36%) and just over a quarter (27%) respectively.

Impact of Webinars

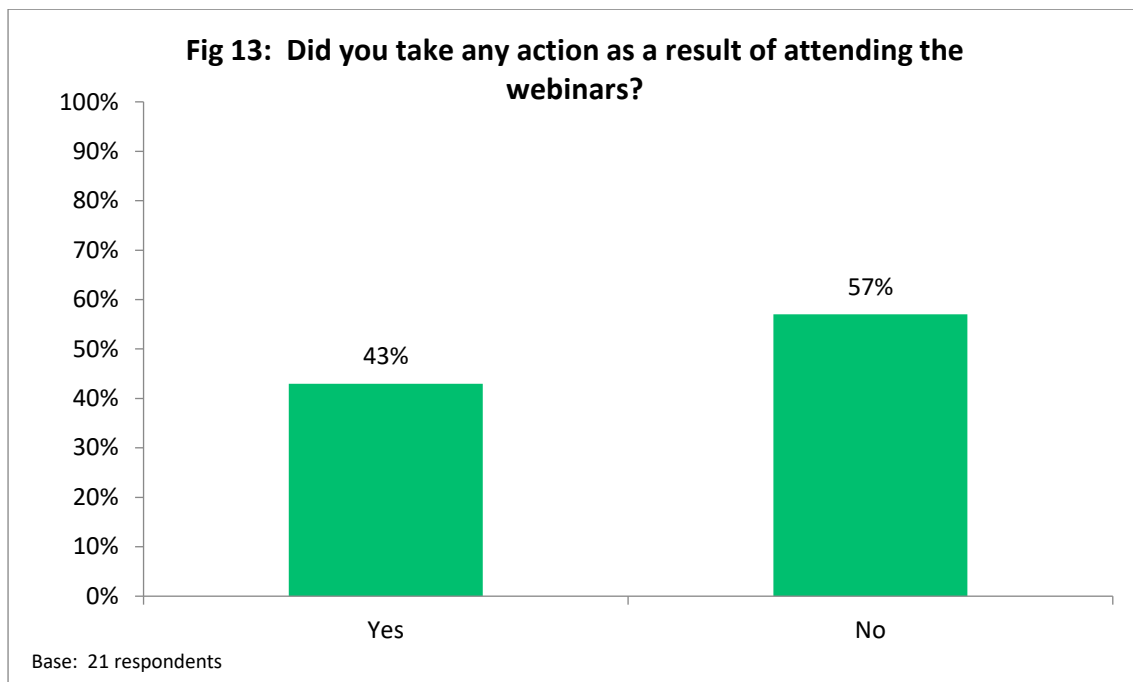
Overall, the webinars appear to have had a lower impact than the protocols in terms of improving awareness of the LRRS, improving understanding of expected behaviours or giving ideas for change. However, the webinars were designed to provide an introductory level overview of protocols rather than encourage further actions.

Eight out of 10 respondents who attended a webinar reported that they had identified areas for change. Fewer than 1 in 5 respondents who attended the webinars stated that they had no impact at all. These respondents were landowners and charities who stated they were fully familiar with the LRRS before engaging with the Programme.



43% of respondents who attended webinars reported taking action as a result, compared to 60% reporting that they took action after using the protocols.

Applying learning



For those who took action, respondents stated that they had:

- Reviewed and changed their own organisational protocols
- Increased their promotion of the protocols and the LRRS.

For those who had taken no action, the suggested that this was due to insufficient time to make changes or no action required as the current approach fitted with the suggestions for good practice.

3.5 Workshops

Almost four out of 10 respondents (39%) had attended a workshop. These were a mix of landowners, charities, community organisations and a public body.



Respondents who attended an online workshop suggested a range of reasons for the workshops:

- Increasing awareness of the LRRS principles in their organisation
- To help encourage engagement with local communities in land purchase
- To share good practice in their organisation or for specific teams within the organisation
- To support the acquisition and ongoing management of community land.

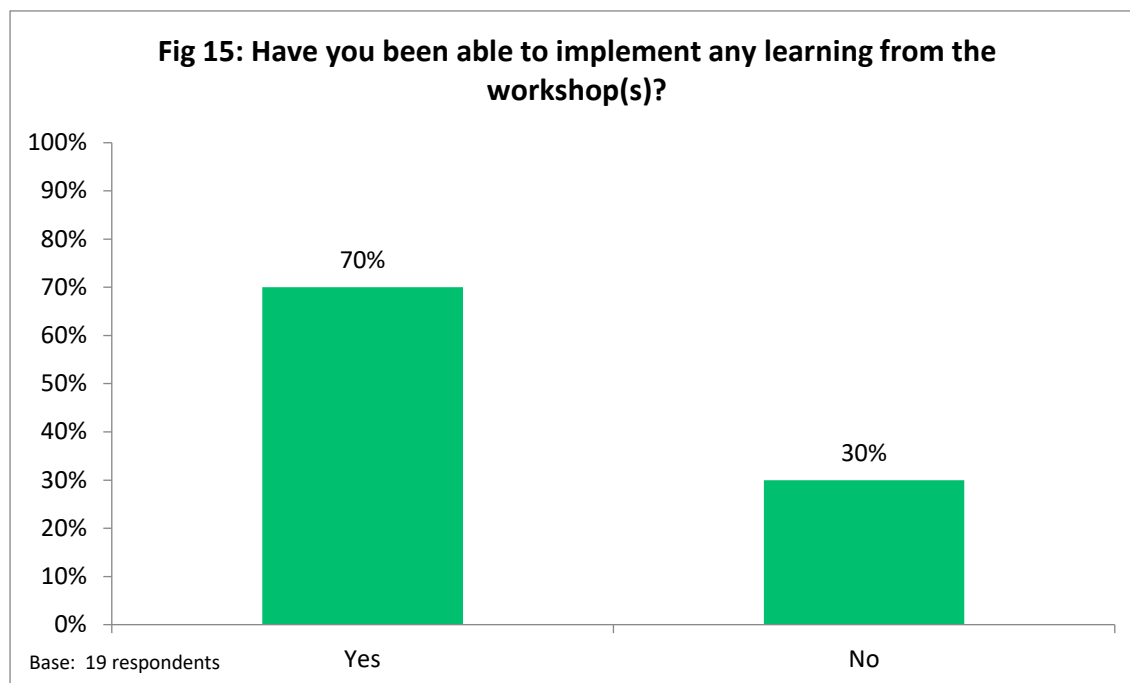
Applying learning

Almost three quarters of respondents (70%) who attended a workshop indicated that they had applied learning as a result of it. This is the highest level of action amongst respondents across webinars, protocols and workshops. Actions following the workshops have been:

- Changing organisational protocols and policies
- To embed the learning into planning and project development activity

- To be more proactive in the management and use of common good property
- To explore effective use for vacant and derelict land in partnership with others

Where action had not been taken, this tended to be due to timing issues rather than lack of commitment. In one case, lack of action was due to lack of support from a local authority.

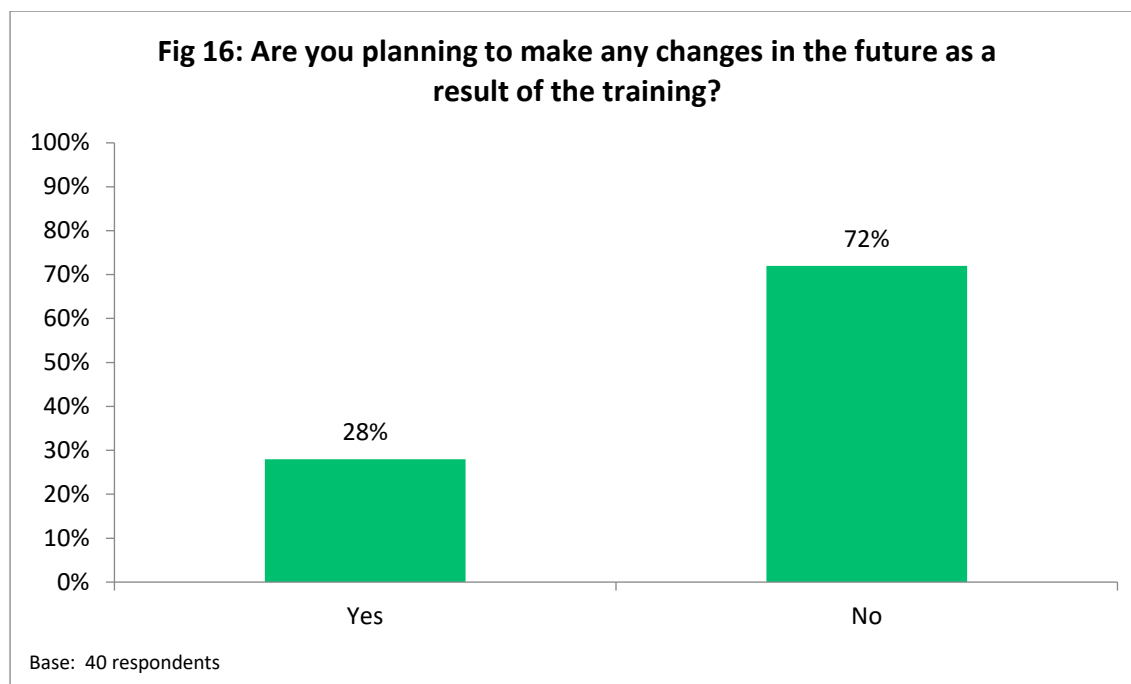


3.6 Future plans

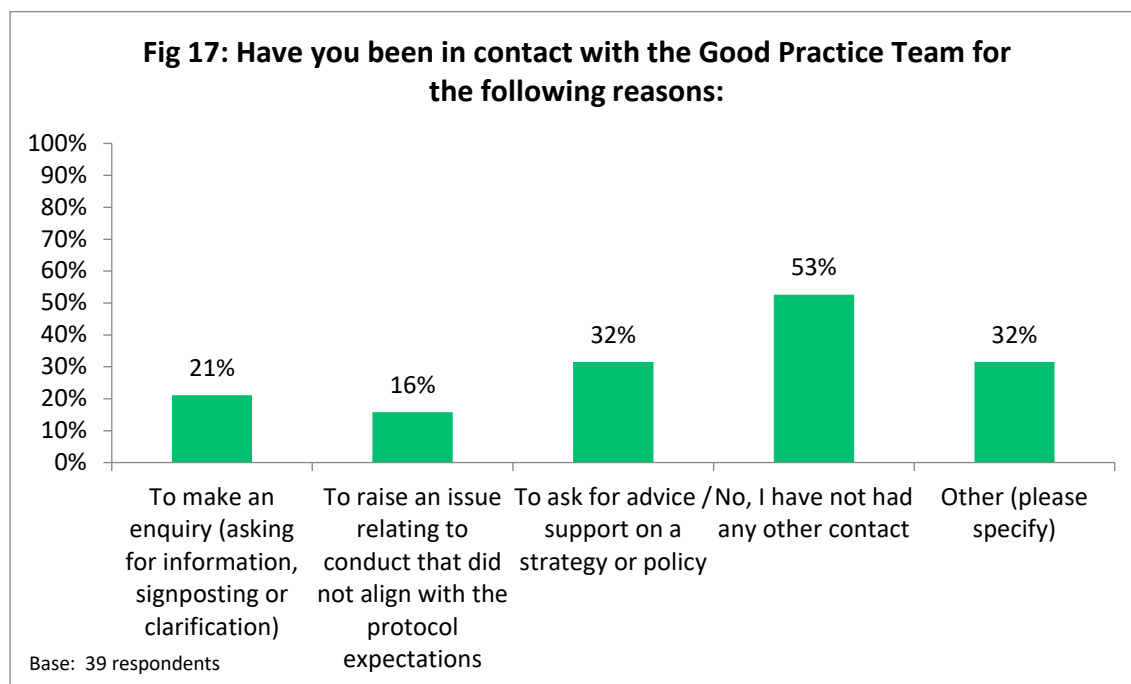
Eleven out of 40 respondents (28%) planned to make further changes (see Fig 16). They planned to:

- Engage with a local authority on SEPA issues on their land
- Re-scope their organisational policies and procedures to support their aim to be in the top quartile for compliance with the protocols
- Initiate the community right to buy process for their village
- Refine their current protocols.

Twenty-nine respondents (72% of all respondents) indicated that they had no future plans to make further changes. These were a mix of landowners, community organisations and charities, who were fully or somewhat familiar with the LRRS before the Programme. Their reasons for no further change related to timing issues and belief that their current approach met the good practice requirements. For a couple of respondents, the lack of planned action related to SLC having no authority to enforce any change.



3.7 Contact with the Good Practice Team



Of the total number of respondents 26 (49%) had contact with the Good Practice Team, 13 had not had any contact (18%) and 14 (26%) did not reply to this question.

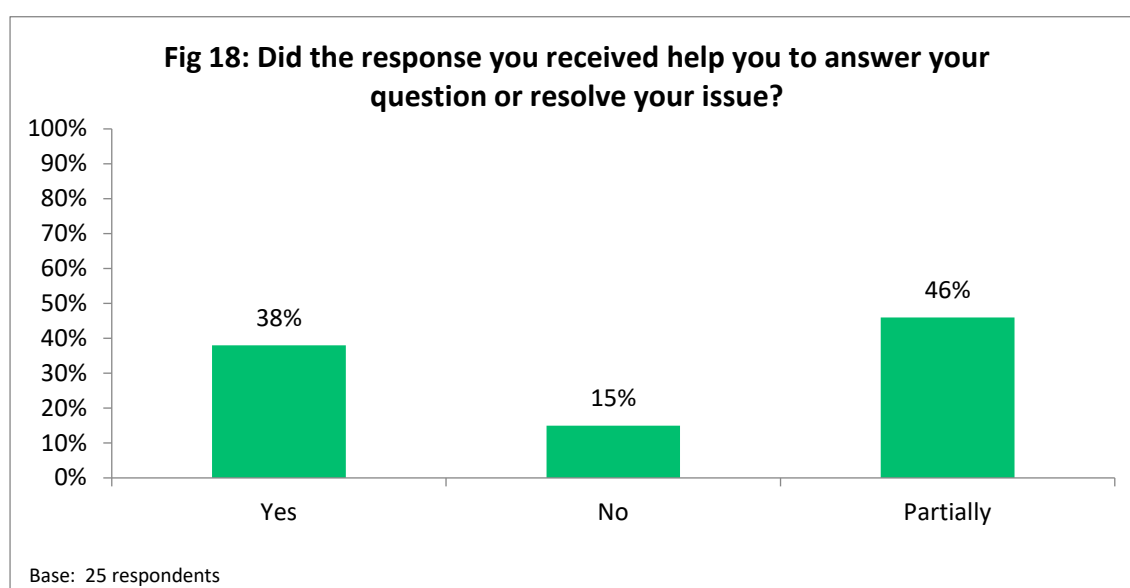
Of those who had contacted the Good Practice Team, their reasons for contact were:

- To ask for advice (9 respondents)
- To make an enquiry (5 respondents)

- To raise an issue relating to conduct (4 respondents)
- For another reason (8 respondents).

The reasons given for contact were as follows:

- Clarification of misunderstanding and to get more guidance on how to address a planning issue
- Improve understanding of rights and responsibilities
- Seeking more support on reviewing guidelines
- Seeking advice on community engagement issue
- Seeking assistance with a communication strategy
- Seeking advice on how best to engage with a local authority.



Over half of those with an enquiry (85%) stated that they had received the help sought. No reasons were given by those respondents who stated they had not received help.

3.8 Self-assessment pilot

Only 5 respondents had participated in the pilot. Their reasons for doing so related to wanting to:

- Complete the self assessment before it might become mandatory
- Be in the top quartile of landowners for compliance with LRRS protocols
- Be involved at an early stage to improve understanding of what it required
- Contribute to the best system possible.

Applying learning

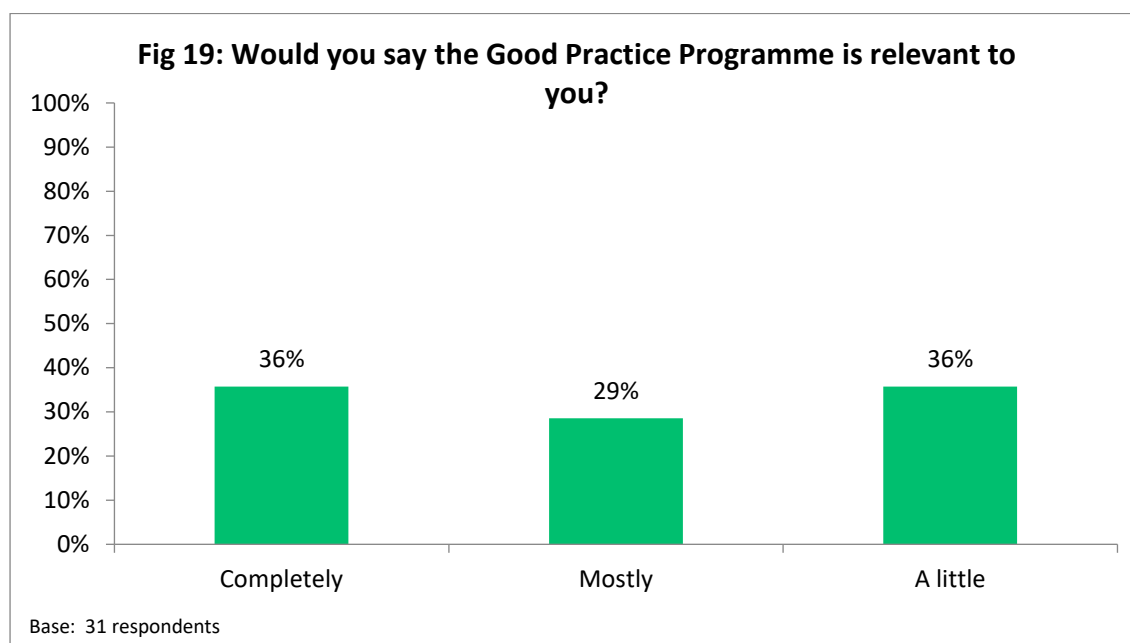
As a result of their involvement in the pilot, the respondents had:

- Updated their website with clearer contact details

- Created a clearer management plan
- Improved clarity of community engagement
- Crystallised plans for introducing local trustees
- Used self-assessment as a point of reference
- Improved transparency in their ownership of land.

3.9 Overall relevance of Good Practice Programme

The 31 respondents who answered this question were a mix of landowners and community organisations.



Twenty respondents stated that the Good Practice Programme was completely or mostly relevant to them. These were a mix of landowners, public bodies and charities who suggested the Programme is relevant because it:

- Indicated the Scottish Government's direction of travel on land ownership
- Helped identify ways they could improve
- Supports them in becoming a well run organisation
- Helped increase awareness of responsibilities
- Emphasised the importance of good practice.

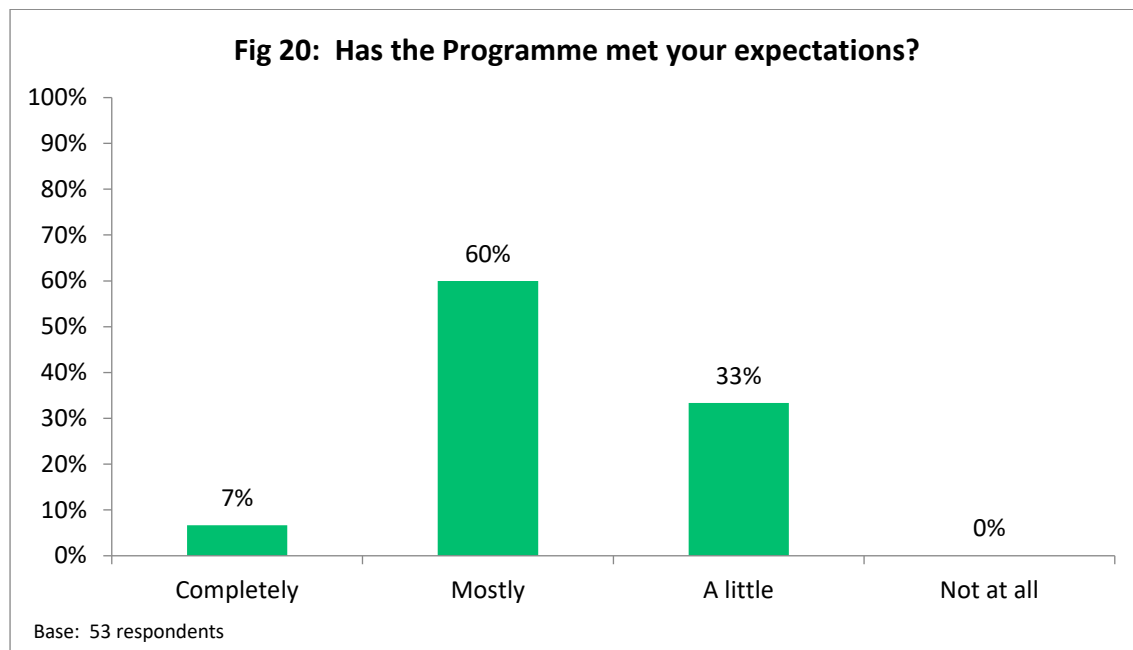
Eleven respondents stated it was a little relevant to them. These respondents tended to be community organisations. These respondents felt that some elements of the programme, around diversification, good stewardship and common good land were not relevant to them.

3.10 Expectations of Programme

Respondents suggested that they expected the Programme to:

- Raise awareness of what is happening in land reform
- Raise awareness of what others were doing to meet their obligations
- Improve understanding of responsibilities
- Improve current practice related to community engagement
- Help signpost organisations to relevant information.

However, several respondents had no expectations of the Programme prior to engaging with it.



Over two thirds of respondents (67%) stated that the Programme had met their expectations completely or mostly, with the remaining respondents (33%) saying it had met them a little. No respondents suggested that it had not met their expectations at all.

For those who felt it had met their expectations the least, they suggested that the content was too focused on community ownership (7 respondents) or lacked enforcement options to ensure best practice was applied (10 respondents).

Suggestions for future content

There were very few suggestions for future content for the Programme. Those that were made tended to focus on broadening the content to include other alternative models other than community ownership.

It was also suggested that there was a need to:

- Use more consistent terminology throughout the Programme
- Share written examples of good practice
- Explore how to implement feedback from communities.

Section 4: Case Studies

In-depth discussions were conducted with four respondents to the Participant Survey who were willing to share their experiences in more detail. These Case Studies set out the experiences of landowners and a community organisation, their reasons for engaging with the Programme, how they have taken the learning forward or what barriers they have encountered and how further support from SLC might benefit them.

Case Study 1: Landowner, Central Belt

Landowner A owns and manages land on the outskirts of an urban area in the central belt. They are well-connected to the community and are a member of the local community council and development trust. They felt that they had a good understanding of the [Land Rights and Responsibilities Statement](#) (LRRS) prior to looking into the Good Practice Programme but they wanted to explore how best to engage with local communities.

On the landholding there is an access route to some communal land. The landowner is committed to making their land more accessible but they had some concerns about the safety of the livestock they keep. They had also been wondering about health and safety issues, such as diseases that could be spread between animals and people, and safe storage of fuel, chemicals and fertiliser. The landowner was looking for some tips on how to engage with the local authority planning department to consider these issues and come up with a practical solution that worked for everyone, enabling access while making sure livestock and people were kept safe.

The landowner downloaded the protocols on [Community Engagement in Decision Relating to Land](#) and [Good Stewardship of Land](#). They were reassured to see that their approach to communicating with local communities, which has involved engaging with the local community council as well as engaging with local community groups on a regular basis, was in line with the expectations set out in the protocols. This gave them the confidence to continue communicating openly and honestly.

What the landowner would like to see

When providing feedback on the Good Practice Programme, the landowner suggested that they would like to see the Commission engage more directly with landowners, as well as engage more widely with organisations that are involved in land decision making. They recognised that land sector in Scotland was very diverse, which can at times make it difficult to get the right information to the people who most need it. The landowner also suggested that the Commission should increase involvement with local community development trusts and local authorities, in light of their role in land use decision-making.

What the Commission is doing

The Commission works closely with stakeholders across different sectors, including through our [Good Practice Advisory Group](#), to raise awareness of the Land Rights and Responsibilities Statement and principles, and to help people apply these in their situation. We will continue to work with stakeholders to do this and will also extend its programme of training and workshops and identify opportunities to broaden the content of the programme.

Tell us about your experience

We are keen to hear of and share positive examples of good working relationships and welcome information about successful collaboration between landowners, land managers and local communities. These case studies can help tell other landowners, managers and community organisations about good practice. Get in touch with our Good Practice Team to share your stories, or to find out more on how you can improve your practices, at goodpractice@landcommission.gov.scot or 01463 423 300.

Case Study 2: Landowner

Landowner B, based in a rural mainland area, was made aware of the Good Practice Programme through Scottish Land & Estates, one of the members of the Commission's [Good Practice Advisory Group](#). They were looking for advice on landlord and tenant relationships and were keen to find out what was expected of them.

They downloaded five of the [Land Rights and Responsibilities protocols](#):

- Community Engagement in Decisions Relating to Land
- Transparency of Ownership and Land Use Decision-Making
- Diversification of Ownership and Tenure
- Negotiating Transfer of Land to Communities
- Common Good Land

They also downloaded the [Information Map for Landowners](#) and the [Good Stewardship of Land supporting information](#).

Although the landowner felt that they already had a good understanding of the [Land Rights and Responsibilities Statement](#) (LRRS) before reading the protocols and guidance, they found that the information improved their understanding of what actions were needed and what support and action they could expect from others. It also helped them think about how the protocol expectations could apply in their context and what actions they might need to take to meet these expectations.

In addition to downloading the protocols and supporting information, the landowner attended the Commission's webinar covering the protocols on Community Engagement and Transparency of Ownership and Land Use. Whilst the introductory webinar did not provide any new information, it reinforced the information on expected good practice and gave the opportunity for people to ask questions. The recording for the webinar, and for the other [protocol webinars](#), is available to watch back online, and [frequently asked questions](#) documents were prepared after the webinars to cover any common questions about the topics covered in the protocols.

Using what they have learned from the guidance and protocols, the landowner has put plans in place for future engagement that suits their context. They have recognised that they need to make several changes and have identified actions to take these forwards. They will focus in particular on how and how often they engage with their tenants. As they are in a rural area and the areas occupied by tenants are spread across different parts of the landholding, the landowner has identified that the best way to build relationships and share information is to meet with different tenants individually.

Tell us about your experience

We are keen to hear of and share positive examples of good working relationships and welcome information about successful collaboration between landowners, land managers and local communities. These case studies can help tell other landowners, managers and community organisations about good practice. Get in touch with our Good Practice Team to share your stories, or to find out more on how you can improve your practices, at goodpractice@landcommission.gov.scot or 01463 423 300.

Case Study 3: Landowner – Self Assessment Pilot**Background**

In 2019, the Scottish Land Commission made recommendations following an investigation into the issues associated with scale and concentration of land ownership. One of these recommendations was that landowners be supported to review their ownership and management of land against the principles of the Scottish Government's [Land Rights and Responsibilities Statement](#) (LRRS). The Commission worked with stakeholders to design a pilot for a voluntary self-assessment process aimed at landowners and managers across a range of sectors. Working directly with land owners and partners Scottish Land & Estates, Community Land Scotland and NFU Scotland, 31 pilot self-assessments were delivered. The intention of the pilot was to understand whether this was helpful for landowners and managers, and to give those who the process was aimed at a chance to give feedback and shape the process. A key focus was to help landowners to understand what they were doing well, what actions they could take to align their practice with the LRRS principles, and to give landowners a baseline against which to measure progress.

The Good Practice Programme

A landowner in Scotland's central belt was looking for advice on how to better engage with local communities in the area. They downloaded some of the Commission's [Land Rights and Responsibilities protocols](#), including Community Engagement in Decisions Relating to Land and Transparency of Ownership and Land Use Decision Making. They also looked at the additional materials that support implementation of the protocols, such as the [Community Engagement Route Map](#), which helped them to understand the kind of engagement needed depending on the potential impact of the changes being made, and the [resources list](#) and [case studies](#), which gave them ideas and information about what other people were doing.

Whilst the landowner had previously been aware of the statement, they found that the information outlined in the protocols and guidance gave them a better understanding of the principles and what is expected of them as a landowner. This resulted in the landowner and their land management team considering their existing approach to community engagement. The landowner also contacted the Good Practice Team to discuss their plans and ask for advice and guidance to ensure they were demonstrating good practice.

The Self-Assessment Pilot

Following on from these interactions, the landowner decided to sign up for the Commission's pilot to gain a broader understanding of their responsibilities and how their actions compared against

good practice. They also saw an opportunity to take stock of where they were, which would enable them to monitor their progress as a responsible land manager in future.

Through reviewing their practice, the landowner realised that there were other communities in the area that might be interested in and impacted by what they were doing and that they needed to engage with them too. They also realised that they would be better able to reach these communities by using several different methods of communication.

After completing the process, the landowner put together an action plan to support a change they were planning to make to the way their land was used. They spoke to different local organisations, held public meetings and shared information about their plans on the local communities' Facebook pages. They explained what their plans were and reassured people that these changes would not prevent access to the land. Actions were agreed between the parties involved to ensure continued access to the land without affecting the safety of livestock. These actions have been working well, with local communities actively helping to ensure people are responsible around the livestock.

The positive relationships built up have led to regular communication. A future planning application is now being discussed with communities to give them an opportunity to air their views and concerns. The landowner also organises for speakers to come to the area to talk about a range of issues which are important to local people.

Feedback on the process

The landowner has found the information from the protocols and guidance helpful in increasing their awareness of good practice. They found the self-assessment process helpful but would like to see more support available to take actions forward, particularly if a lot of change is needed. They also suggested that an accreditation process as part of a self-evaluation process would be useful to encourage more landowners to implement the good practice.

What the Commission is doing

All land owners who took part in the pilot demonstrated a wide range of good practice and were able to identify how they aligned with the principles of the LRRS. A majority of them also identified reasonable actions they could take to further align with the LRRS. Through feedback from participants, a number of improvements were identified that would make the self-assessment more accessible and useful and these have been reflected in the framework and process for future cohorts.

An [overview report](#) on the self-assessment pilot is available, as well as individual [reports from sectoral cohorts](#). If you would like to find out more about the process, please get in touch with the Good Practice team on goodpractice@landcommission.gov.scot.

Case Study 4: Community Development Trust

A community development trust was looking to purchase some woodland from a private landowner to develop a community asset which local people, including the local primary schools, could benefit from. The area in question already had some buildings and services, including a café, and the community trust hoped to expand on the facilities to encourage the community to make use of the land. The trust had plans to create a community information centre as well as woodland walking trails, and hoped to increase biodiversity of the woodland by planting a range of different native tree species.

A trust board member found out about the Good Practice Programme through the Commission's website and social media posts. The group hoped that the Programme could provide advice and guidance to inform their negotiations with the landowner. They were encouraged to read about the principles set out in the Land Rights and Responsibilities Statement, particularly that more local communities should have the opportunity to own, lease or use land.

The board members downloaded the protocols on [Land Ownership by Charities](#) and [Negotiating Transfer of Land to Communities](#), as well as the [Information Map for Communities](#) and the [Good Stewardship of Land supporting information](#). They also looked at the [case studies](#) on the website to see examples of good practice from elsewhere. The protocols, guidance and case studies helped the group better understand how they could work with the landowner to explore a negotiated transfer, and what they should expect from them in terms of a response to their request for a meeting about a possible purchase.

With their knowledge of the protocol expectations and the guidance they read, the group felt confident approaching the landowner. While the response was not as they would have hoped, with the landowner indicating they do not want to sell the land, the group recognises the role the Commission can play in supporting them and would seek additional support from the Good Practice Team to facilitate further negotiations with the landowner if required.

Tell us about your experience

Get in touch with our Good Practice Team to share your stories, or to find out more on how you can improve your practices, at goodpractice@landcommission.gov.scot or 01463 423 300.

If you experience a situation which differs significantly from the expectations set out in our protocols, please contact us with details and supporting evidence where available. We encourage you to speak to the relevant landowner or community organisation to find a resolution first, but we know that this is not always possible. If there is a relevant regulator you should also approach them. Where appropriate we will provide advice and work with you and the other parties involved, if applicable, to deal with any difficulties and help improve practice. Knowing what is happening in practice also helps influence the future development of policy, protocols and guidance.

Section 5: Conclusions and Recommendations

5.1 Conclusions

It is recognised that the results of the evaluation are primarily based on the feedback from 53 participants, most of whom are landowners and community organisations and tended to have some familiarity with the LRRS before accessing the Good Practice Programme. However, the evaluation also includes feedback from 5 stakeholders, four of whom represent organisations with large numbers of members who form part of the Scottish land sector.

5.1.1 Awareness of the Programme

The most common way respondents found out about the Programme was through the Commission, particularly the SLC website, which was also a common source of information on SLC generally. Whilst web-based communications were a common source of information, respondents generally wanted SLC to have a higher media profile and also to use more direct contact methods such as public meetings, emails from staff and direct contact with staff.

Feedback from the stakeholders suggested that, whilst they were aware of the Programme and had been invited to comment on its content, they had not promoted the Programme to any great extent and this is reflected in the ways in which respondents found out about the Programme, which tended to be SLC based sources.

5.1.2 Expectations

The majority of respondents indicated that the Programme had met their expectations completely and none of the respondents suggested that it was not relevant to them. However, a small number of respondents, did indicate that the Programme was only somewhat relevant to them. These tended to be community organisations.

Feedback from the stakeholders also highlighted some issues with relevance of the Programme to particular types of organisations, such as charities where it was felt that the Programme did not fully recognise the diverse nature of the charity sector or the limitations put on the role of a Trustee by the Office of the Scottish Charity Regulator to ensure adherence to the charitable objectives. There was also a view that the Programme content could better reflect the issues for some sub-sectors such as forestry and farming.

5.1.3 Engagement with the Programme

The protocols were the most commonly used aspect of the Programme, particularly those related to community engagement. Whilst almost all respondents had accessed more than one protocol, the information relating to community engagement was the most widely accessed topic across all aspects of the Programme.

The protocols for Transparency of Ownership and Land Use Decision Making, Good Stewardship of Land and Negotiating Transfer of Land to Communities were also popular.

However, fewer respondents had used any of the additional resources supporting the protocols.

The desire to learn about the LRRS principles and community engagement also appears to be replicated in the choice of webinars which participants attended, with Community Engagement and Transparency of Ownership and Land Use being by far the most popular.

5.1.4 Effectiveness

Feedback from respondents suggested that the protocols had been effective in raising awareness and understanding of what is expected of them and others in relation to the LRRS and have encouraged them to think about how to implement the learning. This is also borne out by the feedback from the stakeholders who suggested that the Programme has:

- Increased awareness of the LRRS, its principles and expectations
- Improved understanding of how the LRRS can be applied
- Increased the focus on the need for community engagement.

The workshops, which were tailored for organisations and therefore had less uptake than the protocols, were also effective in further increasing awareness and understanding of the requirements of the LRRS.

5.1.5 Applying learning

The feedback from respondents indicates progress in applying learning from the protocols, most particularly in relation to increasing community engagement. Respondents who were from the public sector suggested that the protocols had helped develop local plans for land and building use, an outcome also highlighted by some of the stakeholders in the evaluation.

Whilst the workshops had less uptake than the protocols, they were effective in encouraging action. Indeed, the workshops were the second most effective of all aspects of the Programme after the self-assessment pilot, with examples of changes in planning and project development as well as the management and use of property.

All of the respondents who had participated in the self-assessment pilot indicated that they had applied learning as a result, particularly in relation to planning and engaging and communicating with communities.

5.1.6 Support from the Good Practice Team

In addition to accessing the Programme, just over half of the Survey respondents had been in contact with the Good Practice Team, generally to seek further clarification to obtain advice on engaging with communities or other local agencies. For the majority of these respondents, this had been a positive experience.

5.1.7 Barriers to applying learning

For those who had not applied learning following engagement with the Programme, lack of time appeared to be a key barrier, with respondents indicating that applying the learning from the Programme would require considerable planning and that it was too soon after the learning for them to have changed their practice.

For a small number of respondents, the reason for lack of action was a belief that their practice, particularly in relation to community engagement, already complied with the requirements of the LRRS.

5.2 Recommendations

The evaluation feedback suggests that the following recommendations should be considered in relation to:

- Encouraging change following engagement with the Programme
- Communicating with target audiences
- Enhancing Programme content
- Enhancing SLC role.

5.2.1 Encouraging change following engagement with the Programme

The reasons given for lack of change relate either a perception that they are doing what is required or a perception that the change required is considerable. It may be that more direct follow up after engagement with the Programme would be beneficial in helping to enable change, or that a clearer roadmap to implementing change is needed.

It is recognised that SLC are already adopting an action focused approach to other aspects of their activities, where information is provided on a small number of actions which would enable those in the land sector to implement change. Based on the feedback from the respondents in this evaluation, it would be beneficial if this approach could also be reflected in the wider Programme content.

Direct follow up is an extensive commitment and one which SLC is unlikely to be able to support alone. It would be beneficial if SLC's stakeholders, many of whom have large memberships could take more active roles in either promoting the Programme or establishing how their members are using the learning. They are key influencers in the sector and an important basis on which to support the drive for change. Given that the stakeholders will have contact with individuals and organisations who have accessed the Programme, something which SLC does not have for all participants, it would be beneficial for SLC to explore how the stakeholders could more explicitly support change amongst their members.

5.2.2 Communicating with target audiences

There was a preference amongst survey respondents for more direct contact from SLC, including nominated contacts – an approach which is used by some NDPB's where the sector they support is highly diverse, similar to the land sector.

It would also be beneficial if stakeholders could be encouraged to take a more prominent role in raising awareness not only of the Good Practice Programme but also the wider aspects of SLC's role in relation to natural capital/carbon offsetting investment in land, land and property taxes, urban land use and housing.

5.2.3 Enhancing Programme content

A few respondents (including stakeholders) suggested that there were some issues which should be addressed, namely:

- Including content relating to forestry and farming as these areas form a considerable part of the land economy in Scotland
- Including content on additional alternative models of ownership and use
- How to engage with Community Planning Partners as part of land-use decision making
- Consideration of content for communities which are not area based but which are connected through a common interest and a common use of land.

5.2.4 Enhancing SLC role

Some respondents suggested that SLC should have more powers to enforce change so that if the LRRS principles become mandatory in future, there will be measures available to ensure changes to behaviour and practice are made.

In addition to this, some respondents suggested that SLC have an increased role in planning decisions to ensure that the decisions consider all aspects of Scottish Government strategy and the wider issues which underpin the Scottish Government land strategy.

Appendix 1:
Survey questionnaires and discussion guide



**Scottish Land Commission
Good Practice Programme
Participant Survey**

SECTION 1: BACKGROUND

Q1 How did you find out about the Good Practice Programme?
(Please tick all that apply)

Scottish Land Commission Website
Scottish Land Commission Twitter/Facebook/ Instagram / You Tube/Soundcloud
Scottish Land Commission public meeting
Community Land Scotland
DTA Scotland
NFU Scotland
Scottish Environment Link
Scottish Land & Estates
Other (Please state)

Q2 Did you read or use any of the Good Practice Protocols?

Yes (Please go to SECTION 2, Q3)
No (Please go to SECTION 3 Q6a)

SECTION 2: PROTOCOLS

Q3 Which protocols did you read / use?
(Please tick all that apply)

Community Engagement in Decisions Relating to Land
Transparency of Ownership and Land Use Decision-Making
Land Ownership by Charities
Land Ownership by Private Trusts
Diversification of Ownership and Tenure
Negotiating Transfer of Land to Communities
Good Stewardship of Land
Common Good Land

Q2c As well as the protocols, did you use any of the following:

	Yes	No
Information Map for communities		
Information map for landowners		
Community Engagement Useful Resources		
Engagement Route Map		
Case Studies		
Template for Transparency of Ownership		
Diversification of ownership, management and use route map		
Good Stewardship of Land Supporting Information		

Q3 To what extent do you agree with the following statements?

The Protocols.....

	Completely	Mostly	A Little	Not at all
Improved my / our overall understanding of the LRRS and the principles it sets out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved my /our understanding of what actions I / we could take	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved my / our understanding of the kind of behaviour we could reasonably expect from others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved my / our understanding of the kind of behaviour others could reasonably expect from me / us	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gave me /us ideas for changes I / we could make in our practice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me / us make plans for change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q4a Have you implemented any learning from the protocols?

Yes
No

Q4b Please explain what you do differently as a result of the Protocols or why you have not been able to apply the learning

SECTION 3: WEBINARS

Q6a Did you attend any Land Rights and Responsibilities Protocol webinars?

Yes (Please go to Q6b)
No (Please go to Q10a)

Q6b Which webinars did you attend?

(Please tick all that apply)

Community engagement & transparency of ownership and land use	<input type="checkbox"/>
Land ownership by charities and trusts	<input type="checkbox"/>
Diversification of ownership and tenure	<input type="checkbox"/>
Good stewardship	<input type="checkbox"/>
Common good	<input type="checkbox"/>

Q7 To what extent do you agree with the following statements?

The Webinar(s).....

	Completely	Mostly	A Little	Not at all	Not relevant
Improved my / our overall awareness of the Land Rights and Responsibilities Statement (LRRS)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved my /our overall understanding of the LRRS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved my / our understanding of the kind of behaviour we could reasonably expect from others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gave me / us ideas for changes we could make in our practice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q8a Did you take any actions as a result of attending the webinars?

Yes

No

Q8b Please explain what do you do differently as a result of the webinar(s) or why you have not been able to apply any learning

SECTION 4: ONLINE WORKSHOPS

Q10a Did you attend any online workshops held for your organisation or a membership organisation?

Yes (Please go to Q10b)

No (Please go to Q14a)

Q10b What was the purpose of the workshop?

Q11a Have you been able to implement any learning from the workshop(s)?

Yes

No

Q11b Please explain what you or your organisation do differently as a result of the workshop(s) or why you have not been able to apply any learning

SECTION 5: FUTURE PLANS

Q13a Are you planning to make any changes as a result of the training?

Yes

No

Q13b Please explain the reasons for your answer

SECTION 6: OTHER CONTACT

Q14a Have you been in contact with the Good Practice Team for the following reasons:

- To make an enquiry (asking for information, signposting or clarification)
- To raise an issue relating to conduct that did not align with the protocol expectations
- To ask for advice / support on a strategy or policy
- Other
- No, I have not had any other contact (go to Q 15a)

Q14b What did you hope would be the result of your contact?:

Q14c Did the response you received help you to answer your question or resolve your issue?

- Yes
- No
- Partially

Q14d Please explain the reasons for your answer

Q15a Did you participate in the self assessment pilot?

Yes (Please go to Q15b)
No (Please go to Q16)

Q15b What was your reason(s) for taking part?

Q15c What do you or your organisation do differently as a result of the pilot?

SECTION 7: OVERALL

Q16a Would you say the Good Practice Programme is relevant to you?

Completely

Mostly

A little

Not at all

Q16b Please explain the reasons for your answer

Q17a What were your expectations of what the Good Practice Programme could do for you / your organisation?

Q17b Has the Programme met your expectations?

Completely

Mostly

A little

Not at all

Q17b Please explain the reasons for your answer

Q18a What would you like to see the Programme cover in future? (e.g. other subjects, different formats of training / awareness raising, specific types of support or guidance)

Q18b Do you have any ideas that could improve the Programme or make it more effective?

Q19. How do you hear about the work of the Scottish Land Commission? (Please tick all that apply)

- Website
- Twitter
- Facebook
- LinkedIn
- Instagram
- Direct email
- Scottish Government
- The media
- Newsletter
- Other (please specify)

Q20 How would you describe the Commission's role?

Q 21 Are there particular areas of work that you most associate with the Scottish Land Commission? (Please tick as many as apply)

- Rural land issues
- Community land ownership
- Modernising land ownership
- Vacant and derelict land
- Land use decision making
- Land rights and responsibilities
- Good practice in responsible land ownership
- Tenant Farming Commissioner
- Agricultural holdings
- Housing
- Urban land use
- Land and property taxes
- Natural capital/carbon offsetting investment in land
- Other (please specify)

Q22 Has Scottish Land Commission work and communications activity stimulated you to think differently about land and land reform and what it can deliver?

- Yes it has, very much so

- Yes it has, a little
- Neutral
- No, not particularly

Q23 How could the Commission improve communication and engagement with you or your organisation?

- More frequent e-newsletters
- More direct emails from staff
- More conferences/events
- Higher media profile
- More direct/regular contact
- More use of social media
- More public meetings
- Other (please specify)

SECTION 8: ABOUT YOU

We need a little information to help us understand the effectiveness of the Programme by type of participant. This does not identify you as a respondent to this Survey.

Q24 Are you:

- A Community Council representative?
- A community organisation representative?
- A landowner?
- A charity?
- A private trust?
- A tenant?
- An individual?
- Other?

Q25 Are you from:

- A large urban area?
- A smaller urban area?
- An accessible rural area?

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A remote rural area?

An island?

Q26 Before you accessed the Programme, would you say you were....

Fully familiar with LLRS

Somewhat familiar with LLRS

Knew very little about LLRS

Knew nothing about LLRS

Q27a Would you be willing to talk to someone from Axiom in more detail about our experience with the Programme?

Yes

No

Q27b If yes please provide your telephone contact details below



SCOTTISH LAND COMMISSION
COIMISEAN FEARAINN NA H-ALBA



**Scottish Land Commission
Good Practice Programme
Stakeholder Survey**

SECTION 1: BACKGROUND

Q1 How did you find out about the Good Practice Programme?

Q2 What do you see as the role of the Good Practice Programme?

Q3 What do you think the Good Practice Programme should achieve?

Q4 Which elements of the Good Practice Programme has your organisations made use of?

(Please tick all that apply)

Land Rights and Responsibilities Protocols	<input type="checkbox"/>
Protocol Webinars	<input type="checkbox"/>
Additional guides / material to support protocols (e.g. transparency template, route maps)	<input type="checkbox"/>
Case Studies	<input type="checkbox"/>
Workshops (tailored for organisations)	<input type="checkbox"/>
Enquiries / casework	<input type="checkbox"/>
Review of strategies or policies	<input type="checkbox"/>

SECTION 2: THE PROGRAMME

Q5 To what extent do you agree with the following statements?

The Programme has...

	Completely	Mostly	A Little	Not at all	Not sure
Improved overall understanding of the LRRS and the principles it sets out	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved understanding of what actions could be taken	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved understanding of the kind of behaviour that could be reasonably expected from others	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Improved understanding of the kind of behaviour others could reasonably expect participants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gave ideas for changes could be made in people's practice	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped make plans for change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Helped me/us promote the LRRS more widely	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Q6 What does your organisation do differently as a result of the Programme?

Q7a Were there any challenges for you or your organisation in implementing the learning from the Programme?

Yes

No

Q7b Please explain the reasons for your answer

Q7c Have you been able to address these challenges?

Yes

No

Q7d Please explain the reason for your answer

SECTION 3: FUTURE PLANS

Q8a Are you aware of any plans for further change which you or your members intend to make as a result of the Programme?

Yes

No

Q8b Please explain the reasons for your answer

SECTION 4: OVERALL

Q9a Would you say the Good Practice Programme is relevant to your organisation?

Completely

Mostly

A little

Not at all

Q9b Please explain the reasons for your answer

Q10a What were your expectations of what the Good Practice Programme could do for your organisation / members?

Q11a Has the Programme met your expectations?

Completely

Mostly

A little

Not at all

Q11b Please explain the reasons for your answer

Q12a What would you like to see the Programme cover in future? (e.g. other subjects, different formats of training / awareness raising, specific types of support or guidance)

Q12b Do you have any ideas that could improve the Programme or make it more effective?

Q13. How do you hear about the work of the Scottish Land Commission? (Please tick all that apply)

- Website
- Twitter
- Facebook
- LinkedIn
- Instagram
- Direct email
- Scottish Government
- The media
- Newsletter
- Other (please specify)

Q 14 Are there particular areas of work that you most associate with the Scottish Land Commission? (Please tick as many as apply)

- Rural land issues
- Community land ownership
- Modernising land ownership
- Vacant and derelict land
- Land use decision making
- Land rights and responsibilities
- Good practice in responsible land ownership
- Tenant Farming Commissioner
- Agricultural holdings
- Housing
- Urban land use
- Land and property taxes
- Natural capital/carbon offsetting investment in land
- Other (please specify)

Q15a Would you be willing to talk to someone from Axiom in more detail about our experience with the Programme?

Yes

No

Q15b If yes please provide your telephone contact details below

Client	Scottish Land Commission
Project	Evaluation of Good Practice and Community Engagement in Land Lot 1: Good Practice Programme Evaluation



Interview Discussion Guide for Key Partners

1. Introduction

- Interviewer Introduction
- Purpose of Interview
- All comments made are strictly confidential and will not be attributed to participating individuals
- Interview will last up to 60 minutes

2. Discussion topics

Interviewee Role

- Role and responsibilities

Background to the Programme

Explore:

- Their understanding of the Good Practice Programme
- Their involvement in the Programme to date
- What they hope it will achieve (short, medium and longer term) – what does success of the Programme look like for their organisation
- How this fits alongside what their organisation is seeking to achieve

The Programme

Explore:

- Their involvement in the development of the Programme
- Their understanding of how the Programme is structured and the rationale for the choice of content
- How they anticipated that the Programme would be implemented
- How they anticipated that their members would use the Programme
- How were their members made aware of the Programme (exploring their role in this, if any)
- What the reaction to the Programme has been amongst their members

- Any challenges which arose in the development and implementation of the Programme and how these have been/are being addressed
- Any differences between their expectations of how the Programme would be used by their members and the actual experience
- What elements of the Programme have worked best and what has been less effective?
- Their perception of the difference the Programme has made and what benefits have resulted (particularly in promoting LLRS in practice)
- How the Programme could be improved and what they would like to see in the future (in terms of topics covered or types of support / guidance)
- What role could they fulfil in respect of the Programme going forward
- Do they have any case studies that demonstrate positive impact of the Good Practice Programme?

Discussion Guide for Follow Up Depth Interviews

1. Introduction

- Facilitator Introduction
 - Purpose of discussion
 - All comments are strictly confidential and not attributed to participating individuals
 - Discussion will last up to 20 minutes
-

2. Discussion topics

Background

Explore:

- Role and responsibilities
- Awareness of Land Rights and Responsibilities Statement before participating in the Programme
- How they became aware of the Programme
- What they thought the Programme was trying to achieve
- Reasons for choosing the elements of the Programme (i.e. protocols, webinars, workshops, additional resources, case studies, etc)
- What they had planned to do as a result of accessing the Programme

Prior to the Programme

Explore in relation to their role:

- Their approach prior to the Programme to
 - Community Engagement – e.g. ongoing communication or relationships, any project / activity specific engagement
 - Transparency of ownership and Land Use Decision Making – e.g. how did they share information about what they owned and their decision-making processes)
 - Diversification of Ownership and Tenure – e.g. did they lease land or property or have management agreements in place, any land sales in recent past)
 - Transfer of land to communities – e.g. were they approached by communities who wanted to own, use or lease land, was there a process or policy in place that covered this
 - Stewardship of Land – any policies or strategies in place, any designations or scheme membership

FOR THOSE WHO *HAVE OR PLAN TO IMPLEMENT CHANGES FROM THE PROGRAMME*

- What key messages have they taken from the Programme
- How have they used/how do they plan to use these in their day to day practice
 - What do they do now/or plan to do that they wouldn't have done before
 - Reasons for this
 - Outcomes from it (actual or expected)
- How will they achieve/have they achieved this change
 - What will be/were the key challenges
 - What will help/helped support the change
- What specifically about the Programme encouraged them to change
- What else might help to support changes in their practice
- Are there any gaps in the Programme content, format etc which need to be addressed
- To what extent they would recommend the training to others and the reasons for this

FOR THOSE WHO DO NOT PLAN TO IMPLEMENT CHANGES FROM THE PROGRAMME

- What key messages have they taken from the Programme
- Was there anything that was suggested by the Programme that is different to their current approach
 - If so, explore what this is
 - Explore any plans to change their current approach and reasons for this
- What else might help to support changes in their practice
- Are there any gaps in the Programme content, format etc which need to be addressed
- To what extent they would recommend the training to others and the reasons for this

Winding up

Summarise key views expressed during discussion. Reaffirm confidentiality, etc. Thank and close discussion.