



SCOTTISH LAND COMMISSION
COIMISEAN FEARAINN NA H-ALBA

Commissioners Meeting

Tuesday 7th November 2023, 1.30pm
Fishers Hotel, Pitlochry

A G E N D A

Item no	Item	Paper no	Action	Lead
	Welcome/Apologies			Andrew Thin
	Declarations of Interest			Andrew Thin
1.	Minutes of the previous meeting: 3 rd October 2023	1	For agreement	Andrew Thin
2.	Quarterly Progress Report <ul style="list-style-type: none">• Delivery• Budget• Risk• Communications	2 Annex A Annex B Annex C Annex D	For discussion	Hamish Trench
3.	Framework for reviewing vacant posts	3	For information	Hamish Trench
4.	Scottish Government sponsor team update	-	For information	Fiona Taylor



SCOTTISH LAND COMMISSION
COIMISEAN FEARAINN NA H-ALBA

**Commissioners' Meeting 7th November 2023
Pitlochry**

PAPER 2

Quarterly Progress Report

Purpose:	To review quarterly progress for Qtr 2
Previous board papers:	8 th August 2023 Quarterly Progress Report
Action required:	For discussion

The quarterly progress reports are intended to maintain oversight of progress through the year. This report covers the second quarter of the 23/24 Business Plan. The table below shows progress against the Strategic Plan KPIs.

KPI MEASUREMENT	2023/24 TARGET	Progress
DELIVERY		
% of planned outputs in annual business plans delivered	95%	On track: 71%
		Delayed/Changed: 29%
		See ANNEX A
STAKEHOLDER RELATIONS		
Feedback as reported through perceptions audits	Maintain or increase perceived impact	Next audit due 2024
STAFF SATISFACTION		
% reported staff satisfaction in staff surveys	Increase	July 2023: 66.7% relatively or extremely satisfied
FINANCE		
End of year out-turn	Within 2% of total allocated budget	See ANNEX B

The report comprises four annexes:

- a) **Delivery Progress:** Annex A sets out the RAG assessment and progress commentary for delivery against our 23/24 Business Plan. In Quarter 2 we have taken decisions to delay some outputs as we prioritise work while carrying staff vacancies. Significant adjustments include:

- Work reviewing progress against the TFC 2018 recommendations on the review of agents has been on hold pending start of Tenant Farming Manager in October;
- Proposed land agent training programme is on hold due to reprioritisation within the Good Practice team;
- The proposal to launch a refreshed Good Practice Advice service is on hold pending consideration of the changing context of the land reform bill, but our existing programme continues as normal.

b) Finance Review: Annex B provides a summary of the budget at the end of the second quarter. The management team have carried out a half year finance review including reallocations and adjustments for the second half of the financial year.

c) Audit and Risk: The Strategic Risk Register is provided at Annex C. The board considered an annual review of strategic risks at its September meeting. The risk flagged as increasing is the risk in maintaining effective stakeholder relations as the dynamics of relationships may change as the Land Reform bill is introduced.

d) Communications: Annex D provides a summary of communications activity over Quarter 2 and a look ahead.

Other Updates

Staffing

During Quarter 2 we have carried a number of staff vacancies pending recruitment. We completed recruitment for the Land Governance Adviser and Tenant Farming Manager, Miranda Geelhoed and Peter MacDougall have now come into these posts in October.

We have also completed recruitment for the Communications and Engagement Manager, with an appointment due to start in January and the Good Practice Adviser with an appointment due to start in December. Recruitment into Finance Officer post is ongoing.

Strategic Plan and Programme of Work

We received confirmation of Ministerial approval for the new Strategic Plan and Programme of Work on 4th September. These have since been laid in Parliament and published.

Hamish Trench
Chief Executive

PAPER 4 ANNEX A: Delivery Report					
*RAG Status:	Delivery on track	Delivery delayed or changed	Risk of non-delivery		
Theme	Priority	Activity	Planned Outputs	Progress Commentary	RAG
Reforming land rights	Providing advice and evidence to Scottish Government, Parliament and stakeholders on the proposed Land Reform Bill and other Bills where relevant	Provide evidence and advice to Scottish Government, Parliament and stakeholders to support development of the Land Reform Bill, as well as Agriculture, CWB and Human Rights Bills	Advice & evidence on land reform bill through parliamentary process	Research on learning from French experience of SAFER model – publication delayed to Qtr 3, published October	Orange
			Advice to inform the Community Wealth Building Bill (see Tenant Farming re Advice on Agric Bill)	Response to CWB Bill submitted. Work on Common Good to start Qtr 3	Green
			Human Rights Advisory Forum - regular meetings/advice	1 meeting held in Qtr 2 focused on human rights bill and SG draft constitution	Green
	Providing advice for policy and practice on diversifying the pattern of land ownership	Review and promote practical ways to diversify the ownership and governance of land holdings	Community Land Ownership Leadership Group re-established to coordinate leadership in developing community land ownership & governance	3 rd meeting held in Qtr 2 focused on capacity, asset transfer and CRtB. Future meeting series in place.	Green
			Advice and guidance publications to support the sector to diversify ownership and governance	Briefing paper on governance published Qtr 3; Guidance on disposals policy for land owners to be commissioned Qtr 3; stakeholder event on future governance options scheduled Nov.	Orange
			Work with land owners to support and test a range of practical approaches to diversifying governance and ownership	On hold pending recruitment. Land Governance Adviser in post October.	Orange
			Collaboration with Crown Estate Scotland to pilot Community	Project Manager appointed and project announced Qtr 1.	Green

			Ownership Accelerator initiative to enable community land acquisition	Formal start in Qtr 3. Project Manager in post September, phase 1 underway.	
Reforming land markets	Providing advice for policy and practice on natural capital, the land market and a just transition	Keep under review the implications of emerging natural capital value in the land market	Rural land markets insight and analysis publications and long-term monitoring approach agreed with partners	2022 Land market insights report published in Qtr 1; Land market data report completed and due to be published Qtr 3. Partnership for next 3 years agreed with SRUC.	
		Advise on responsible approaches to securing community benefit from natural capital investment and value	Advice on community benefit in natural capital investment to inform SG market framework	Advice to government on Natural Capital & Land Reform: Next Steps for a Just Transition published in Qtr 1. Engagement with Just Transition Commission to inform JTC land and agriculture report; Continue to advise through SG NSET programme.	
			Encourage adoption of good practice in delivering community benefit in natural capital projects by providing support, advice and publishing guidance	Guidance on community benefits completed, for publication Qtr 3. Refreshed Community Benefits Advisory Group in place; Providing advice on developing UK and Scottish Codes and Standards	
	Providing advice for policy and practice on	Review progress to support momentum in tackling vacant and derelict land	Stock-take of action on delivering the recommendations of the	Internal scoping of approach completed Qtr 1; Scope agreed by board Oct;	

	land development and regeneration		Vacant and Derelict Land Taskforce	Contract for supporting research tendered Qtr 3	
		Support more effective approaches to land assembly for housing and development	Community of practice to support and develop negotiated approaches to land assembly & contribute to NPF4 Delivery Plan	Internal scoping of approach completed Qtr 1 Informed by stakeholder workshop Aug; Working group to be convened Qtr 3	
			Advice to support Remote, Rural and Islands Housing Plan and rural repopulation pilots	Participation in SG Planning, Infrastructure & Place Advisory Group; advised SG on rural & Islands Action Plan; using published research to inform options; discussion with HIE on refresh of rural housing analysis.	
Responsible land ownership and use	Strengthening practical implementation of the Land Rights and Responsibilities Statement (LRRS)	Deliver an effective Good Practice Programme to support land owners, managers and communities to implement in practice the principles of the LRRS across urban and rural Scotland.	Promote refreshed Good Practice Advice Service to support the practical implementation of LRRS	Put on hold to 24/25 due to evolving context with Land Reform Bill	
			Respond to casework enquiries and requests for advice on LRRS implementation	23 cases during Qtr 2 (18 in Q1)	
			Develop further approaches to LRRS self assessments, identifying opportunities to scale-up in 2024/25	Refreshed template being piloted; Leadership in good practice prog in Q4 in LLTNP	
			Improve access to and uptake for internally created learning resources, tools and guides	Preparing changes to improve website information delayed to Qtr 4 due to staff vacancies	
			Deliver a programme of CPD training on LRRS for land agents	Reprioritised due to staff vacancies – delayed to Qtr 4	
			Work with Scottish Forestry and the forestry sector to improve	Agreement in place with Confor for training on	

			approaches to community engagement and benefit	engagement; Ongoing work with SF to refresh Forestry Grant Scheme	
			Publish a report on casework and advice to inform future policy and practice	Draft report considered by board Qtr 1, for completion and publication Qtr 3	
Tenant Farming	Tenant Farming Commissioner (TFC)	Support good relations between agricultural landlords and tenants	Codes of Practice and Guidance	New Guidance on Tree Planting developed	
			Casework enquiries and advice on implementation of Codes and Guidance		
			Mediation panel	No applications to date	
		Statutory appointment of valuers as per Relinquishment and Assignment legislation	Review of procedures and guidance, maintain valuers panel and valuer appointments made within statutory timescale	Advised SG on proposed amendments for clarity in legislation.	
		Seek relevant advice to the sector on matters of legal uncertainty through s38	Guidance publication following Land Court determination on resumption in limited duration tenancies	No further action needed	
		Provide advice to Scottish Government to support enactment of 2016 Act and on the implications in the Agriculture Bill for the tenanted sector	Advice in relation to new housing standards in agricultural holdings and relevant proposals in the Agriculture Bill	TFAF meetings held Apr/May/June advising SG on development of Agriculture Bill.	
		Undertake 5 year review of the findings and recommendations of the 2018 Review of the Operation of Agents	Re-survey and review of implementation against 2018 recommendations	Outline approach scoped in Qtr 1, due to deliver Qtr 3	
		Stakeholder engagement	Tenant Farming Advisory Forum	Increased frequency of meetings to advise SG on Agriculture Bill. Next Oct.	

Strategic Plan Theme	Business Plan Priority	Staff Lead	Original Budget Allocation	Revised Budget Allocation	Q1 Actual	Q2 Profiled	Q2 Actual	Variance Q2	Explanation for variance	Total spend to date	Revised Q3	Revised Q4	Total Profiled	Unprofiled against budget
Commissioners	Commissioners meetings	Hamish Trench	500.00	1,200.00	705.14	0.00	166.97	166.97	Difficult to profile in advance	872.11	261.36	0.00	1,133.47	66.53
	Commissioners training and developmen	Hamish Trench	3,000.00	3,000.00	240.00	0.00	0.00	0.00		240.00	0.00	2,520.00	2,760.00	240.00
	Commissioners travel and subsistence	Hamish Trench	11,000.00	11,000.00	3,033.07	2,600.00	2,848.82	248.82	Difficult to profile in advance	5,881.89	2,400.00	2,966.93	11,248.82	-248.82
	Commissioners fees	Hamish Trench	59,500.00	59,500.00	14,443.00	14,957.00	14,442.99	-514.01	awaiting pay award implementation	28,885.99	14,700.00	14,700.00	58,285.99	1,214.01
Total				18,421.21	17,557.00	17,458.78	-98.22			35,879.99	17,361.36	20,186.93	73,428.28	1,271.72
Staffing	Staff payroll/on-costs	Hamish Trench	1,072,000.00	1,000,000.00	222,559.17	217,000.00	205,300.05	-11,699.95	leavers	427,859.22	272,561.93	282,000.00	982,421.15	17,578.85
	Recruitment	Hamish Trench	2,500.00	3,000.00	438.00	1,650.00	1,578.79	-71.21	awaiting invoice	2,016.79	855.00	500.00	3,371.79	-371.79
	Staff travel and subsistence	Hamish Trench	22,000.00	22,000.00	4,224.38	6,000.00	3,415.54	-2,584.46	predominantly home workers who were leavers	7,639.92	4,500.00	7,275.62	19,415.54	2,584.46
	Staff training and development	Nikki Nagler	25,000.00	25,000.00	8.00	0.00	290.14	290.14	training brought forward	298.14	8,378.00	15,174.00	23,850.14	1,149.86
Total				227,229.55	224,650.00	210,584.52	-14,065.48			437,814.07	286,294.93	304,949.62	1,029,058.62	20,941.38
Communications	Communications campaigns	Nikki Nagler	15,000.00	15,000.00	62.29	0.00	92.70	92.70	Difficult to profile in advance	154.99	96.00	14,532.00	14,782.99	217.01
	Communications Support	Nikki Nagler	25,000.00	25,000.00	4,142.20	6,434.00	5,909.76	-524.24	invoices less than expected	10,051.96	7,086.00	9,448.00	26,585.96	-1,585.96
	Design and Printing	Nikki Nagler	10,000.00	20,000.00	54.00	4,000.00	1,687.86	-2,312.14	Awaiting invoices	1,741.86	6,500.00	2,000.00	10,241.86	9,758.14
	Digital	Nikki Nagler	8,000.00	8,000.00	0.00	550.00	80.00	-470.00	awaiting invoices	80.00	550.00	6,900.00	7,530.00	470.00
	Events	Nikki Nagler	15,000.00	15,000.00	2,227.84	550.00	110.34	-439.66	awaiting invoices	2,338.18	750.00	10,750.00	13,838.18	1,161.82
	Communications monitoring and review	Nikki Nagler	8,000.00	8,000.00	1,420.93	1,500.00	224.02	-1,275.98	awaiting invoices	1,644.95	1,500.00	3,500.00	6,644.95	1,355.05
	Internal Communications	Nikki Nagler	0.00	0.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00	0.00	0.00
Total				7,907.26	13,034.00	8,104.68	-4,929.32			16,011.94	16,482.00	47,130.00	79,623.94	11,376.06
Organisational Development	Climate Action	Nikki Nagler	500.00	800.00	0.00	774.00	774.00	0.00		774.00	0.00	0.00	774.00	26.00
	External Meeting Costs	Nikki Nagler	1,000.00	200.00	0.00	0.00	0.00	0.00		0.00	0.00	0.00	0.00	200.00
	HR Service	Nikki Nagler	15,000.00	15,050.00	262.20	3,750.00	3,522.52	-227.48	Invoice less than expected	3,784.72	3,750.00	7,500.00	15,034.72	15.28
	Health, Safety, Environment & Quality	Nikki Nagler	3,000.00	2,000.00	259.00	474.00	0.00	-474.00	spend pushed back	259.00	1,000.00	700.00	1,959.00	41.00
	Insurance and bank charges	Nikki Nagler	1,000.00	1,000.00	75.02	75.00	75.00	0.00		150.02	730.00	75.00	955.02	44.98
	IT Service	Nikki Nagler	75,000.00	75,000.00	23,586.32	15,500.00	8,203.26	-7,296.74	awaiting invoices	31,789.58	17,000.00	25,500.00	74,289.58	710.42
	Legal Advice	Nikki Nagler	15,000.00	2,400.00	2,400.00	3,600.00	6,384.00	2,784.00	unprofiled urgent spend	8,784.00	3,600.00	3,600.00	15,984.00	4,016.00
	Office Accommodation	Nikki Nagler	20,000.00	20,000.00	0.00	18,000.00	18,000.00	0.00		18,000.00	0.00	0.00	18,000.00	2,000.00
	Office Supplies	Nikki Nagler	1,000.00	1,000.00	197.77	0.00	0.00	0.00		197.77	100.00	200.00	497.77	502.23
	Organisational Financial Performance	Nikki Nagler	48,000.00	56,000.00	4,989.60	1,000.00	3,603.60	2,603.60	internal audit spend not profiled accurately	8,593.20	4,000.00	43,000.00	55,593.20	406.80
	Research Capacity Building	Nikki Nagler	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	0.00		1,000.00	0.00	0.00	1,000.00	0.00
	Subscriptions and memberships	Nikki Nagler	2,500.00	2,500.00	1,522.00	180.00	90.00	-90.00	awaiting invoice	1,612.00	90.00	90.00	1,792.00	708.00
Total				33,291.91	44,353.00	41,652.38	-2,700.62			74,944.29	30,270.00	80,665.00	185,879.29	8,670.71
Tenant Farming	Mediation	Hamish Trench	3,000.00	3,600.00	0.00	3,600.00	3,600.00	0.00		3,600.00	0.00	0.00	3,600.00	0.00
	Review of agents	Hamish Trench	12,000.00	12,000.00	0.00	0.00	0.00	0.00		0.00	6,000.00	6,000.00	12,000.00	0.00
Total				0.00	3,600.00	3,600.00	0.00			3,600.00	6,000.00	6,000.00	15,600.00	0.00
Responsible Land Ownership and Use	Strengthening practical implementation of Land Rights and Responsibilities	Emma Cooper	5,000.00	5,000.00	0.00	0.00	0.00	0.00		0.00	0.00	3,000.00	3,000.00	2,000.00
	Total				0.00	0.00	0.00	0.00		0.00	0.00	3,000.00	3,000.00	2,000.00
Reforming land rights	Advice & Research to support Land Reform bill	Hamish Trench	15,000.00	9,000.00	0.00	8,790.00	0.00	-8,790.00	Awaiting invoice	0.00	8,790.00	0.00	8,790.00	210.00
	Diversifying the pattern of land ownership	Hamish Trench	34,109.00	51,109.00	0.00	0.00	0.00	0.00		0.00	10,750.00	39,750.00	50,500.00	609.00
Total				0.00	8,790.00	0.00	-8,790.00			0.00	19,540.00	39,750.00	59,290.00	
Reforming land markets	Land Development & Regeneration	Hamish Trench	5,000.00	33,000.00	894.00	894.00	894.00	0.00		894.00	440.00	35,000.00	36,334.00	-3,334.00
	Natural Capital, land market & a just transition	Hamish Trench	25,000.00	45,000.00	603.00	0.00	0.00	0.00		603.00	2,000.00	40,000.00	42,603.00	2,397.00
Total				603.00	894.00	894.00	0.00			1,497.00	2,440.00	75,000.00	78,937.00	
TOTAL EXPENDITURE			1,558,609.00	1,568,959.00	287,452.93	312,878.00	282,294.36	25,425.07		569,747.29	378,388.29	576,681.55	1,524,817.13	44,259.87

GIA:	1,559,000.00
Total profiled	1,524,817.13
Unprofiled against GIA	34,182.87

Risk ID	Risk Description	GROSS RISK			Controls in Place	Control Effectiveness	NET RISK			Risk Movement	Risk Appetite	Action Taken/Planned	Target Risk	Target Review Date	Risk Owner	
		Untreated Impact	Untreated Likelihood	Untreated Risk Score			Current Impact	Current Likelihood	Current Risk Score							
VISION: Fair inclusive and productive system of ownership management and use of land that delivers greater benefit for all the people of Scotland																
RISK CATEGORY: DELIVERY																
1	Catastrophic loss of systems resulting in the Commission not being able to operate as an organisation	5	4	20	Business continuity plan in place, cloud based IT system accessible outside of the office environment, cyber essentials plus accreditation, improved cyber security for log in to the network.	Effective	2	1	2	→	Stable	Averse	Working closely with IT service provider to ensure cyber security. Cyber incident response plan approved by ARC. Achieved Cyber Essentials Plus for 2022. Multi factor authentication implemented for network access, updated antivirus software aligned to SG recommendations. New office network tested. Cyber security requirements embedded in tender for IT service.	1	Sep-24	Head of Communications and Corporate services
2	Ability to react quickly in matching resources to changes in priorities	3	3	8	Maintain team approach to delivery enabling staff to draw on capacity and expertise across the team as required; Quarterly progress reporting to Board	Effective	2	3	6	↑	Increasing	Cautious	Improved cross-team working and quarterly planning with delivery tracker monitoring. 23/24 Business plan refreshed resourcing to current priorities. Staff posts reviewed as vacancies arise in order to remain agile and refresh focus where necessary. Changes in corporate team structure to improve resilience. Current vacancies pending recruitment limit agility	4	Sep-24	CEO
RISK CATEGORY: REPUTATIONAL																
3	Changes in Board appointments or failure to recruit timeously result in disruption to effective governance or lack of clarity in strategic direction	4	3	12	Recruitment to start 12 months ahead (SG responsibility). Plan succession timescales; ensure effective Strategic Plan in place Sept 23; Board induction processes refreshed and in place.	Partial	3	2	6	→	Stable	Minimalist	Chair met with sponsor team in Dec and Jan to agree skills matrix and plan recruitment timescale. Timeline agreed by public bodies unit, advertising starts 26th June. NSET committee scheduled discussion on approach to considering appointments. July-SG info to NSET committee delayed therefore interviews delayed to Nov. Chair appointment extended by 3 months. Appointments now advertised.	4	Sep-24	CEO
4	Emerging issues result in reactive policy making, and relationship management.	5	4	20	Proactive horizon scanning to anticipate future issues, work closely with stakeholders and put internal processes and measures in place for handling.	Partial	2	2	4	→	Stable	Minimalist	Working closely with stakeholders and sponsor team to identify potential issues in advance and take action. Clear case handling and internal communications procedures. Land Reform Bill consultation indicates likely direction but uncertain. Development of next Strategic Plan underway with stakeholder engagement.	3	Mar-24	CEO
5	Consistently joining up the Commission's outputs in a clear narrative and linking to the wider land reform agenda	4	3	12	Develop strong narrative between role of land in economic recovery and delivering wellbeing economy, climate action, and reducing inequalities. Implement strategic communications plan, including maintaining strong digital and media presence; regular performance monitoring	Effective	2	1	2	↓	Decreasing	Minimalist	Comms planning & improved team quarterly planning providing more joined up approach. Direction for new strategic plan and programme of work emerging clearly, increasing resource for digital comms.	2	Sep-24	Head of Communications and Corporate services
6	Effective management of strong relationships with key stakeholders in policy development and also identify opportunities for collaboration, maximising the potential of relationships with a broad range of stakeholders.	5	4	20	All relevant stakeholders are identified and a clear engagement strategy put in place, Commission presence at key stakeholder events, regular liaison meetings with stakeholders and periodic review of stakeholder analysis	Effective	2	2	4	↑	Increasing	Open	Wide stakeholder engagement through policy development and communications. Ongoing and increasing LRR engagement. Structured engagement in Good Practice, Human Rights, Tenant Farming, Natural Capital & Strategic Plan. Risk increasing as dynamics may change with the LR bill and will need active management.	4	Mar-24	CEO
7	Management relationship across Scottish Government so that Commission's work is understood and recommendations are well received.	5	4	20	Ensure regular engagement between the Commission Chair and the Land Reform Minister, and between the Tenant Farming Commissioner and the Cab Sec for Rural Affairs. Ensure regular engagement between the CEO and the SG Sponsor and Policy Teams.	Effective	2	2	4	→	Stable	Open	Regular sponsorship & land reform team liaison in place. Strong SG link on land reform bill with clear roles and relationships identified. Engagement in other formal SG structures eg NSET Programme, EELG, Planning Advisory Group. Annual meeting of board with the Minister held Jan 23 & CEO/Chair meeting with sponsor team. SG changes bring new Ministerial relationships. Chair & CEO met with new Minister Aug.	4	Sep-24	CEO
RISK CATEGORY: COMPLIANCE																
8	Failure to have in place or adhere to statutory or non-statutory corporate governance policies or procedures.	4	4	16	Ensure internal control system in place; Work to the production timetable for completion of all documents, and disseminate widely to ensure maximum awareness.	Effective	2	1	2	→	Stable	Minimalist	Using checklist of assurance controls; Draft annual accounts and report completed on planned timeline. Internal governance refreshers delivered. New external auditors in place and 22/23 audit completed. Internal audit programme agreed.	1	Mar-24	CEO
9	The Commission fails to deliver to its allocated budget, resulting in reputational, administrative and governance failures.	5	4	20	Corporate and Business plan set appropriate budget allocations. Work to specified monitoring cycles, reporting requirements, and guidelines set out in the SFPM. Ensure correct adherence to authorisation procedures and delegated limits. Close monitoring of spend and profiled spend.	Effective	2	2	4	↓	Decreasing	Averse	Internal Scheme of delegation in place; Quarterly board monitoring in place. Monthly profiling to manage spend evenly through the financial year and to be kept under review. Peer review on budget management from NatureScot Mar 23 to support resilience improvements. Improvements to budget management & reporting identified Apr 23	1	Mar-24	CEO
RISK CATEGORY: STAFFING																
10	Staff turnover or absence due to illness etc resulting in loss of capacity for critical elements of business systems and delivery	5	4	20	Ensure good internal communication and provision of desk instructions for business critical functions. Resilience planning to ensure backup capability within staff team. Continuously seek to improve the working environment by monitoring and improving staff satisfaction and absence levels.	Partial	3	2	6	→	Stable	Cautious	Internal policies prepared and series of desk instructions for critical tasks prepared. Continued review of HR policies & staff engagement. Careful monitoring of priorities and capacity by MT and regular staff communication in place. Staff survey action plan in place. Ongoing absence monitoring in place. Resilience improvements in corporate and comms team implemented.	4	Sep-24	Head of Communications and Corporate services
11	Change in work priorities, competing expectations or insufficient prioritisation impacts on staff wellbeing	5	4	20	Open and transparent - hold regular staff meetings, keep all staff informed of big picture direction, changes in priorities/focus. Overview through management team. Strong internal comms and leadership from managers to ensure wellbeing of staff and manage move to new ways of working.	Effective	2	2	4	↓	Decreasing	Cautious	Improved monthly staff meeting format in place. Improved quarterly resource planning through Management Team. Monthly conversations, effective line management. Capacity reviewed through teams. Regular pulse staff surveys and action plan. Training and development plan in place. Business Plan prioritisation matched to resource capacity.	3	Sep-24	CEO
12	Disruption to delivery and business systems as a result of some staff moving to more permanent options of home working	4	3	12	Preparing new policies, ways of working and adapting internal processes to ensure staff remain well connected across teams and the organisation. Organisational policy that no member of staff should be disadvantaged due to where they work.	Partial	2	2	4	→	Stable	Cautious	Home working policy outlines expectations for home working and monthly all staff team meetings to take place face to face. Office has hot desks and flexible working patterns in place. Closely monitoring and reviewing working practices, and adapting where needed. Office move completed with staff encouraged to meet face to face, routine of monthly in person all staff meetings.	4	Sep-24	Head of Communications and Corporate services



Communications Quarterly Report

SCOTTISH LAND COMMISSION
COIMISEAN FEARAINN NA H-ALBA

1 July 2023 – 30 September 2023

MEDIA

41

Articles

14

Commission generated

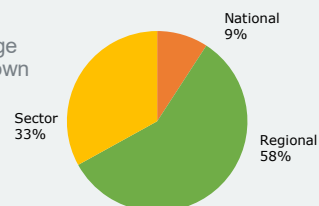
100%

Positive coverage

20

TFC articles

Coverage breakdown



WEBSITE

10711

Visits

3%

% change against previous quarter



1.8

Average page views

1:36

Mins spent on site

1787

Blog views

- Good Practice in Action: Beware of Creating an Unintended Tenancy
- Delivering More Homes in a Climate Crisis
- Launch of new Strategic Plan: People, Power and Prosperity
- Community Land Accelerator Guest Blog

Top pages: Events / Vacant and Derelict Land Taskforce / Our work

SOCIAL MEDIA

Followers



5799

Change to previous quarter

0.8%

Total number of engagements

2503

% change against average for 2021/22

2.7%

Highest number of impressions or reach for post

45k

Announcing winner of the student award



1856

4.8%

711

23%

2969

Communications and Engagement Manager recruitment post



1147

2.5%



Latest series of virtual public meetings uploaded to YouTube



Our Linked In followers have increased this quarter

4.1%

EVENTS

Public Meetings

02

Attendees

37

Conferences

06

Good presence at:

- Royal Highland Show
- Community Land Scotland Conference

Speaking Events

4

Angus Glens and Inverness Virtual Public Meetings

Ministerial stakeholder roundtable discussion

Board Information Recruitment Sessions

Heritage Trust Network Event

CAMPAIGNS

Strategic Plan Launch

- Targeted PR activity
- Stakeholder Mailing
- MSP awareness campaign
- Blog to support introduction

Additional Communications Projects

- Board recruitment campaign
- Community Land Accelerator Launch
- James Hutton PhD announcement

COMING UP

- Community Benefits Guidance launch
- SAFER report
- Rural Land Markets Data Report
- Summary of our research to date
- Casework report



SCOTTISH LAND COMMISSION
COIMISEAN FEARAINN NA H-ALBA

Commissioners' Meeting 7th November 2023 Fisher's Hotel, Pitlochry

Paper 3

Framework for reviewing vacant posts

Purpose:	To set out the process in place for reviewing vacant staff posts within the Commission
Previous board papers:	n/a
Action required:	For information

1.0 Introduction

This paper outlines the principles and criteria for considering options when staff vacancies arise in accordance with the Board's agreed medium-term financial strategy. The strategy emphasises three key elements for managing our medium-term financial position: staff turnover, efficiency savings, and partnerships/collaborations.

The focus of this paper is on the approach in place for making decisions at the point of staff vacancies.

2.0 Staff Turnover

The Board has endorsed an approach that identifies staff turnover as a key opportunity for review and possible adjustment in deployment of our staff resource and financial commitments. When considering staff vacancies our primary objective is to manage our staffing levels effectively so that the Commission is able to deliver on our strategic priorities within sound medium term financial management. Key considerations are therefore the financial position, the business plan requirements and the potential for redeployment of resources.

For senior management positions, the board considers and agrees the appropriate approach with the Chief Executive. For all other posts, the management team consider each vacancy taking into account the following:

Financial position

- For fixed-term posts, the default assumption is that the post will not be renewed unless a specific business case justifies it.
- An evaluation of projected staff costs in relation to the approved budget allocation and/or the need for in-year savings.

- An assessment of whether replacing the vacant post would result in an increase in the total Full-Time Equivalent (FTE) positions, with potential implications for medium-term financial planning.

Business plan requirements

- An examination of whether the vacant post is still essential, in its current or modified form, to achieve the priorities outlined in our business plan.
- Consideration of whether reallocating the resource to a different role would be more effective in delivering our business plan.
- A consideration of the potential implications of removing the post, including any necessary changes to the business plan or a need for Board approval.

3.0 Decision making process

The Management Team use the above criteria to inform their decision on whether to recruit into a staff vacancy, reallocate resources differently, or adjust the business plan. This decision-making process ensures that we maintain a proactive approach to managing staff turnover, able to use opportunities to refresh the skills mix, ensure the focus of posts remains relevant and manage our staff cost commitments in line with our medium-term financial strategy.

In summary, this framework for managing staff vacancies helps us maintain financial stability and operational efficiency, allowing us to adapt and respond to changing circumstances in delivering on our strategic plan.

The Board is asked to note this paper.

Hamish Trench

October 2023