



## Commissioners Board Meeting

Thursday 1<sup>st</sup> October 9.30am

An Lochran | Rooms 0.01, 0.02, 0.03

### Agenda

| Item no. | Item                                                                                                                                                                  | Paper no.                                   | Action          | Lead                                                                                                                  |
|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|-----------------|-----------------------------------------------------------------------------------------------------------------------|
| 1.       | Welcome/ apologies                                                                                                                                                    | -                                           | -               | Michael Russell                                                                                                       |
| 2.       | Declaration of interest                                                                                                                                               | -                                           | -               | All                                                                                                                   |
| 3.       | Minutes of previous meeting                                                                                                                                           | 1                                           | For Agreement   | All                                                                                                                   |
| 4.       | Commissioners Updates                                                                                                                                                 | -                                           | For Information | Commissioners                                                                                                         |
| 5.       | ARC Chair Report                                                                                                                                                      | 2                                           | For Information | Craig Mackenzie                                                                                                       |
| 6.       | Quarterly Report<br>Annex A- Delivery<br>Annex B- Finance<br>Annex C- Risk Management<br>Annex D- Communications<br>Annex E- Good Practice<br>Annex F- Tenant Farming | 3<br>3.1<br>3.2<br>3.3<br>3.4<br>3.5<br>3.6 | For Discussion  | Hamish Trench<br>Hamish Trench<br>Nikki Nagler<br>Hamish Trench<br>Scarlett Macfarlane<br>Gemma Campbell<br>Rob Black |
| 7.       | Tenant Farming work programme update                                                                                                                                  | -                                           | For Discussion  | Peter MacDougall & Ellen Grant                                                                                        |
| 8.       | Land Reform Act implementation progress report                                                                                                                        | 4                                           | For Information | Hamish Trench                                                                                                         |
| 9.       | Annual Report & Accounts 2025/26                                                                                                                                      | Verbal update                               | For information | Nikki Nagler                                                                                                          |
| 10.      | Board self-assessment review                                                                                                                                          | 5                                           | For discussion  | Michael Russell                                                                                                       |
| 11.      | AOB                                                                                                                                                                   | -                                           | For Discussion  | All                                                                                                                   |

*Immediately following the board meeting, we will hold a discussion on preparations for Land Reform Act implementation. A discussion paper for this will be circulated separately.*

*The meetings will finish with lunch at 12.30.*

**Date of next meeting:**

Thursday 5<sup>th</sup> November

Online



## Minute of the meeting of the Scottish Land Commission held on Thursday 6<sup>th</sup> August at An Lochran, Inverness

- **Commissioners present:** Michael Russell, Deb Roberts, Lucy Beattie (Online), Craig MacKenzie (Land Commissioners), Rob Black (Tenant Farming Commissioner)
- **In attendance:** Hamish Trench, Nikki Nagler, Kathie Pollard, Kayleigh Wilson, Scarlett MacFarlane, Annabel Davidson Knight, Uwe Stoneman, Karen Grant
- **Apologies:** None
- **Declarations of interest:** None

### 1. Minutes of meeting from 4<sup>th</sup> June 2026

The minutes from the last Board meeting held on 4<sup>th</sup> June were agreed as true and accurate.

### 2. Commissioners Updates

All Commissioners provided updates on relevant activities on behalf of the Commission since the last meeting.

Michael reported on the success of the Commissions events at the Royal Highland Show. He also noted he and Hamish had met recently with the Director of the new Local Government and Communities Division in Scottish Government. He noted that Scottish Government's arrangements to begin recruitment of the Land and Communities Commissioner are progressing with an initial recruitment meeting scheduled and interviews planned for January 2027. In addition, Michael will be attending the next Tenant Farming Advisory Forum.

Other updates included the RHS engagement, Strategic Research Framework, tenant farming engagement and improved reporting. Discussion included the current wildfires and the potential for the Commission to support some of the learning and engagement needed in due course.

### 3. Quarterly Report

#### Delivery

The board noted the busy first quarter the commission has had and welcomed the delivery progress.

## Finance

Nikki provided an update on the budget. The current budget reporting format is under review, with a more detailed financial report expected to be presented at a future meeting. Expenditure continues to be monitored closely.

The Board asked for further detail on the budget allocated under land reform act, Hamish confirmed this relates to provision for possible recruitment in Q4 of a post to support the Land and Communities Commissioner, though this will need to be considered in context of expected 27/28 budget.

|                         |                                                                                                     |
|-------------------------|-----------------------------------------------------------------------------------------------------|
| <b>Action 260806.01</b> | More detailed financial reporting to be developed by finance and presented by Nikki at next meeting |
|-------------------------|-----------------------------------------------------------------------------------------------------|

## Risk Management

Hamish highlighted that the risks assessed as high relate to the implications and uncertainties associated with implementation of the Land Reform Act. He spoke about the updated mitigations.

Craig highlighted at the last ARC meeting the 2027/2028 budget process is a high risk area given new functions. Hamish confirmed that he has had initial engagement with sponsor team on projected costs for 27/28 and 28/29.

Commissioners discussed the decision made by the Cabinet Secretary to reduce the number of Land Commissioners from five to four, noting the impact it has on board capacity.

### **\*Lucy joined meeting\***

Lucy joined the meeting online having resolved connection issues.

## Communications

Scarlett provided an update on communications activity during Quarter 1, highlighting a busy period that included work relating to the Royal Highland Show, the publication of the Rural Land Market Insights Report, and ongoing work relating to tax.

The Board noted upcoming communications activity, including a webinar on community ownership scheduled for 20<sup>th</sup> August.

An update was provided on the Gaelic Language Plan. Feedback is currently being gathered ahead of consultation and the development of commitments for the next five-year period.

The Board discussed media and press coverage, noting that publication activity had been affected during the pre-election period but was expected to increase as reports are released.

Scarlett also reported on website analytics. Further exploration of AI tools had been undertaken, although current costs were considered prohibitive. Commissioners discussed the potential to utilise trial periods and monitor future developments as technology becomes more affordable.

### Good Practice

Hamish provided an update to the Board on Good Practice case figures which has been broadly consistent, however higher than last year. Recent work has included the CoRLa project and land agents training.

### Tenant Farming

Rob provided update to the Board on tenant farming. The formatting of the TF quarterly reports will be further developed for future Board meetings.

Peter and Ellen are building an improved data pool thanks to the new functions of the new TF SharePoint.

|                         |                                                                                          |
|-------------------------|------------------------------------------------------------------------------------------|
| <b>Action 260806.02</b> | Quarterly tenant farming report to be further developed by Rob for future Board meetings |
|-------------------------|------------------------------------------------------------------------------------------|

## 4. Strategic Plan & Programme of Work

Hamish sought approval from the Board for the strategic plan and programme of work, noting the process and engagement to date. The draft has been shared with sponsor team. The board welcomed the changes made following the last board discussion.

In discussion the board considered the challenges of monitoring, particularly in relation to new land opportunities and crofting. In relation to crofting, the relevance of sub-lets as well as new crofts was highlighted.

Commissioners asked that stronger reference to 'all Scotland' be included in the vision, that the drafting ensures that the relevance of the work on the model lease is sufficiently clear, and that reference to review of impact of the new Act includes the need to develop the approach to how impact will be assessed.

The Board formally approved the strategic plan and programme of work.

Hamish will make the remaining final adjustments, and it will then be sent to the Cabinet Secretary for approval.

|                         |                                                                                                                     |
|-------------------------|---------------------------------------------------------------------------------------------------------------------|
| <b>Action 260806.03</b> | Hamish to make final amendments to the strategic plan and programme of work and submit it to the Cabinet Secretary. |
|-------------------------|---------------------------------------------------------------------------------------------------------------------|

## 5. Report on Pilot of Commitment to Responsible Land Ownership

Uwe provided the Board with a report on the completion of the pilot project. The Board were asked to consider the learning from the pilot and agree next steps. The Board welcomed the approach taken, noting the value in adapting the direction as a result of the pilot.

The board supported the approach proposed in the paper, including supporting a leadership group for landowners. The board noted the positive support shown by participants in the pilot and welcomed the commitment and time they have given.

The board supported the proposed leadership group, noting that the Commission would benefit from being able to engage directly with landowners that are demonstrating leadership and in turn could support peer-to-peer learning and discuss new opportunities.

In taking forward a leadership group, Commissioners agreed that it should seek to have a broad range of landowners involved, and despite the reservations of some public landowners in the pilot, it should seek to continue to involve public landowners. Commissioners noted the opportunity of the leadership group to support a range of work in the Commission, including informing development of the new Land and Communities Commissioner functions, although there will also need to be wider and specific engagement associated with that.

The board asked that the terms of reference for the leadership group be developed as a next step, and that progress be discussed at a future board meeting.

|                         |                                                                                                                                    |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| <b>Action 260806.04</b> | Uwe to progress the recommendations from the responsible land ownership pilot including terms of reference for a leadership group. |
|-------------------------|------------------------------------------------------------------------------------------------------------------------------------|

## 6. Report on Cairngorms Community Benefits from Nature Project

Annabel updated the Board on the progress of the Community Benefits from Nature project and highlighted emerging learning. The report set out the key delivery achievements, strategic learning, emerging risks and challenges, and outlines initial recommendations alongside options for future activity, should discussions with CNPA about extending the project be successful.

The board welcomed the report, noting the positive value in learning from the work being undertaken in specific locations. Commissioners supported further development of knowledge transfer using the learning so far, noted opportunities to inform the Commission's wider work and discussed potential project extension. In particular the

board is keen to ensure the learning from the project is used, whatever the outcome of the extension proposal.

Commissioners discussed the limited financial flows currently delivered through natural capital markets and agreed the emphasis of the Commission's work on community benefits should continue to take a broader approach to land use, not focusing entirely on natural capital markets.

Commissioners discussed the specific implications of the Cairngorms wildfire for the involvement of the Nethy Bridge community and Dorback, noting that delivery of the project will have to be flexible in adapting to local priorities, capacity and needs. The Commission should seek to support the community and landowners in taking forward some of the engagement and learning needed, once the immediate emergency phase has passed.

## **7. Tax Reforms Route-Map**

Kathie sought commissioner approval for the route-map and approach. The route-map is the concluding advice of the Commission's work on tax over the last two years and sets out practical steps that can help improve and modernise the system of land tax administration. Kathie commented on her continued positive engagement with Registers of Scotland and Revenue Scotland.

Commissioners welcomed the progress and the collaboration with other partners, noting the importance of improved data to underpin viable policy reforms. The board asked that the route-map, and associated communications, makes clear that practical benefits will flow from each stage of this work, and that investing in this approach will deliver opportunities and improvements within the five years, as well as resulting in system at the end of that period capable of supporting significant tax reforms.

The Board confirmed approval for the route-map. The tax reform route-map will be published on 1<sup>st</sup> Sept, with communication activities to promote our advice.

SLC will continue to work on land data and anticipates further work on tax to support the delivery of the route-map, if required. This has been noted in the SLC's land data work plan.

## **8. Land Reform Act Update**

Hamish provided update on land reform act implementation, as of today the Cabinet Secretary has confirmed the LCC recruitment and a broader timescale for the wider act implementation in a letter to the parliamentary committee.

The board will continue to schedule a series of discussions through the year to discuss parts of the preparation needed for act implementation.

## 9. AOB

There will be a Board meeting de-brief for staff on Tue 11<sup>th</sup> Aug at 11am with both Michael and Rob.

The meeting in September will be a board visit. The next board meeting will be 1<sup>st</sup> October.

**Date of next meeting:**

Thursday 1<sup>st</sup> October

An Lochran, Inverness



## Commissioners Board Meeting Thursday 1st October

An Lochran, Inverness

Paper No. 2

Audit and Risk Committee Chair Report

Chair's Report for Meeting September 2026

|                              |                                                                        |
|------------------------------|------------------------------------------------------------------------|
| <b>Purpose</b>               | To update Commissioners on the recent Audit and Risk Committee Meeting |
| <b>Previous board papers</b> | -                                                                      |
| <b>Action required</b>       | For Information                                                        |

### 1. Internal audit

BDO audited our approach to data security/GDPR. Overall positive report, no major concerns. Minor concerns are mostly process things where best practice requires significant investment of time and money, which is not appropriate for such a small organisation.

But this may change once we become a regulator, imposing significant additional costs which we need to factor into our future budget requests. Action. Nikki to talk to BDO about this.

### 2. Annual Report and Accounts

All in hand. Smoother process than last year. Deloitte team very effective. There is an outstanding issue with pension data. This is a government-wide problem. If it is not fixed in time, preferred route is to delay issuing ARA, rather than issue with incorrect data.

### 3. Risk register and interrogation

ARC noted

- that the Public Service Reform agenda and related fiscal constraints increases the risks that our future budgets may not be sufficient to deliver our enlarged role
- increased risk associated with staff turnover in finance team
- failure to appoint replacement Commissioner creates governance risks for SLC – which could become more significant if new LCC were to be delayed

ARC reviewed the risk that delays to, or lack of clarity in expectations of implementation of the Land Reform Bill impacts the Commission's reputation and stakeholder relationships

***Craig MacKenzie***

***Chair, Audit and Risk Committee***



## Commissioners Meeting 1 October 2026

### Inverness Paper No. 3 Quarterly Report

|                              |                                   |
|------------------------------|-----------------------------------|
| <b>Purpose</b>               | To review progress over Quarter 2 |
| <b>Previous board papers</b> | Quarterly Report 8 August 2026    |
| <b>Action required</b>       | For discussion                    |

## 1. Background

The quarterly reports provide oversight of progress against the business plan over the year. This report covers the second quarter of the 26/27 business plan (Jul-Sep).

## 2. Progress Reports

The report comprises six annexes:

### A: Delivery Progress

Annex A sets out the RAG assessment and progress commentary against the Business Plan. In summary:

|                                              |                             |
|----------------------------------------------|-----------------------------|
| % of planned outputs in annual business plan | On track/completed: 79%     |
|                                              | Delayed/work pending: 21%   |
|                                              | Not delivered or changed: 0 |

Delivery highlights in Quarter 2 include:

- Publication of report on learning from international cadastral systems for transparency, tax and valuation;
- Publication of route-map to modernise land tax administration;
- Publication of advice on refreshing momentum for community land ownership;
- Initial roundtable discussions for model lease held;
- Improved casework reporting for tenant farming implemented;
- Publication of Draft Gaelic Language Plan for public consultation;
- Completion of annual report and accounts subject to audit;
- Project extension secured for Cairngorms Community Benefits from Nature project.

### B: Finance

Annex B provides a summary of our budget position at the mid-year point.

## **C: Risk Management**

Annex C provides the strategic risk register. The highest rated risks relate primarily to the uncertainties and dynamics related to Land Reform Act implementation. Risk 12 is shown as increased as a direct result of the current changes in finance team staffing.

## **D: Communications**

Annex D provides an overview of communications in Q2 and a look ahead.

## **E: Good Practice Casework**

Annex E summarises good practice casework for Q2

## **F: Tenant Farming**

Annex F summarises TFC casework for Q2.

# **3. Other updates**

### **Staffing**

Megan MacInnes has been appointed to the Head of Practice and Advice post and will join the Commission on 26<sup>th</sup> October.

Andrew Megson left the Commission to take up a new job in September. Recruitment for the Finance and Business Systems Lead post is underway with interviews being held on 29<sup>th</sup> September.

Megan Donnelly has now begun maternity leave. Elly Milne has been recruited into this finance officer role for the maternity cover period and started post in August, ensuring an effective handover.

### **Strategic Plan**

The Cabinet Secretary has approved the Commission's Strategic Plan 2026-29. It is scheduled for publication and to be laid in Parliament together with the Programme of Work shortly.

***Hamish Trench***

***Chief Executive***

| PROGRESS REPORT ON 2026/27 BUSINESS PLAN DELIVERY – Q1 |                   |                          |                          |
|--------------------------------------------------------|-------------------|--------------------------|--------------------------|
| RAG Rating:                                            | Delivery on track | Not started/work pending | Risk of delay or changed |

## 1. Supporting Scottish Government's implementation of the Land Reform (Scotland) Act 2025

| Topic                                         | In 2026/27 we will:                                                                                                         | Milestone:                                                                      | Progress                                                                                                            | RAG |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-----|
| <b>Land &amp; Communities Commissioner</b>    | Support Scottish Government in the appointment process for a Land and Communities Commissioner                              | Recruitment process underway                                                    | Input to person spec provided. Recruitment panel has met. SG taking forward via parliamentary committee.            |     |
|                                               | Prepare the internal governance and scope operational approach ahead of appointment                                         | Staffing support in place ahead of appointment                                  | Scoping underway – series of board discussions scheduled on community engagement obligation, lotting and governance |     |
|                                               | Scope data requirements and information systems to support the operational functions of the Commissioner                    | Data and systems needs identified                                               | Not started – scheduled in programme plan                                                                           |     |
| <b>Land Commissioner functions</b>            | Deliver on the amended functions for Land Commissioners, including through development of our next strategic plan           | Strategic plan sets out how additional 'matters relating to land' are addressed | Addressed in strategic plan                                                                                         |     |
| <b>Tenant Farming Commissioner functions</b>  | Deliver on the amended functions of the Tenant Farming Commissioner in relation to small landholdings and Codes of Practice | Addressed in tenant farming section below                                       | See tenant farming section                                                                                          |     |
| <b>Model lease for environmental purposes</b> | Lead work to develop a model lease for environmental purposes including wide stakeholder engagement and legal advice        | Complete scoping<br>Legal work on model clauses underway                        | Contract in place and work underway. Regular project meetings with SG in place.                                     |     |

## Annex A- 3.1

|                                        |                                                                                                                     |                                  |                                                                                                               |  |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------|----------------------------------|---------------------------------------------------------------------------------------------------------------|--|
|                                        |                                                                                                                     |                                  | Expert Advisory Group members agreed. Roundtable series underway.                                             |  |
| <b>Community Engagement Obligation</b> | Advise on implementation of the Community Engagement Obligation and Land Management Plans                           | Advice to Scottish Government    | Existing guidance provided; refreshing advice on LMPs; board discussion Aug; SG consultation expected autumn. |  |
|                                        | Scope operational approach to L&CC role and consider interaction with the existing good practice programme          | Advice to board                  | Scoping operational approach board discussion held Aug; work ongoing.                                         |  |
| <b>Transfer test</b>                   | Advise on development of guidance and regulations in relation to the Transfer test                                  | Advice dependent on SG timescale | Not started yet                                                                                               |  |
|                                        | Scope operational approach to L&CC role and implications for the Commission                                         | Advice to board                  | Scheduled in programme plan                                                                                   |  |
| <b>Monitoring and Review</b>           | Scope requirements for baseline and monitoring plan for the future review of the effectiveness of Part 1 of the Act | Baseline requirements identified | Requirements included in land data project                                                                    |  |

## 2. Advising on reforms to law and policy

| Topic              | In 2026/27 we will:                                               | Milestone:          | Progress:                                                                                                                            | RAG |
|--------------------|-------------------------------------------------------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------|-----|
| <b>Tax reforms</b> | Complete planned advice on a route-map for reforms to taxing land | Advice published Q2 | Advice published Aug. Supplementary research reports on derelict land, shooting rates and cadastral mapping published in July & Aug. |     |

Annex A- 3.1

|                               |                                                                                                                                                              |                                                                  |                                                                                                                                  |  |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|--|
|                               | Continue collaboration with Scottish Government on delivering improved approaches to taxing land                                                             | Follow-on work plan in place                                     | Planning ongoing. Agreed to convene land data implementation group. Leading workshop on SLC route-map at SG tax conference Sept. |  |
| <b>Community ownership</b>    | Provide advice to inform the next Scottish Land Fund and the role of public bodies as enablers                                                               | Advice published Q2                                              | Research completed. Advice published July. Webinar held in Aug.                                                                  |  |
| <b>New land opportunities</b> | Scope how government and public bodies can support making new opportunities for individuals and communities to access land through a range of tenure options | Priorities identified in new Programme of Work Q3                | Project plan development underway. Research project with SoSE to explore new small-scale land holding opportunities agreed.      |  |
| <b>Land data</b>              | Publish annual rural land market data and insights reports                                                                                                   | Insights Report Q1<br>Data Report Q3                             | Insights report published in May.<br>Data report in development, scheduled for Nov.                                              |  |
|                               | Develop business case for long-term rural land market reporting                                                                                              | Future delivery approach identified                              | Research tender for rural land market evaluation issued Sept.                                                                    |  |
| <b>Research strategy</b>      | Implement our research strategy                                                                                                                              | Research priorities identified in tandem with new strategic plan | Ongoing UoE PhD support<br>Engagement with research institutes ongoing                                                           |  |
| <b>Policy engagement</b>      | Deliver a programme of policy engagement to increase impact and collaboration                                                                                | Ongoing                                                          | Q2 activities included engagement with public bodies including SoSE, RoS and LLTNP.                                              |  |

### 3. Supporting practical implementation on the ground of Scotland's Land Rights and Responsibilities Statement

| Topic                          | In 2026/27 we will:                                                                                                                      | Milestone:                             | Progress:                                                                                                                                               | RAG |
|--------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| <b>Good Practice Programme</b> | Provide advice and guidance through proactive opportunities and responding to casework, in line with our updated suite of LRRS Protocols | Quarterly casework monitoring          | Casework ongoing. Updates to Guidance planned through year.                                                                                             |     |
|                                | Deliver a programme of engagement and CPD for land agents and professional advisers                                                      | Programme implemented                  | Phase 1 underway with focus on community engagement and Act implementation – events scheduled Sep-Dec.                                                  |     |
|                                | Convene the Good Practice Advisory Group to support collaborative leadership in good practice                                            | Meeting programme in place             | Regular meetings scheduled. Q1 meeting focused on Act implementation, community ownership review, SG guidance review, land agent engagement.            |     |
|                                | Complete the pilot for the Commitment to Responsible Land Ownership and evaluate future options                                          | Pilot concluded and advice to board Q2 | Pilot completed with report from learning event. Board agreed next steps in Aug. Discussions with potential participants for leadership group underway. |     |
|                                | Consider the future interaction of the Good Practice Programme with the new Land and Communities Commissioner functions                  | Advice to board                        | Scheduled in programme plan                                                                                                                             |     |

## Annex A- 3.1

|                                                         |                                                                                                                                                            |                                                                     |                                                                                                                                             |  |
|---------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|--|
| <b>Community benefits from land and natural capital</b> | Support leadership and good practice through convening the national Community Benefits Advisory Group                                                      | Work plan agreed Q1                                                 | Advisory Group meetings and focus scheduled.                                                                                                |  |
|                                                         | Support delivery of the Community Benefits from Nature Partnership through chairing the steering group and delivering the Cairngorms National Park project | Project delivery plans agreed Q1; community benefit plans agreed Q3 | Project delivery on track. Reallocated support for the Partnership board in place due to staff changes. Project extension to Dec 28 agreed. |  |
|                                                         | Seek strategic opportunities to embed community benefit guidance into the work of others                                                                   | Working group with NCCP partners established                        | Engaged with catchment initiatives to inform landscape-scale working; wider opportunities dependent on capacity.                            |  |

## 4. Supporting good relations between agricultural landlords and tenants through the functions of the Tenant Farming Commissioner

| Topic                     | In 2026/27 we will:                                                                                                                                                   | Milestone:                    | Progress:                                                                                      | RAG |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------------------------------------------------------------------------------------------|-----|
| <b>Codes of Practice</b>  | Begin a programme to develop the new Codes of Practice required by the 2025 Act and to review and refresh existing Codes of Practice                                  | Phased programme in place     | Programme dependant on SG Act implementation timetable and associated resourcing.              |     |
| <b>Casework</b>           | Respond to requests for advice and investigate alleged breaches of Codes of Practice                                                                                  | Quarterly casework monitoring | Ongoing                                                                                        |     |
| <b>Small Landholdings</b> | Implement the new TFC responsibility for small landholdings with an initial focus on priorities for Codes of Practice and guidance on creating new small landholdings | Focused resource in place     | New functions expected to start early 2027. Resource and planning discussions ongoing with SG. |     |

## Annex A- 3.1

|                                      |                                                                                                                                                  |                                                   |                                                                                                                        |  |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|--|
| <b>Relinquishment and Assignment</b> | Fulfil the statutory obligation to appoint a valuer for relinquishment and assignment cases                                                      | Ongoing                                           |                                                                                                                        |  |
| <b>Future of the sector</b>          | Convene the Tenant Farming Advisory Forum as a collaborative means to develop an improved future for the tenanted sector                         | Charter agreed and meeting programme in place     | 3-4 meetings planned for year ahead with refreshed format. Aug meeting focused on data, housing and forward programme. |  |
|                                      | Support research and projects that contribute to sector development                                                                              | Priorities identified through TFAF                | Initial focus on work to improve data on tenanted sector underway, joined up with policy team work on land data.       |  |
| <b>Legislative advice</b>            | Advise Scottish Government on implementation of measures in Part 2 of the Land Reform (Scotland) Act 2025 and other relevant legislative changes | Timing dependent on Scottish Government timetable | Pending timetable from SG.                                                                                             |  |

## 5. Communications and Engagement

| Topic                            | In 2026/27 we will:                                                                                                               | Milestone:                         | Progress:                                                                                                    | RAG |
|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|------------------------------------|--------------------------------------------------------------------------------------------------------------|-----|
| <b>Public engagement</b>         | Stimulate and inform the public conversation on land and land reform through publications, blogs, media and communications        | Quarterly communications reporting | Media releases for community ownership advice, tax reports and blogs. New 'Data Points' blog series planned. |     |
| <b>Communications and events</b> | Run a programme of online and in-person events to help develop understanding and involvement in issues involving land in Scotland | Quarterly communications reporting | Supported webinars on community ownership and land agent engagement                                          |     |

## Annex A- 3.1

|                               |                                                                                                                          |                            |                                                                                                                      |  |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------|----------------------------|----------------------------------------------------------------------------------------------------------------------|--|
| <b>Convening stakeholders</b> | Convene established groups and keep under review opportunities to convene others to support leadership and collaboration | In line with business plan | Regular schedule of Good Practice Advisory Group, Community Land Leadership Group and Tenant Farming Advisory Group. |  |
|-------------------------------|--------------------------------------------------------------------------------------------------------------------------|----------------------------|----------------------------------------------------------------------------------------------------------------------|--|

## 6. Corporate services and governance

| Topic                                      | In 2026/27 we will:                                                                                                                      | Milestone:                                     | Progress:                                                                                                                                                                                                     | RAG |
|--------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----|
| <b>Strategic Plan</b>                      | Develop a new Strategic Plan for 2026-29 for approval by Ministers in September 2026                                                     | Plan submitted to Ministers Q2                 | Engagement sessions held with stakeholders, staff and Board; Plan agreed by board Aug and approved by Cab Sec Sept. Publication Oct.                                                                          |     |
|                                            | Develop an associated new Programme of Work                                                                                              | New Programme agreed Q2                        | Agreed in Aug and publication scheduled with strategic plan.                                                                                                                                                  |     |
| <b>Business &amp; financial management</b> | Ensure effective business and financial planning to support effective delivery of our programme of work                                  | Monthly budget reporting, Quarterly ARC review | Q2 budget report completed; spending in line with expectations and financial modelling. Adjustments in staffing and priorities made to cover period of reduced capacity in finance team due to staff changes. |     |
| <b>Organisational development</b>          | Invest in our workforce by undertaking a programme of organisational development to ensure the Commission is an attractive place to work | Staff surveys                                  | Staff survey completed and reported. All staff engagement in refreshed organisational values and                                                                                                              |     |

Annex A- 3.1

|                        |                                                                                                                          |                      |                                                               |  |
|------------------------|--------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------------------------------------------------|--|
|                        |                                                                                                                          |                      | behaviours, new framework completed.                          |  |
| <b>Climate Action</b>  | Ensure progress towards meeting our climate action goals                                                                 | Annual reporting     | Progressing as expected.                                      |  |
| <b>Risk Management</b> | Ensure the Commission is aware and responsive to issues which may affect our ability to deliver on our programme of work | Quarterly ARC review | Risk reviews regularly updated and reviewed by board and ARC. |  |



# Scottish Land Commission Coimisean Fearainn na h-Alba

|                       |              |
|-----------------------|--------------|
| GIA                   | 1,810,000.00 |
| Expected Other Income | 205,242.00   |
| Allocated             | 1,983,885.52 |
| Under / (Over) Budget | 31,356.48    |

## 26/27 Budget

|                                              | Budgeted     | Committed    | Uncommitted | Spend to Date |
|----------------------------------------------|--------------|--------------|-------------|---------------|
| Commissioners                                | 83,942.01    | 83,942.01    | -           | 32,928.49     |
| T&S                                          | 14,500.00    | 6,565.10     | 7,934.90    | 6,565.10      |
| Staffing                                     | 1,362,641.51 | 1,362,641.51 | -           | 553,568.40    |
| T&S                                          | 28,508.00    | 13,935.28    | 14,572.72   | 13,902.68     |
| Training                                     | 32,000.00    | 29,521.33    | 2,478.67    | 27,528.13     |
| Corporate Services                           | 246,785.00   | 184,561.72   | 62,223.28   | 131,612.70    |
| Communications and Events                    | 60,009.00    | 40,989.08    | 19,019.92   | 30,840.68     |
| Priority 1 - Research & Policy               | 50,500.00    | 38,301.92    | 12,198.08   | -             |
| Priority 2 - Support & Advice                | 10,000.00    | 10,000.00    | -           | 10,000.00     |
| Priority 3 - Tenant Farming                  | 5,000.00     | -            | 5,000.00    | -             |
| Priority 4 - Land & Communities Commissioner | 90,000.00    | 42,648.40    | 47,351.60   | 468.40        |
|                                              | 1,983,885.52 | 1,813,106.35 | 170,779.17  | 807,414.58    |
| Other Income                                 |              |              |             |               |
| Recharges                                    | 205,242.00   | 205,242.00   | -           | 49,855.00     |
| Maternity Cover (SPP)                        | -            | -            | -           | -             |
|                                              | 205,242.00   | 205,242.00   | -           | 49,855.00     |

Salaries fully committed

Salaries fully committed

Inclusive of KLTR/CNPA & SG

| 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                                                                                                                                                 | Risk of 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             | 5              | 1                  | 5                  |               | Averse        | Multi factor authentication implemented for network access. Cyber security requirements embedded in retendered IT service. Potential increase in cyber threats due to current political environment. Secured continued Cyber Essentials Plus accreditation. Transfer of finance and accounting software completed April 25 with back-up in place.                      | 5           | Mar-27             | Head of Communications and Corporate services |
| 2                                                                                                                                                 | Risk that Land Reform Bill creates increased obligations without sufficient resource leading to adverse impacts on delivery                                                       | 4                | 4                    | 16                   | Engagement with sponsor team on implications; anticipating resource requirements; maintaining flexibility in medium term financial planning                                                                                                                                                       | Partial               | 4              | 3                  | 12                 |               | Minimalist    | Initial estimates of financial implications of new measures as drafted provided to sponsor team Oct 24. Reviewed as Bill amended. Projected costs provided for 26/27 budget planning. Initial provision in 26/27 GIA secured. Regular engagement with sponsor team, SG implementation timetable confirmed, initial estimates for 27-29 costs provided to sponsor team. | 6           | Mar-27             | CEO                                           |
| 3                                                                                                                                                 | Risk that public finance constraints mean the Commission is unable to deliver planned work and/or is unable to react quickly to changes in priorities, reducing its effectiveness | 4                | 4                    | 16                   | Maintain team approach to delivery enabling staff to draw on capacity and expertise across the team as required; Quarterly progress reporting to Board                                                                                                                                            | Effective             | 3              | 3                  | 9                  |               | Cautious      | 26/27 business plan focuses priorities. Planning shows additional resource needs on specific business areas and risk of LRA implementation being insufficiently funded. 26/27 GIA provides 7.7% increase. Medium term planning for changes in functions.                                                                                                               | 6           | Mar-27             | CEO                                           |
| RISK CATEGORY: REPUTATIONAL                                                                                                                       |                                                                                                                                                                                   |                  |                      |                      |                                                                                                                                                                                                                                                                                                   |                       |                |                    |                    |               |               |                                                                                                                                                                                                                                                                                                                                                                        |             |                    |                                               |
| 4                                                                                                                                                 | Risk that appointment of a Land & Communities Commissioner creates unexpected governance or operational implications                                                              | 4                | 4                    | 12                   | Engagement with sponsor team on appointment process; business planning to include operational preparations.                                                                                                                                                                                       | Partial               | 3              | 4                  | 12                 |               | Cautious      | Appointment anticipated 27/28. 26/27 work to plan operational approach and identify governance implications.                                                                                                                                                                                                                                                           | 9           | Mar-27             | CEO                                           |
| 5                                                                                                                                                 | Risk that delays to, or lack of clarity in expectations of implementation of the Land Reform Bill impacts the Commission's reputation and stakeholder relationships               | 4                | 3                    | 12                   | Engagement with sponsor team on planned timetable and SLC role                                                                                                                                                                                                                                    | Partial               | 3              | 3                  | 9                  |               | Cautious      | Monthly meetings with Act implementation team in place. SG confirmed broad timetable. Regular engagement with stakeholders needed to maintain clarity in roles and expectations.                                                                                                                                                                                       | 6           | Mar-27             | CEO                                           |
| 6                                                                                                                                                 | 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               | 3              | 3                  | 9                  |               | Cautious      | Close engagement with stakeholders and sponsor team to identify potential issues in advance and take action. Clear case handling and internal communications procedures. Land Reform Act creates new dynamics but clarity of SLC focus agreed with board. New strategic plan provides direction and priorities.                                                        | 6           | Mar-27             | CEO                                           |
| 7                                                                                                                                                 | Risk that the land reform policy narrative is seen as narrow or disconnected from wider public and government ambitions                                                           | 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              | 3                  | 6                  |               | Open          | New website launched and improved e-newsletters provide regular overview of Commission's work. Scotland Futures provides framing for narrative and future priorities. Met with Cab Sec post election. New strategic plan connects to wider government context.                                                                                                         | 6           | Mar-27             | Head of Communications and Corporate services |
| 8                                                                                                                                                 | Risk that failure to maintain effective relationships with key stakeholders impacts on our ability to deliver and constrains opportunities for collaboration.                     | 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                  |               | Open          | Perceptions Audit provides insight, assurance and issues to watch. Structured engagement through standing advisory groups, bilateral stakeholder engagement via Commissioners and staff. Wide engagement on Scotland Futures. Continued bilateral engagement re Act implementation.                                                                                    | 4           | Mar-27             | CEO                                           |
| 9                                                                                                                                                 | Risk that insufficient relationships across Scottish Government and Parliament result in reduced impact and value from the Commission's work                                      | 5                | 4                    | 20                   | Ensure regular engagement between the Commission Chair and the Minister, and between the Tenant Farming Commissioner and Minister. Ensure regular engagement between the CEO and the SG Sponsor and Policy Teams.                                                                                 | Effective             | 2              | 2                  | 4                  |               | Open          | Regular sponsorship & land reform team liaison in place. Engagement in other formal SG structures eg EELG. Annual board meetings with Cab Sec. Board met with new Minister post-election. E-newsletter to all MSPs post-election. Chair & CEO meeting with new sponsorship Director July.                                                                              | 4           | Mar-27             | CEO                                           |
| RISK CATEGORY: COMPLIANCE                                                                                                                         |                                                                                                                                                                                   |                  |                      |                      |                                                                                                                                                                                                                                                                                                   |                       |                |                    |                    |               |               |                                                                                                                                                                                                                                                                                                                                                                        |             |                    |                                               |
| 10                                                                                                                                                | 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                  |               | Minimalist    | Using checklist of assurance controls; 26/27 internal audit plan underway; 25/26 year-end and annual report preparation on schedule; staff responsibilities for data, information, climate reporting and other duties identified.                                                                                                                                      | 2           | Mar-27             | CEO                                           |
| 11                                                                                                                                                | 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 SPFM. Ensure correct adherence to authorisation procedures and delegated limits. Close monitoring of spend and profiled spend.         | Effective             | 2              | 2                  | 4                  |               | Averse        | Improvements to budget monitoring and reporting made in 25/26. Monthly MT and board monitoring in place. Transfer to new finance software from 1st April completed to reduce manual data input and further improve consistency and format of reporting. Year end outturn on target.                                                                                    | 2           | Mar-27             | CEO                                           |
| RISK CATEGORY: STAFFING                                                                                                                           |                                                                                                                                                                                   |                  |                      |                      |                                                                                                                                                                                                                                                                                                   |                       |                |                    |                    |               |               |                                                                                                                                                                                                                                                                                                                                                                        |             |                    |                                               |
| 12                                                                                                                                                | 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               | 2              | 3                  | 6                  |               | Cautious      | Ongoing absence monitoring in place. Resilience improvements in corporate team implemented. Desk instructions for critical tasks in place. Policy to review all vacancies at board level. Short-term increase in risk with staff changes in finance team being mitigated by focus on business critical priorities and reallocation of responsibilities.                | 4           | Mar-27             | Head of Communications and Corporate services |
| 13                                                                                                                                                | Risk that staff wellbeing is adversely impacted by changes in priorities or insufficient prioritisation.                                                                          | 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 responsive ways of working.              | Effective             | 2              | 3                  | 6                  |               | Cautious      | Regular staff surveys and action plan in place. Training and development plan in place. Business Plan prioritisation matched to resource capacity. Monthly all staff meetings and individual line management meetings in place. Internal audit review on staff wellbeing undertaken.                                                                                   | 4           | Mar-27             | Head of Communications and Corporate services |

# COMMUNICATIONS QUARTERLY REPORT

## Q2: JULY 2026 - SEPTEMBER 2026



Communications performance was positive this quarter, with growth across several of our key channels and strong engagement with priority areas of work.

Website users increased by 8.5% and downloads by 5.8%, while sessions fell slightly. For the first time, a TFC page was among our three most-viewed pages, reflecting ongoing work to raise the profile of the Tenant Farming Commissioner and strengthen the information available to the sector. Traffic from AI tools also continued to grow, although from a low base.

Email subscriber growth was strong, with 77 new subscribers compared with 50 last quarter, supported in particular by sign-ups through the land agent events. Our targeted tax mailout also performed well, generating almost 250 clicks to the main piece of work and a further 50 to the press release.

Social media was another strong area of performance. Instagram engagement reached 5.2%, more than double the previous quarter and above target, LinkedIn growth remains on track, and Facebook saw strong engagement. Short-form video was a significant driver of this performance and will continue to be an important part of our approach.

Media coverage remained steady at 36 pieces compared with 37 last quarter, with much of this linked to our tax and community ownership outputs. Securing coverage between major publications remains challenging. Alongside continued proactive media engagement, we are strengthening our owned content, including the new DataPoints blog series, to reach audiences directly and reduce reliance on traditional media coverage.

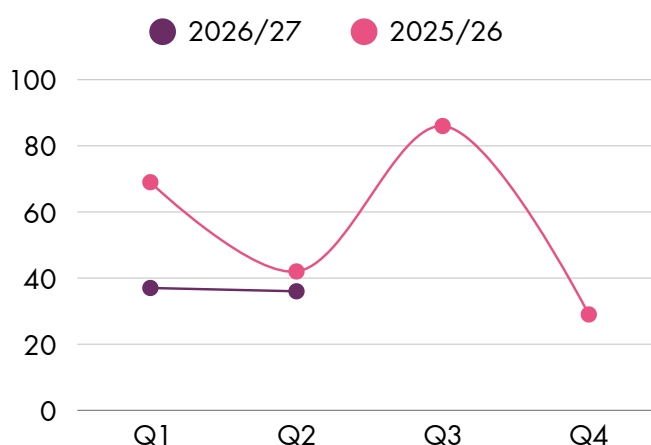
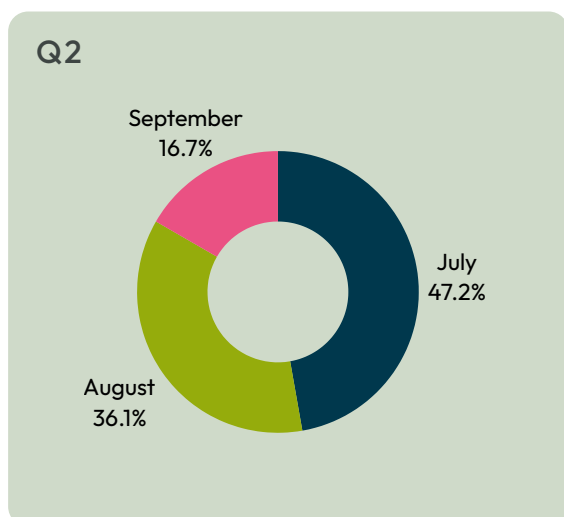
| Month     | Event/Activity                           |
|-----------|------------------------------------------|
| September | Strategic Plan                           |
| September | Programme of Work                        |
| September | DataPoints - Deb Roberts Blog            |
| October   | Gaelic Language Plan consultation closes |
| October   | DataPoints - Dave Miller blog            |
| November  | Rural Land Market Data Report            |

## PRESS COVERAGE

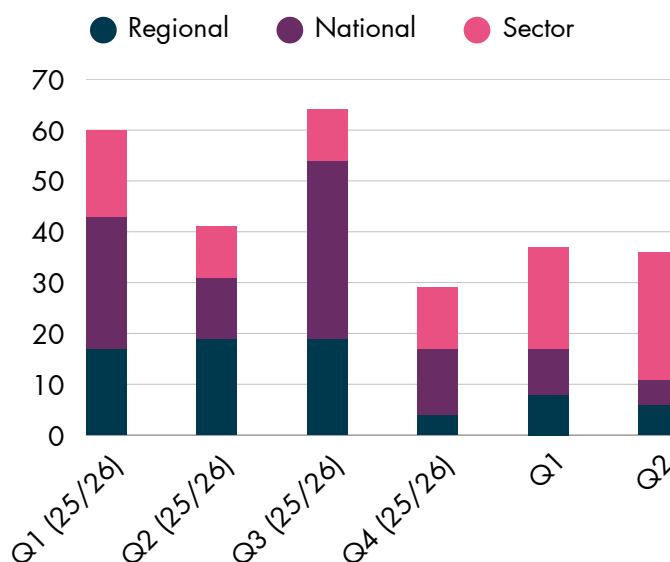
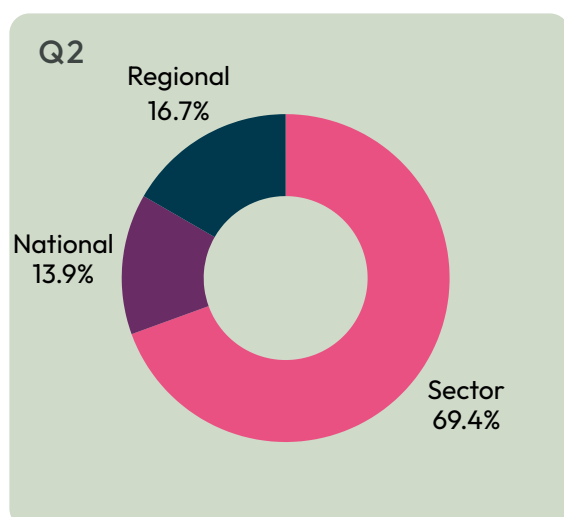
Media coverage remained broadly consistent with the previous quarter, with 36 pieces of coverage compared with 37 last quarter. Most coverage related to the tax route-map and community ownership advice. It is also worth considering this performance in the wider context. During the comparable period last year, the Land Reform Bill was progressing through Parliament, generating wider discussion and media interest around land reform. This created more opportunities for the Commission and its work to feature within an already active public conversation.

We continue to find it more challenging to secure coverage outside the publication of specific reports, research or other outputs. While we will continue to look for opportunities to contribute proactively to wider media conversations, we are also strengthening our owned channels rather than relying too heavily on traditional media to reach our audiences. This includes the launch of DataPoints, our new year-long blog series exploring why better land data builds real change.

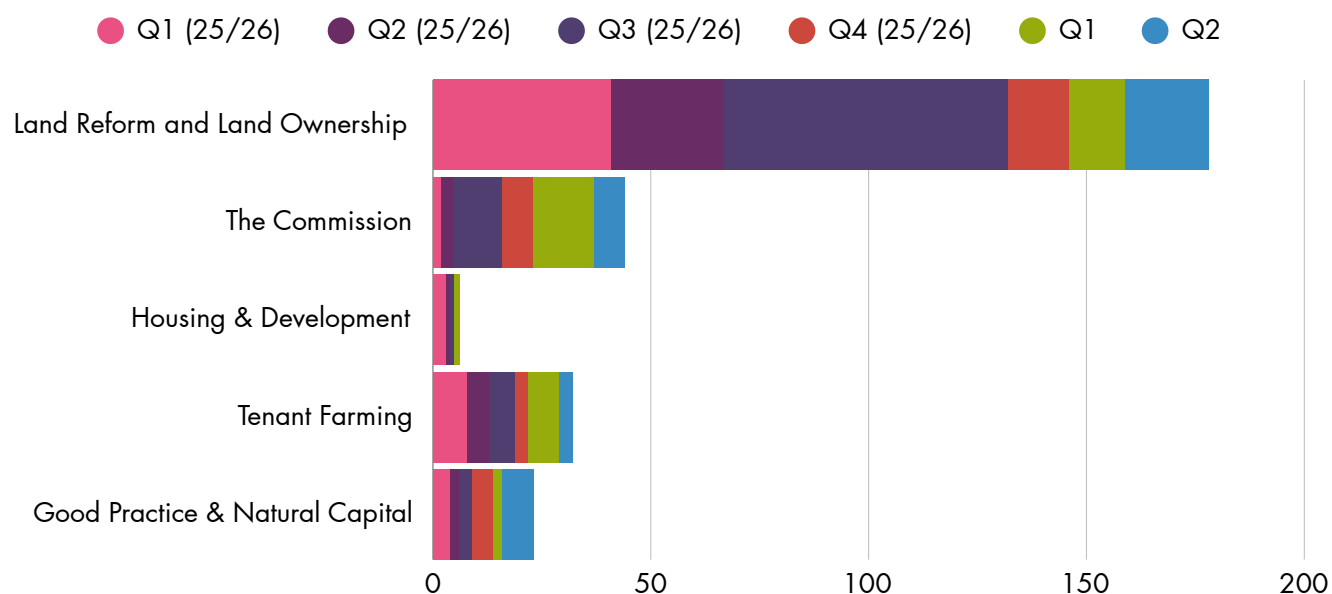
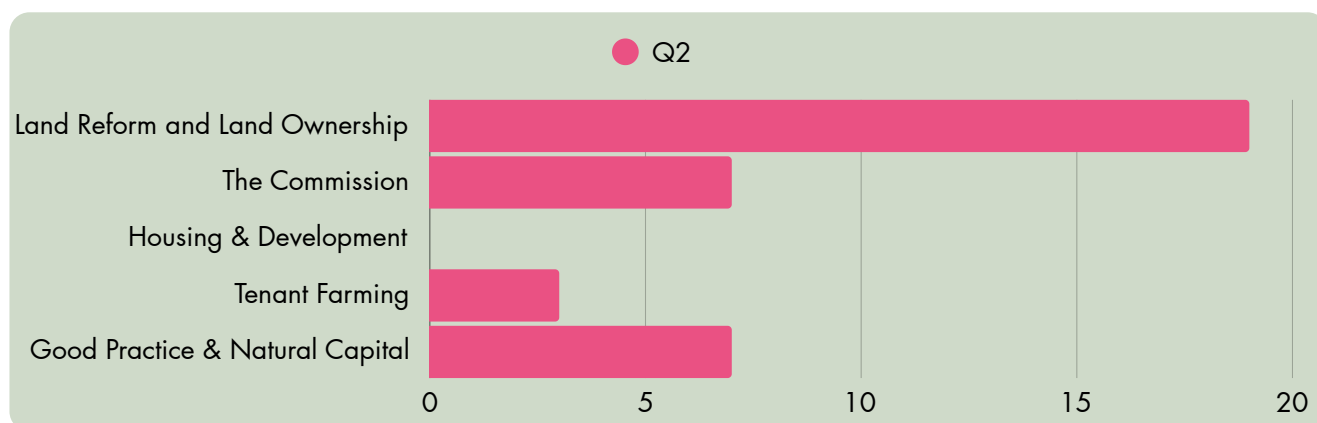
### DATES OF COVERAGE



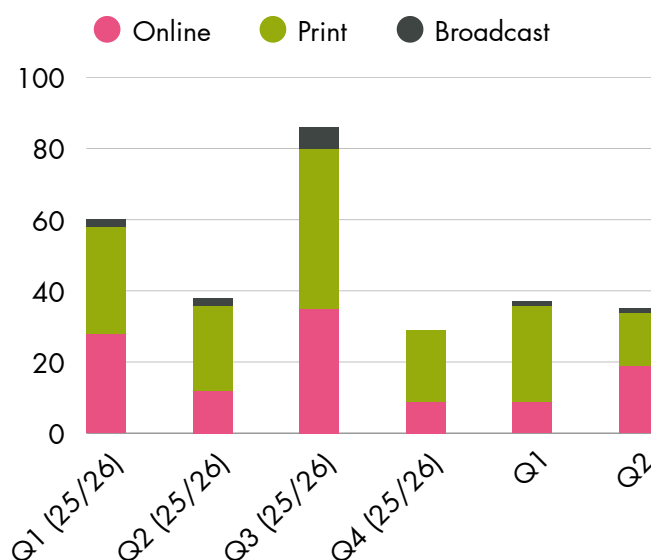
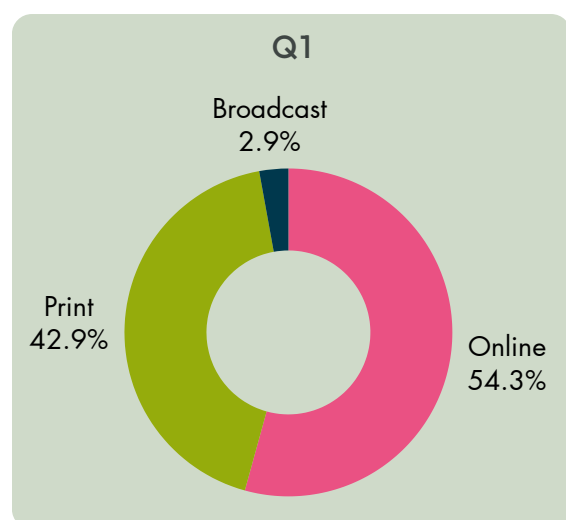
### REGION OF COVERAGE



## PRIORITY AREA COVERAGE



## CHANNEL OF COVERAGE



# SOCIAL MEDIA

Social media performance was strong this quarter, with positive results across our main channels. Instagram engagement reached 5.2% – more than double the previous quarter and above our target. LinkedIn follower growth remains on track, while Facebook also saw strong levels of engagement.

Much of this performance was driven by short-form video content, which continues to generate some of our strongest engagement across channels.



| Platform  | Avg. Engagement Rate |
|-----------|----------------------|
| Instagram | 4.1%                 |
| Facebook  | 3.2%                 |
| LinkedIn  | 2%                   |

Source: Hootsuite

## EMAIL MARKETING

Email subscriber growth was particularly strong this quarter, with 77 new subscribers compared with 50 last quarter. Much of this growth can be attributed to Karen Grant's work around the land agent events, with attendees signing up to our mailing list as part of the registration process. We also issued a dedicated mailout on our tax work. This generated almost 250 clicks through to the route-map, with a further 50 clicks to the accompanying press release. Looking ahead, next month we will issue our next Commission newsletter alongside a revamped TFC newsletter. The refreshed TFC format will provide more practical, useful content for the tenant farming sector, rather than primarily directing subscribers back to existing website content.

## WEBSITE

Website performance was broadly positive this quarter. The number of users increased by 8.5%, from 518 to 562, while downloads rose by 5.8%, from 719 to 761. Sessions fell slightly, from 888 to 847 (4.6%).

For the first time, a TFC page was among the three most-viewed pages on the website this quarter. This is particularly encouraging given the work Ellen has been doing as Tenant Farming Officer to raise the profile of the TFC and make its work more visible and accessible to the sector. We are also working with Aspect to build on and improve our existing TFC resources, effectively creating a tenant farming toolkit. This will bring together a wider range of practical information and resources in one place, helping to position the TFC pages as a useful source of information and support for the tenanted sector.

Traffic referred through AI tools also continued to grow, increasing from 21 visits last quarter to 54 this quarter. While the numbers remain small, this is a notable increase and an emerging source of traffic that we will continue to monitor. Our top performing pages this quarter were:

- Home
- Work with us
- Codes and guides (TFC)

562

Avg. number of  
monthly users in Q1

518

Previous quarter

847

Avg. number of  
monthly sessions in Q1

888

Previous quarter

4m 3s

Avg. time on site

4m 50s

Previous quarter

761

Downloads

719

Previous quarter

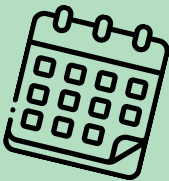
# GOOD PRACTICE CASEWORK Q2 2026-27



In Q2 we handled 21 good practice enquiries and cases. This is fewer than the 34 contact from Q1 and than Q2 2025-26 when we had 32 cases and enquiries.

## NO OF CASES:

|              |    |
|--------------|----|
| JULY         | 5  |
| AUGUST       | 7  |
| SEPTEMBER    | 9  |
| YEAR TO DATE | 51 |



## ISSUES RAISED

|                                       | Q2 | Q1 |
|---------------------------------------|----|----|
| Diversification of Ownership & Tenure | 7  | 5  |
| Community Engagement                  | 4  | 13 |
| Good Stewardship                      | 4  | 5  |
| Common Good                           | 2  | 1  |
| Transparency                          | 1  | 9  |
| Negotiated Transfer to Communities    | 1  | 1  |
| Legislative Routes to Ownership       | 1  | 0  |
| Vacant and Derelict Land              | 1  | 0  |



## CONTACT FROM:

|                     | Q2 | Q1 |
|---------------------|----|----|
| Community body      | 6  | 2  |
| Individual          | 6  | 12 |
| NCCP                | 3  | 3  |
| Intermediary        | 3  | 1  |
| Community council   | 1  | 1  |
| Private landowner   | 1  | 2  |
| Charity             | 1  | 2  |
| Proactive           | 0  | 2  |
| Community landowner | 0  | 1  |
| CoRLA               | 0  | 8  |

## CONTACT ABOUT:

|                     | Q2 | Q1 |
|---------------------|----|----|
| Public body         | 6  | 4  |
| Unknown             | 5  | 4  |
| Private landowner   | 4  | 10 |
| NCCP                | 3  | 3  |
| Various             | 1  | 0  |
| Community (general) | 1  | 0  |
| Farmer              | 1  | 0  |
| CoRLA               | 0  | 8  |
| Community landowner | 0  | 2  |
| Utilities provider  | 0  | 1  |
| Tenant              | 0  | 1  |
| Charity             | 0  | 1  |

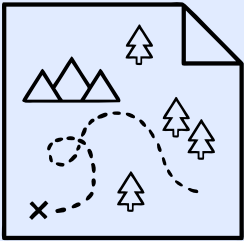
## LOCATION

This quarter we handled cases and enquiries from:

|                     |   |
|---------------------|---|
| Perth & Kinross     | 4 |
| Highlands           | 4 |
| Fife                | 3 |
| Not disclosed       | 2 |
| East Dunbartonshire | 2 |
| South Lanarkshire   | 2 |
| Shetland            | 1 |

|              |   |
|--------------|---|
| East Lothian | 1 |
| Angus        | 1 |
| Glasgow      | 1 |

In Q1 we had more contacts from Highlands, Fife, Perth, Angus, and South Lanarkshire as well as from Edinburgh, Aberdeenshire, Argyll & Bute, Dumfries & Galloway, East Ayrshire, East Renfrewshire, Moray, Na h-Eileanan Siar, North Lanarkshire, Stirling and Scotland-wide



# Annex F 3.6- Tenant Farming

|                         | April | May | June | July | August | September |    |
|-------------------------|-------|-----|------|------|--------|-----------|----|
| General Legislation     | 0     | 3   | 0    | 4    | 0      | 0         |    |
| Relinquishment          | 0     | 0   | 1    | 2    | 0      | 2         |    |
| Rent Review             | 1     | 2   | 1    | 1    | 0      | 0         |    |
| Waygo                   | 2     | 1   | 0    | 3    | 1      | 0         |    |
| Sporting                | 1     | 0   | 1    | 0    | 1      | 0         |    |
| Assignment/Succession   | 1     | 1   | 1    | 0    | 1      | 1         |    |
| New Tenancy/renewal     | 1     | 0   | 0    | 0    | 0      | 0         |    |
| Irritancy               | 0     | 0   | 1    | 0    | 0      | 0         |    |
| Other                   | 1     | 0   | 1    | 0    | 0      | 0         |    |
| Lease Terms             | 1     | 0   | 1    | 2    | 2      | 2         |    |
| Fixed Equipment         | 2     | 0   | 0    | 0    | 0      | 0         |    |
| Repairs and Maintenance | 0     | 0   | 1    | 0    | 0      | 0         |    |
| New Entrant             | 0     | 0   | 1    | 0    | 0      | 0         |    |
| Resumption              | 0     | 0   | 1    | 0    | 0      | 0         |    |
| Tenants Improvements    | 0     | 0   | 0    | 0    | 3      | 0         |    |
| Tenant Behaviour        | 0     | 0   | 0    | 1    | 0      | 0         |    |
| Compliance              | 0     | 0   | 0    | 1    | 0      | 0         |    |
| Housing                 | 0     | 0   | 0    | 0    | 0      | 1         |    |
|                         |       |     |      |      |        |           |    |
| Total                   | 10    | 7   | 10   | 14   | 8      | 6         | 55 |

|                 |    |   |    |    |   |   |    |
|-----------------|----|---|----|----|---|---|----|
| Tenant          | 6  | 6 | 8  | 9  | 7 | 4 | 40 |
| Landlord        | 4  | 1 | 2  | 3  | 0 | 1 | 11 |
| Third Party     | 0  | 0 | 0  | 2  | 1 | 1 | 4  |
| Community Group | 0  | 0 | 0  | 0  | 0 | 0 | 0  |
|                 |    |   |    |    |   |   |    |
| Total           | 10 | 7 | 10 | 14 | 8 | 6 | 55 |

## Land Reform Act implementation: progress report

**Purpose:** to provide the board with a regular update on implementation of the Land Reform Act that identifies current actions and any significant implications in relation to the relevant delivery, financial and reputational risks identified in our strategic risk register.

Relevant strategic risks:

- *Risk that Land Reform Bill creates increased obligations without sufficient resource leading to adverse impacts on delivery;*
- *Risk that appointment of a Land & Communities Commissioner creates unexpected governance or operational implications;*
- *Risk that delays to, or lack of clarity in expectations of implementation of the Land Reform Bill impacts the Commission's reputation and stakeholder relationships.*

### General progress update:

Scottish Government has begun the process for recruitment of the Land and Communities Commissioner, and we still expect this post to be appointed in Q1 27/28. The recruitment panel has met and government has written to the parliamentary committee to set out the proposed process.

Scottish Government has provided an outline timetable for the implementation of Part 1. However, government has not yet set out the implementation timetable for Part 2, meaning that resource planning for the increased scope of the TFC function has not progressed further.

We have been working with Scottish Government colleagues to support detailed work on clarifying the holdings in scope, looking at possible scenarios. We have also advised on their planned consultation which we expect will address the community engagement obligation and provide information on holdings in scope.

Internally we have in place programme management arrangements to co-ordinate our work on implementing Part 1 of the Act. The priority at this stage is preparations for the Land and Communities Commissioner role in relation to the community engagement obligation.

There is significant stakeholder uncertainty at the moment about implementation timescales and approach. Some of this should be addressed through the Scottish Government's planned first consultation in the autumn. We have scheduled a series of stakeholder engagement events to support this consultation, including with community bodies, professional advisers, and we will use our established forums and advisory groups to encourage engagement in the consultation.

The Commission will respond to the consultation, and this provides a further opportunity to ensure that the Commission's views and advice on implementation is communicated transparently. We will hold specific board discussions on the content of the consultation once it is published. In the meantime, our key messages to stakeholders in relation to this current phase are:

- Encourage engagement in the consultation - the community engagement obligation and associated land management plans are a positive opportunity and both community and land manager/owner voices are needed to shape the requirements effectively;
- We view the process of community engagement to be as important as the document that is produced as a land management plan;
- SLC is also focused on preparing for the specific role of the LCC in the community engagement obligation and will draw on wide engagement to inform our approach.

Key risks at this point are:

- Uncertainty in resourcing for 27/28 – planning for staff resource for Part 1 and Part 2 dependant on outcome of Scottish Government budget;
- Uncertainty on implementation timetable for Part 2

## 26/27 priorities:

| Topic                                      | 26/27 Business Plan priorities:                                                                | Milestone:                   | Progress commentary                                                                                                                                           |
|--------------------------------------------|------------------------------------------------------------------------------------------------|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Land &amp; Communities Commissioner</b> | Support Scottish Government in the appointment process for a Land and Communities Commissioner | Recruitment process underway | Recruitment arrangements are being put in place by Scottish Government and our working assumption is for an L&CC to be in post in Q1 of 27/28 financial year. |

|                                               |                                                                                                                             |                                                                                 |                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                               | Prepare the internal governance and scope operational approach ahead of appointment                                         | Staffing support in place ahead of appointment                                  | Scheduled through 26/27. Board to consider internal governance arrangements Oct. Proposed new post of Land & Communities Manager is dependant on 27/28 budget, recruitment pending budget clarity.                                                                                                     |
|                                               | Scope data requirements and information systems to support the operational functions of the Commissioner                    | Data and systems needs identified                                               | Discussions underway with SG and Registers of Scotland on options for hosting LMP database, in wider context of seeking data integration. Scoping our requirements for contact management system planned Q4, seeking examples from other bodies' experience in meantime.                               |
| <b>Land Commissioner functions</b>            | Deliver on the amended functions for Land Commissioners, including through development of our next strategic plan           | Strategic plan sets out how additional 'matters relating to land' are addressed | These changes commenced via SSI on 16 March 2026. Our strategic plan references the amended scope and sets out the priorities and focus for the Land Commissioners.                                                                                                                                    |
| <b>Tenant Farming Commissioner functions</b>  | Deliver on the amended functions of the Tenant Farming Commissioner in relation to small landholdings and Codes of Practice | Delivery plan in place                                                          | TFC time allocation has now increased to 12 days/month and the additional tenant farming officer post is now in place. Review of Codes of Practice is being built into the TFC and TFAF work programmes. No certainty yet on timetable or resourcing for extension of TFC scope to small landholdings. |
| <b>Model lease for environmental purposes</b> | Lead work to develop a model lease for environmental purposes including wide stakeholder engagement and legal advice        | Complete scoping Legal work on model clauses underway                           | The project is now underway with a contract team in place and the initial series of stakeholder roundtable meetings underway. Additional funding arrangements in place with SG.                                                                                                                        |

|                                        |                                                                                                                     |                                  |                                                                                                                                                            |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Community Engagement Obligation</b> | Advise on implementation of the Community Engagement Obligation and Land Management Plans                           | Advice to Scottish Government    | SLC provided SG with a summary of all existing sources of guidance and advice as a starting point to inform work on this. SG consultation expected autumn. |
|                                        | Scope operational approach to L&CC role and consider interaction with the existing good practice programme          | Advice to board                  | Board discussion on the community engagement obligation and Land Management Plans held Aug, planning work ongoing.                                         |
| <b>Transfer test</b>                   | Advise on development of guidance and regulations in relation to the Transfer test                                  | Advice dependent on SG timescale | Engagement with SG to support work on clarifying the holdings in scope.                                                                                    |
|                                        | Scope operational approach to L&CC role and implications for the Commission                                         | Advice to board                  | Work on lotting role not started yet. Scheduled in programme plan.                                                                                         |
| <b>Monitoring and Review</b>           | Scope requirements for baseline and monitoring plan for the future review of the effectiveness of Part 1 of the Act | Baseline requirements identified | Scheduled through 26/27. Project initiation in place for data workstream that includes establishing a baseline for future monitoring of impact.            |

**Hamish Trench**

**Chief Executive**



## Commissioners Board Meeting

An Lochran, Inverness

Paper No. 5

Board Self-Assessment Review

|                              |                                                                              |
|------------------------------|------------------------------------------------------------------------------|
| <b>Purpose</b>               | To support a discussion among the board reflecting on collective performance |
| <b>Previous board papers</b> | N/A                                                                          |
| <b>Action required</b>       | For Discussion                                                               |

It is established good practice for a board to reflect/undertake a self-assessment of its collective performance at regular intervals. This is distinct from the annual appraisal/development discussions between the Chair and individual board members, this is an opportunity to reflect on the way the board as a whole works. Members of the management team will also be invited to join this discussion.

***Commissioners are asked to reflect in advance and be ready to discuss:***

- ***What is working well?***
- ***What could be improved?***

In particular, you may wish to reflect on some of the following prompts:

### **Purpose and remit**

1. Are we clear on our purpose and what we are here to do?

### **Meetings and agendas**

2. Do we focus our board time together on the important issues with appropriate time for discussion?
3. Do we balance routine business with horizon issues?
4. Do we receive the right level and quality of information to be effective?

### **Culture and behaviour**

5. Do we challenge and support management in an effective balance?
6. Do we make effective use of the skills and perspectives among the board?
7. Do we model the culture and behaviour we look for in the organisation?

### **Stakeholders and impact**

8. Do we feel well connected to people affected by our work?

9. Do we feel able to draw on external expertise when we need it?

**Training and support**

10. Do we have access to sufficient training and support?

Agreed action points for ongoing improvement and development will be recorded.