



SCOTTISH LAND COMMISSION  
COIMISEAN FEARAINN NA H-ALBA

## Commissioners Meeting

Tuesday 6<sup>th</sup> February 2024, 9.30am  
An Lochran, Inverness

# A G E N D A

Item no	Item	Paper no	Action	Lead
	Welcome/Apologies			Chair
	Declarations of Interest			Chair
1.	Minutes of the previous meeting: 5 <sup>th</sup> December 2023	1	For agreement	Chair
2.	Commissioner Updates	-	For information	Chair
3.	Quarterly Progress Report <ul style="list-style-type: none"><li>- Delivery</li><li>- Finance</li><li>- Risk</li><li>- Communications</li></ul>	2 Annex A Annex B Annex C Annex D	For discussion	Hamish Trench
4.	Quarterly Casework Report – Land Rights & Responsibilities Good Practice	3	For discussion	Emma Cooper
5.	2024/25 Business Planning	4 Annex A	For discussion	Hamish Trench
6.	Staff survey – results of latest survey	5	For discussion	Nikki Nagler
7.	Communications update	-	For discussion	Scarlett Macfarlane
8.	Audit and Risk Committee Membership - to nominate two members to the committee	-	For agreement	Chair
9.	New board member induction	-	For discussion	Chair
10.	AOB	-		Chair

- Following the meeting the board will have a discussion on the forthcoming land reform bill.
- A sandwich lunch will be provided with staff invited to join Commissioners over lunchtime.



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**Minute of the meeting of the Scottish Land Commissioners held on Tuesday 5<sup>th</sup> December 2023 at An Lochran, Inverness.**

**Commissioners Present:** Andrew Thin (Chair), Sally Reynolds, Lorne MacLeod, Megan MacInnes (Land Commissioners), Bob McIntosh (Tenant Farming Commissioner)

**In Attendance:** Hamish Trench, Gemma Campbell, James MacKessack-Leitch, Karen Grant, Emma Cooper, Nikki Nagler, Felicity Peall (Scottish Land Commission)

**Apologies:** David Adams (Land Commissioner).

**Declarations of interest:** None

**1. Minutes of previous meeting 7<sup>th</sup> November 2023**

The minutes were agreed as a true and accurate reflection of the discussion held: No amendments required.

Matters Arising: None

**2. Report from Chair of Audit and Risk Committee**

Lorne introduced the paper and provided key points from recent ARC meeting, noting the recent complaint and lessons learned, budget review and the adjustment to the risk register to better reflect reputation risks associated with impact of advice.

The board sought assurance from the Chief Executive on the point raised about spend profile and risk of underspend. Hamish advised significant progress has been made in Qtr 3 in reallocation and bringing spend forward in order to meet out budget expectations.

The chair also noted that the board will need to review the ARC membership once new Commissioners have been appointed in the new year.

Action 23120501	Hamish to provide update on spend profile at next meeting (budget update will be included in Quarterly Report)
Action 23120502	Board to review membership of the ARC once new Commissioners appointed

**3. Good Practice Casework**

Emma introduced the good practice casework policy for agreement, noting the board's previous discussion on our approach to casework. She emphasised the value in having an agreed policy that provides clarity and transparency internally and for members of the public.

The Board agreed the value in having an agreed policy. Members discussed if and when escalation of cases to the board may be appropriate. It was agreed that in cases where no response is received from an approach by the Commission to relevant parties, if there are issues of sufficient impact or public interest, staff should escalate the case to the board for consideration. That consideration will include whether it is appropriate for the Commission to make a public statement on the matter.

It was agreed that the board will continue to receive quarterly updates on casework for information.

The board also asked that minor additions be made to the policy to be clearer about how the Commission prioritises its limited capacity in handling LRRS casework.

Subject to making changes to reflect the points above, which the board delegated to staff, the board agreed the policy.

Action 23120503	Hamish to agree amendments to wording in the casework policy before publishing.
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#### 4. 24/25 Outline business planning

Hamish introduced the paper on outline business planning for 24/25. He noted the clear framework in our new strategic Plan and Programme of Work that should guide our planning. He also noted the planning assumption of a flat grant-in-aid, although Government is due to publish its draft budget on 19<sup>th</sup> December. He emphasised this is an initial discussion to consider key areas, detailed business planning will be taken forward in the new year, with board discussions in February and March.

The board agreed the broad areas of focus set out in the paper address key areas the Commission will be expected to be working on. The board noted that a flat grant-in-aid is a realistic planning scenario but that it will mean a real-terms reduction in resource, so prioritisation of staff time and finance will be required.

The board also noted that our business planning should retain a good level of flexibility, to respond to both the board transition with new Commissioners being appointed between now and March and to be able to respond effectively to the land reform bill, for which publication date is currently unknown.

The board asked that particular consideration is given to our ongoing role and work on natural capital. It is expected this will continue to be a strong theme influencing land and land reform. Hamish noted that many parts of government and public bodies are involved in work which is increasingly being co-ordinating through Scottish Government programmes. He identified a continuing need for the Commission to contribute to the development of the market framework and policies that government is developing, as well as continuing to provide thought-leadership on approaches to natural capital in relation to land governance and land value. The board asked for a briefing at the next board meeting on the wider context of Scottish Government and public sector work on natural capital in order to consider our planned work in that context.

The board also noted the range of legislative bills likely to be relevant, including reference to potential charities reform and crofting legislation.

Action 23120504	Hamish and Emma to provide briefing on the context for our natural capital work at the next board meeting.
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#### 5. Communications Update

Nikki gave a communications update, noting the good level of publications, visibility and coverage over recent weeks and what is coming up. The board noted their thanks to all staff and Nikki and Sara in particular for the quality and coverage of recent communications, particularly noting we have reduced staff capacity at present. The board asked for an updated organisational chart to be circulated given a number of new staff appointments.

The board agreed a January online public meeting should proceed as planned, and arrangements for the future public meetings programme will be agreed with an incoming chair.

Nikki noted that communications are in-hand for timing as and when there are announcements on new Commissioner appointments and/or the land reform bill.

Members sought an update on conference planning. Nikki confirmed the date and venue will be agreed before Christmas and circulated. The focus for the conference will be on practical approaches to more diverse land governance models.

Action 23120505	Nikki to schedule public meeting for mid-January.
Action 23120506	New updated organisational chart to be circulated.

## 6. Tennant Farming Update

Bob briefed the board on the proposed tenant farming measures that are expected to be included in the land reform bill. These have been well discussed through the Tenant Farming Forum Advisory Group and reflect Bob's advice as TFC. The Government has also consulted on a strategic environmental impact assessment which has set out the proposed approach.

Members noted the proposed measures. The board highlighted in particular the relevance of the proposed Land Use Tenancy to the wider work of the Commission in relation to governance, tenure and access to small land holdings.

## AOB

### Community Land Leadership Group

Lorne gave an update from the recent Community Land Leadership Group, highlighting the discussion on a proposal from Community Land Scotland to simplify registration for community right to buy, and on the increasing use of sale conditions which can constrain acquisitions through the Scottish Land Fund. The board agreed that the Commission should consider, and if necessary seek its own advice on the proposals for Community Right to Buy. It noted the Commission's previous recommendation to simplify rights to buy where possible as well as the range of potential legal and practical issues involved.

### Board Recruitment

Andrew updated the board on the recent recruitment, advising that interviews have now taken place and the recommendation of the independent panel passed to Ministers. The appointments process is continuing through the parliamentary stages so there will be no further updates until that is concluded.

He also noted that he is preparing the skills matrix so that Scottish Government can begin in good time the recruitment process for the next board appointments due in December 2024.

Andrew also noted that work is in-hand to prepare the induction plan for new Commissioners and he will share this with the board.

Action 23120508	Andrew to submit to government relevant information for the 2024 board recruitment.
Action 23120509	Andrew to agree an induction plan for new Commissioners with Hamish, to be shared with the board,

At the end of the Board meeting the board thanked Megan and David for their commitment and outstanding work as members of the board since the establishment of the Commission.

**Date of Next Meeting: 6<sup>th</sup> February 2024**



**Actions from Board Meetings - Update of actions to date**

Action number	Date Raised	Context	Action Detail	Responsible	Date Required	Date Closed	Comments
	05/12/2023	Business planning	Hamish to provide update on spend profile at next meeting (budget update will be included in Quarterly Report)	Hamish Trench			See Paper 2 Annex B 06/02/24
	05/12/2023	Changes in board membership	Board to review membership of the ARC once new Commissioners appointed	Chair			On agenda for 06/02/24 Item 8
	05/12/2023	Good Practice Casework	Hamish to agree amendments to wording in the casework policy before publishing.	Hamish Trench			Amendments made, ready for circulation
	05/12/2023	Business Planning	Hamish and Emma to provide briefing on the context for our natural capital work at the next board meeting.	Hamish Trench/Emma Cooper			Held over to 05/03/24 board meeting
	05/12/2023	Public engagement	Nikki to schedule public meeting for mid-January.	Nikki Nagler			For consideration on agenda 06/02/24 item 7
	05/12/2023	Staffing	New updated organisational chart to be circulated.	Nikki Nagler			Circulated
	05/12/2023	Board recruitment	Andrew to submit to government relevant information for the 2024 board recruitment.	Chair			Submitted
	05/12/2023	Board recruitment	Andrew to agree an induction plan for new Commissioners with Hamish, to be shared with the board,	Chair			Plan agreed and circulated



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**Commissioners' Meeting 6<sup>th</sup> February 2024  
An Lochran, Inverness**

**PAPER 2**

**Quarterly Progress Report**

<b>Purpose:</b>	To review quarterly progress for Qtr 3
<b>Previous board papers:</b>	5 <sup>th</sup> November 2023 Quarterly Progress Report
<b>Action required:</b>	For discussion

The quarterly progress reports maintain oversight of progress against the Business Plan through the year. This report covers the third quarter of the 23/24 Business Plan. The table below shows current status against the Strategic Plan KPIs.

KPI MEASUREMENT	2023/24 TARGET	Progress
<b>DELIVERY</b>		
% of planned outputs in annual business plans delivered	95%	On track: 78%
		Delayed/Changed: 22%
		<b>See ANNEX A</b>
<b>STAKEHOLDER RELATIONS</b>		
Feedback as reported through perceptions audits	Maintain or increase perceived impact	Next audit due 2024
<b>STAFF SATISFACTION</b>		
% reported staff satisfaction in staff surveys	Increase	Nov 2023: 62% relatively or extremely satisfied
<b>FINANCE</b>		
End of year out-turn	Within 2% of total allocated budget	<b>See ANNEX B</b>

The report comprises four annexes:

- a) **Delivery Progress:** Annex A sets out the RAG assessment and progress commentary for delivery against our 23/24 Business Plan. In Quarter 3 we delivered significant publications and corporate reporting as well as commissioning planned work for Qtr 4. Highlights include:

- Publication of Guidance on Community Benefits from Land;
- Publication of rural land market data report;
- Publication of research report on the French SAFER system of land market intervention;
- 2022/23 Annual Report & Accounts laid in Parliament;
- New research commissions on international experience in natural resource governance; rural housing land supply; vacant and derelict land;

**b) Finance Review:** Annex B provides a current summary of the budget showing a projected 3.4% underspend at this point. The primary focus in Qtr 3 was ensuring planned spend is committed and that delivery is on track within the financial year.

**c) Audit and Risk:** The Strategic Risk Register is provided at Annex C. Following consideration in the Audit and Risk Committee, risk 7 is revised to take into account the risk raised in the November board meeting relating to the impact of the Commission's recommendations. A number of risks are identified as increasing, reflecting the fast-moving external environment and the need to remain agile.

**d) Communications:** Annex D provides a summary of communications activity over Quarter 3 and a look ahead.

## Other Updates

### Staffing

During Quarter 3 we welcomed Miranda Geelhoed (Land Governance Adviser), Peter MacDougall (Tenant Farming Manager) and Uwe Stoneman (Good Practice Adviser) into post.

Scarlett Macfarlane joined on 8<sup>th</sup> January as Communications and Engagement Manager and Megan Donnelly as Finance Officer on 15<sup>th</sup> January. Felicity Peall has been appointed on a permanent basis to the post of Corporate Services Assistant.

Those appointments fill the vacant posts that arose in 2023. We plan to be recruiting shortly for a new fixed term post of Green Finance Officer as part of an externally funded partnership with the Cairngorms National Park Authority.

### Board

New Commissioner appointments were approved by Parliament on 21<sup>st</sup> December 2023 and have since been formally appointed by Scottish Government. The initial required steps have also been taken in order that Scottish Government can begin the recruitment process for the next board appointments due in December 2024.

**Hamish Trench**  
**Chief Executive**

PAPER ANNEX A: Delivery Report					
*RAG Status:	Delivery on track	Delivery delayed or changed	Risk of non-delivery		
Theme	Priority	Activity	Planned Outputs	Progress Commentary	RAG
Reforming land rights	Providing advice and evidence to Scottish Government, Parliament and stakeholders on the proposed Land Reform Bill and other Bills where relevant	Provide evidence and advice to Scottish Government, Parliament and stakeholders to support development of the Land Reform Bill, as well as Agriculture, CWB and Human Rights Bills	Advice & evidence on land reform bill through parliamentary process	Research on learning from French experience of SAFER model published Nov; Summary of SLC research & recommendations ready for publication. LR Bill introduction delayed by SG.	
			Advice to inform the Community Wealth Building Bill (see Tenant Farming re Advice on Agric Bill)	Response to CWB Bill submitted. Work on Common Good to start Qtr 4	
			Human Rights Advisory Forum - regular meetings/advice	1 meeting held in Qtr 3 focused on recent legal updates and SLC work	
	Providing advice for policy and practice on diversifying the pattern of land ownership	Review and promote practical ways to diversify the ownership and governance of land holdings	Community Land Ownership Leadership Group re-established to coordinate leadership in developing community land ownership & governance	4 <sup>th</sup> meeting held in Qtr 3 focused on CRtB and use of sale conditions. Future meeting series in place. SLC supporting development of Community Land Academic Network research portal.	
			Advice and guidance publications to support the sector to diversify ownership and governance	Briefing paper on governance published Qtr 3; Guidance on disposals policy for land owners commissioned Qtr 3; Stakeholder event on governance futures held Nov. Further guidance to be scheduled Qtr 4 and in next business plan.	
			Work with land owners to support and test a range of practical approaches to diversifying governance and ownership	Land Governance Adviser in post Qtr 3. Work underway incl collaboration with Communities Housing Trust re Woodland Crofts;	

				and exploring governance opportunities in crofting and small scale land holdings	
			Collaboration with Crown Estate Scotland to pilot Community Ownership Accelerator initiative to enable community land acquisition	Project Manager appointed by CES; Project formally started Qtr 3, project board in place. Phase 1 underway with legal advice, stakeholder engagement, process design.	
<b>Reforming land markets</b>	Providing advice for policy and practice on natural capital, the land market and a just transition	Keep under review the implications of emerging natural capital value in the land market	Rural land markets insight and analysis publications and long-term monitoring approach agreed with partners	2022 Land market insights report published Qtr 1; Land market data report published Nov. Partnership for next 3 years agreed with SRUC. Work underway for 2024 publication.	
		Advise on responsible approaches to securing community benefit from natural capital investment and value	Advice on community benefit in natural capital investment to inform SG market framework	Advice to government on Natural Capital & Land Reform: Next Steps for a Just Transition published Qtr 1. Engagement with Just Transition Commission to inform JTC land and agriculture report; Continue to advise through SG NSET programme. New research contract tendered Qtr 3 on international experience in governance of natural resources.	
			Encourage adoption of good practice in delivering community benefit in natural capital projects by providing support, advice and publishing guidance	Guidance on community benefits published Nov. Refreshed Community Benefits Advisory Group in place;	

				Providing advice on developing UK and Scottish Codes and Standards	
	Providing advice for policy and practice on land development and regeneration	Review progress to support momentum in tackling vacant and derelict land	Stock-take of action on delivering the recommendations of the Vacant and Derelict Land Taskforce	Scope agreed by board Oct; Research contract commissioned Nov. for report Qtr 4	
		Support more effective approaches to land assembly for housing and development	Community of practice to support and develop negotiated approaches to land assembly & contribute to NPF4 Delivery Plan	Internal scoping of approach completed Qtr 1 & informed by stakeholder workshop Aug; Focus to be discussed with SG re NPF4 delivery in Qtr 4.	
			Advice to support Remote, Rural and Islands Housing Plan and rural repopulation pilots	Participation in SG Planning, Infrastructure & Place Advisory Group; advised SG on rural & Islands Action Plan; using published research to inform options; New rural housing research contract tendered Qtr 3.	
<b>Responsible land ownership and use</b>	Strengthening practical implementation of the Land Rights and Responsibilities Statement (LRRS)	Deliver an effective Good Practice Programme to support land owners, managers and communities to implement in practice the principles of the LRRS across urban and rural Scotland.	Promote refreshed Good Practice Advice Service to support the practical implementation of LRRS	Put on hold to 24/25 due to evolving context with Land Reform Bill	
			Respond to casework enquiries and requests for advice on LRRS implementation	See Quarterly casework report	
			Develop further approaches to LRRS self-assessments, identifying opportunities to scale-up in 2024/25	Refreshed template being piloted; Leadership in good practice event in Q4 in LLTNP	
			Improve access to and uptake for internally created learning resources, tools and guides	Preparing changes to improve website information delayed to 24/25 due to staff vacancies	
			Deliver a programme of CPD training on LRRS for land agents	Reprioritised due to staff vacancies – delayed to Qtr 4 for delivery associated with conference event.	

			Work with Scottish Forestry and the forestry sector to improve approaches to community engagement and benefit	Agreement in place with ConFor for training on engagement; Ongoing work with SF to inform forestry grants and standards. Supporting interviews on implementation with forest managers.	
			Publish a report on casework and advice to inform future policy and practice	Report completed Qtr 3 for publication in Jan. Casework policy formalised and agreed by board.	
<b>Tenant Farming</b>	Tenant Farming Commissioner (TFC)	Support good relations between agricultural landlords and tenants	Codes of Practice and Guidance	New Guidance on Tree Planting developed	
			Casework enquiries and advice on implementation of Codes and Guidance	Ongoing casework	
			Mediation panel	No applications to date	
		Statutory appointment of valuers as per Relinquishment and Assignation legislation	Review of procedures and guidance, maintain valuers panel and valuer appointments made within statutory timescale	Advised SG on proposed amendments for clarity in legislation.	
		Seek relevant advice to the sector on matters of legal uncertainty through s38	Guidance publication following Land Court determination on resumption in limited duration tenancies	No further action needed	
		Provide advice to Scottish Government to support enactment of 2016 Act and on the implications in the Agriculture Bill for the tenanted sector	Advice in relation to new housing standards in agricultural holdings and relevant proposals in the Agriculture Bill	TFAF meetings held Apr/May/June/Oct advising SG on development of proposed bill measures.	
		Undertake 5 year review of the findings and recommendations of the 2018	Re-survey and review of implementation against 2018 recommendations	Interviews with agents and stakeholder organisations contracted Qtr 3 for completion Qtr 4.	

		Review of the Operation of Agents			
		Stakeholder engagement	Tenant Farming Advisory Forum	Increased frequency of meetings over year to advise SG on Agriculture Bill.	

Strategic Plan Theme	Business Plan Priority	Staff Lead	Original Budget Allocation	Revised Budget Allocation	Q1 Actual	Q2 Actual	Q3 Profiled	Q3 Actual	Variance	Explanation for variance	Total spend to date	Revised Q4	Total Profiled	Unprofiled against budget	
<b>Commissioners</b>	Commissioners meetings	Hamish Trench	500	1200	705	167	433	716	283	Difficult to profile in advance	1,588	300	1,888	-688	
	Commissioners training and developmen	Hamish Trench	3000	3000	240	0	0	0	0		240	2,700	2,940	60	
	Commissioners travel and subsistence	Hamish Trench	11000	11000	3033	2849	2400	2809	409	Difficult to profile in advance	8,691	2,967	11,658	-658	
	Commissioners fees	Hamish Trench	59500	59500	14443	14443	14814	14442	-172	awaiting pay award implementation	43,328	13,733	57,061	2,439	
<b>Total</b>					<b>18421</b>	<b>17459</b>	<b>17447</b>	<b>17967</b>	<b>520</b>		<b>35,880</b>	<b>19,700</b>	<b>73,548</b>	<b>1,152</b>	
<b>Staffing</b>	Staff payroll/on-costs	Hamish Trench	1072000	1000000	223122	205300	228562	213345	-15217	leavers and pending pay award	641,767	322,287	964,055	35,946	
	Recruitment	Hamish Trench	2500	3000	438	2189	855	1539	684	additional recruitment costs	4,166	2,422	6,588	-3,588	
	Staff travel and subsistence	Hamish Trench	22000	22000	4224	3416	5500	6567	1067	Difficult to profile with new starters	14,207	8,500	22,707	-707	
	Staff training and development	Nikki Nagler	25000	25000	8	2394	11793	7607	-4186	training rescheduled to March due to supplier	10,009	9,165	19,174	5,826	
<b>Total</b>				<b>227793</b>	<b>213299</b>	<b>246710</b>	<b>229058</b>	<b>-17651</b>		<b>441,092</b>	<b>342,374</b>	<b>1,012,524</b>	<b>37,476</b>		
<b>Communications</b>	Communications campaigns	Nikki Nagler	15000	15000	94	93	96	96	0		283	5,063	5,346	9,654	
	Communications Support	Nikki Nagler	25000	25000	4142	5909	7086	5910	-1176	invoices less than expected	15,961	5,910	21,871	3,129	
	Design and Printing	Nikki Nagler	10000	20000	54	1688	11199	8902	-2297	knock on effect from conference rescheduling	10,644	2,000	12,644	7,356	
	Digital	Nikki Nagler	8000	8000	0	80	550	0	-550	awaiting invoices	80	7,670	7,750	250	
	Events	Nikki Nagler	15000	15000	2228	160	944	80	-864	Costs less than estimated	2,468	120	2,588	12,412	
	Communications monitoring and review	Nikki Nagler	8000	8000	1421	224	1500	3179	1679	invoice arrived early	4,824	2,468	7,292	708	
	Internal Communications	Nikki Nagler	0	0	0	0	0	0	0		0	0	0	0	
	<b>Total</b>				<b>7939</b>	<b>8153</b>	<b>21375</b>	<b>18167</b>	<b>-3207</b>		<b>16,092</b>	<b>23,231</b>	<b>57,490</b>	<b>33,510</b>	
	<b>Organisational Development</b>	Climate Action	Nikki Nagler	500	800	0	774	0	0	0		774	0	774	26
		External Meeting Costs	Nikki Nagler	1000	200	0	0	0	0	0		0	0	0	200
HR Service		Nikki Nagler	15000	15050	262	3523	3750	3844	94		7,629	10,500	18,129	-3,079	
Health, Safety, Environment & Quality		Nikki Nagler	2000	2000	198	0	0	0	-760		0	0	0	0	
Insurance and bank charges		Nikki Nagler	1000	1000	75	75	1000	240	-657	awaiting invoice	499	2,200	2,699	-699	
IT Service		Nikki Nagler	75000	75000	23586	8203	1385	728	6483	Additional laptops and licences purchased	60,272	10,500	70,772	4,228	
Legal Advice		Nikki Nagler	15000	20000	2400	6384	3600	2400	-1200	unprofiled urgent spend	11,184	3,600	14,784	5,216	
Office Accommodation		Nikki Nagler	20000	20000	0	18000	0	0	0		18,000	0	18,000	2,000	
Office Supplies		Nikki Nagler	1000	1000	198	0	100	44	-56		242	153	395	605	
Organisational Financial Performance		Nikki Nagler	48000	56000	4990	3804	4000	1310	-2690	awaiting invoices	9,903	45,850	55,753	247	
Research Capacity Building		Nikki Nagler	1000	1000	1000	2400	0	0	-2400	Awaiting invoice	1,000	11,200	12,200	-11,200	
Subscriptions and memberships		Nikki Nagler	2500	2500	1740	90	90	260	170	additional subscription purchased	2,090	90	2,180	320	
<b>Total</b>				<b>33510</b>	<b>41652</b>	<b>38325</b>	<b>37310</b>	<b>-1015</b>		<b>75,163</b>	<b>84,168</b>	<b>196,640</b>	<b>-2,090</b>		
<b>Tenant Farming</b>	Mediation	Hamish Trench	3000	3600	0	0	0	0	0		3,600	0	3,600	0	
	Review of agents	Hamish Trench	12000	12000	0	0	215	215	0		215	8,640	8,855	3,145	
<b>Total</b>				<b>0</b>	<b>3600</b>	<b>0</b>	<b>215</b>	<b>215</b>	<b>126</b>		<b>3,600</b>	<b>8,640</b>	<b>12,455</b>	<b>3,145</b>	
<b>Responsible Land Ownership and Use</b>	Strengthening practical implementation of Land Rights and Responsibilities	Emma Cooper	5000	5000	0	0	0	126	126		126	9,000	9,126	-4,126	
	<b>Total</b>				<b>0</b>	<b>0</b>	<b>0</b>	<b>126</b>	<b>126</b>		<b>0</b>	<b>9,000</b>	<b>9,126</b>	<b>-4,126</b>	
<b>Reforming land rights</b>	Advice & Research to support Land Reform bill	Hamish Trench	15000	9000	0	0	8790	8790	0		8,790	0	8,790	210	
	Diversifying the pattern of land ownership	Hamish Trench	34109	51109	0	0	16720	0	-16720	Awaiting invoices for CES partnership	0	40,345	40,345	10,764	
<b>Total</b>				<b>0</b>	<b>0</b>	<b>25510</b>	<b>8790</b>	<b>-16720</b>		<b>0</b>	<b>40,345</b>	<b>49,135</b>	<b>10,974</b>		
<b>Reforming land markets</b>	Land Development & Regeneration	Hamish Trench	5000	33000	0	894	440	8376	7936	Invoice received for work to date earlier than expected	9,270	46,064	55,334	-22,334	
	Natural Capital, land market & a just transition	Hamish Trench	25000	45000	603	0	2000	0	-2000	Spend reprofiled to March	603	38,816	39,419	5,581	
<b>Total</b>				<b>603</b>	<b>894</b>	<b>2440</b>	<b>8376</b>	<b>5936</b>		<b>1,497</b>	<b>84,880</b>	<b>94,753</b>	<b>-16,753</b>		
<b>TOTAL EXPENDITURE</b>			<b>1,558,609</b>	<b>1,568,959</b>	<b>288,266</b>	<b>285,058</b>	<b>351,806</b>	<b>320,009</b>	<b>-31,797</b>		<b>573,324</b>	<b>612,338</b>	<b>1,505,671</b>	<b>63,288</b>	

GIA:	1,559,000
Total profiled	1,505,671
Unprofiled against GIA	53,329

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							
<b>VISION: Fair inclusive and productive system of ownership management and use of land that delivers greater benefit for all the people of Scotland</b>																
<b>RISK CATEGORY: DELIVERY</b>																
1	Catastrophic loss of systems resulting in the Commission not being able to operate as an organisation	5	4	20	Business continuity plan in place, cloud based IT system accessible outside of the office environment, cyber essentials plus accreditation, improved cyber security for log in to the network.	Effective	5	1	5	→	Stable	Averse	Working closely with IT service provider to ensure cyber security. Cyber incident response plan approved by ARC. Achieved Cyber Essentials Plus for 2023. Multi factor authentication implemented for network access, updated antivirus software aligned to SG recommendations, cloud network tested. Cyber security requirements embedded in tender for IT service. Potential increase in cyber threats due to current political environment	5	Sep-24	Head of Communications and Corporate services
2	Ability to react quickly in matching resources to changes in priorities	3	3	8	Maintain team approach to delivery enabling staff to draw on capacity and expertise across the team as required; Quarterly progress reporting to Board	Effective	3	3	9	↑	Increasing	Cautious	Improved cross-team working and quarterly planning with delivery tracker monitoring. 23/24 Business plan refreshed resourcing to current priorities. Staff posts reviewed as vacancies arise in order to remain agile and refresh focus where necessary. Changes in corporate team structure to improve resilience. Build flexibility into 24/25 business plan to respond to Land Reform Bill work.	4	Feb-24	CEO
<b>RISK CATEGORY: REPUTATIONAL</b>																
3	Changes in Board appointments or failure to recruit timely result in disruption to effective governance or lack of clarity in strategic direction	4	3	12	Recruitment to start 12 months ahead (SG responsibility). Plan succession timescales; ensure effective Strategic Plan in place Sept 23; Board induction processes refreshed and in place.	Partial	3	3	9	↓	Decreasing	Minimalist	Board appointments completed with 1 Feb start. Board quorate in meantime with 4 commissioners. Audit and Risk chair changed and additional commissioner available to stand in pending new appointments to ARC by board. Skills matrix for 2024 recruitment submitted to SG to start process early.	4	Dec-23	CEO
4	Emerging issues result in reactive policy making, and relationship management.	5	4	20	Proactive horizon scanning to anticipate future issues, work closely with stakeholders and put internal processes and measures in place for handling.	Partial	3	4	12	↑	Increasing	Minimalist	Working closely with stakeholders and sponsor team to identify potential issues in advance and take action. Clear case handling and internal communications procedures. Land Reform Bill publication likely to impact stakeholder dynamics and require agile responses.	3	Mar-24	CEO
5	Inconsistent or incoherent narrative relating to our body of work leading to inaccurate discussions around the wider land reform agenda	4	3	12	Develop strong narrative between role of land in economic recovery and delivering wellbeing economy, climate action, and reducing inequalities. Implement strategic communications plan, including maintaining strong digital and media presence; regular performance monitoring	Effective	2	1	2	→	Stable	Minimalist	Comms planning & improved team quarterly planning providing more joined up approach. New strategic plan and programme of work launched, summary of work pending publication	2	Sep-24	Head of Communications and Corporate services
6	Effective management of strong relationships with key stakeholders in policy development and also identify opportunities for collaboration, maximising the potential of relationships with a broad range of stakeholders.	5	4	20	All relevant stakeholders are identified and a clear engagement strategy put in place, Commission presence at key stakeholder events, regular liaison meetings with stakeholders and periodic review of stakeholder analysis	Effective	2	2	4	↑	Increasing	Open	Wide stakeholder engagement through policy development and communications. Ongoing and increasing LRR engagement. Structured engagement in Good Practice, Human Rights, Tenant Farming, Natural Capital & Strategic Plan. Relations and dynamics are changing with the LR bill and being taken into consideration.	4	Mar-24	CEO
7	Risk that the Commission's work and recommendations are not seen to have impact	5	3	15	Ensure regular engagement between the Commission Chair and the Land Reform Minister, and between the Tenant Farming Commissioner and the Cab Sec for Rural Affairs. Ensure regular engagement between the CEO and the SG Sponsor and Policy Teams. Clear & regular communication of Commission's work and recommendations	Effective	2	3	6	→	Stable	Open	Regular sponsorship & land reform team liaison in place. Clear roles and relationships re land reform bill identified. Engagement in other formal SG structures eg NSET Programme, EELG, Planning Advisory Group. Meeting with sponsor team and board held in September 23. Regular and more focused meetings with Sponsor team and CEO in lead to LRB. Publications planned to maintain visibility of Commission's research and recommendations.	4	Sep-24	CEO
<b>RISK CATEGORY: COMPLIANCE</b>																
8	Failure to have in place or adhere to statutory or non-statutory corporate governance policies or procedures.	4	4	16	Ensure internal control system in place; Work to the production timetable for completion of all documents, and disseminate widely to ensure maximum awareness.	Effective	2	1	2	→	Stable	Minimalist	Using checklist of assurance controls; Draft annual accounts and report completed on planned timeline. Internal governance refreshers delivered. New external auditors in place and 22/23 audit completed with clean audit report. Internal audit programme agreed and underway.	1	Mar-24	CEO
9	The Commission fails to deliver to its allocated budget, resulting in reputational, administrative and governance failures.	5	4	20	Corporate and Business plan set appropriate budget allocations. Work to specified monitoring cycles, reporting requirements, and guidelines set out in the SPFM. Ensure correct adherence to authorisation procedures and delegated limits. Close monitoring of spend and profiled spend.	Effective	2	2	4	→	Stable	Averse	Internal Scheme of delegation in place; Quarterly board monitoring in place. Monthly profiling to manage spend evenly through the financial year and to be kept under review. Peer review on budget management from NatureScot Mar 23 to support resilience improvements. Improvements to budget management & reporting identified Apr 23. New Finance officer post recruited.	1	Mar-24	CEO
<b>RISK CATEGORY: STAFFING</b>																
10	Staff turnover or absence due to illness etc resulting in loss of capacity for critical elements of business systems and delivery	5	4	20	Ensure good internal communication and provision of desk instructions for business critical functions. Resilience planning to ensure backup capability within staff team. Continuously seek to improve the working environment by monitoring and improving staff satisfaction and absence levels.	Partial	3	4	12	→	Stable	Cautious	Internal policies prepared and series of desk instructions for critical tasks prepared. Continued review of HR policies & staff engagement. Careful monitoring of priorities and capacity by MT and regular staff communication in place. Staff survey action plan in place. Ongoing absence monitoring in place. Resilience improvements in corporate and comms team implemented. 2023 recruitment successfully completed.	4	Sep-24	Head of Communications and Corporate services
11	Change in work priorities, competing expectations or insufficient prioritisation impacts on staff wellbeing	5	4	20	Open and transparent - hold regular staff meetings, keep all staff informed of big picture direction, changes in priorities/focus. Overview through management team. Strong internal comms and leadership from managers to ensure wellbeing of staff and manage move to new ways of working.	Effective	2	4	8	↑	Increasing	Cautious	Improved monthly staff meeting format in place. Improved quarterly resource planning through Management Team. Monthly conversations, effective line management. Capacity reviewed through teams. Regular pulse staff surveys and action plan. Training and development plan in place. Business Plan prioritisation matched to resource capacity. Reprofitting of budget to include further projects and staff consulted on impact of delivery before year end	3	Sep-24	CEO
12	Disruption to delivery and business systems as a result of some staff moving to more permanent options of home working	4	3	12	Preparing new policies, ways of working and adapting internal processes to ensure staff remain well connected across teams and the organisation. Organisational policy that no member of staff should be disadvantaged due to where they work.	Partial	1	1	1	↓	Decreasing	Cautious	Home working policy outlines expectations for home working and monthly all staff team meetings to take place face to face. Office has hot desking and flexible working patterns in place. Closely monitoring and reviewing working practices, and adapting where needed. Office move completed with staff encouraged to meet face to face, routine of monthly in person all staff meetings.	1	Sep-24	Head of Communications and Corporate services

**OVERALL RISK LEVEL KEY**

Risk Level	Score	Risk Level Description
High	20-25	Unacceptable level of risk exposure which requires action to be taken urgently. 'Red risks' to be reported to Accountable Officer/Management Team for possible reporting to the ARC and Board to be included in the strategic risk register.
Medium	10-19	Acceptable level of risk but one which requires action and active monitoring to ensure risk exposure is reduced..
Low	1-9	Acceptable level of risk based on the operation of normal controls. In some cases it may be acceptable for no mitigating action to be taken e.g. risk score is < 4.

Control Effectiveness
Effective
Partial
Not Effective

Risk Movement  
 New  
 Stable  
 Increasing  
 Decreasing

**IMPACT AND LIKELIHOOD KEY**

Impact	Multiplier	5	10	15	20	25
Very High	5	5	10	15	20	25
High	4	4	8	12	16	20
Medium	3	3	6	9	12	15
Low	2	2	4	6	8	10
Negligible	1	1	2	3	4	5
Likelihood	Multiplier	1	2	3	4	5
		rare	low	medium	high	very high

**RISK APPETITE DEFINITIONS**

Appetite	Descriptions
Averse	Avoidance of risk and uncertainty in achievement of key deliverables or initiatives is paramount. Activities undertaken will only be those considered to carry virtually no inherent risk.
Minimalist	Predilection to undertake activities considered to be very safe in the achievement of key deliverables or initiatives. Activities will only be taken where they have a low degree of inherent risk. The associated potential for reward / pursuit of opportunity is not a key driver in selecting activities.
Cautious	Willing to accept / tolerate a degree of risk in selecting which activities to undertake to achieve key deliverables or initiatives, where we have identified scope to achieve significant reward and/or realise an opportunity. Activities undertaken may carry a high degree of inherent risk that is deemed controllable to a large extent.
Open	Undertake activities by seeking to achieve a balance between a high likelihood of successful delivery and a high degree of reward and value for money. Activities themselves may potentially hold a high degree of residual risk.
Hungry	Eager to be innovative and choose activities that focus on maximising opportunities and offer potentially very high reward, even if these activities carry a very high residual risk.

# COMMUNICATIONS QUARTERLY REPORT

Q3: OCTOBER 2023 - DECEMBER 2023



This quarterly report covers the communications output during the period of 1 October 2023 to 31 December 2023. Within this report you will find analytics for the Commissions primary communications channels, including social, website, and press coverage as well as events information for this period.

We have also highlighted where we are on track to meet the KPIs set out in the Strategic Plan and provided insight into overall performance for each channel during this quarter.

An overview of planned communications outputs for Q4 can be found below.

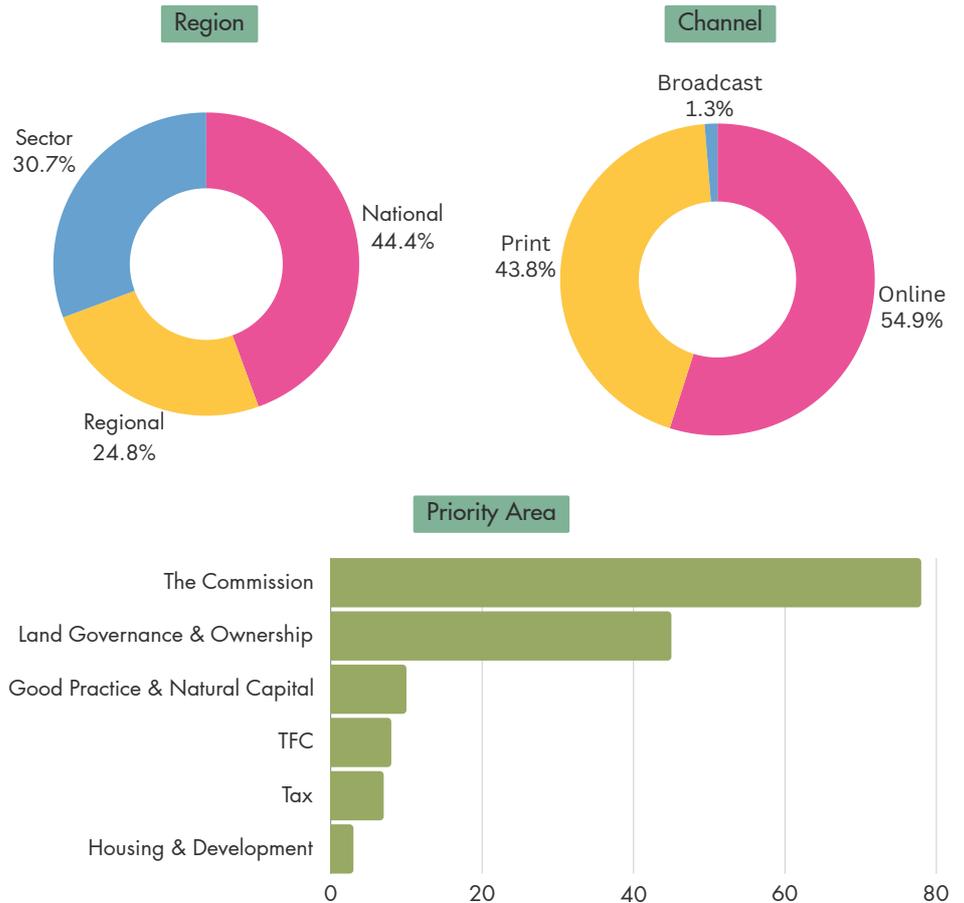
If you would like any further detail, or to discuss the information in this report, please contact Scarlett Macfarlane - [scarlett.macfarlane@landcommission.gov.scot](mailto:scarlett.macfarlane@landcommission.gov.scot)

Month	Event/Activity
Feb	Launch of Case Work report
Feb	Welcome to new Chair and Board members
Feb	TCL workshops with Scotland's Town Partnership
Feb	Presence at Rural Housing Scotland Conference
Feb	TFC Blog
Feb	Seachdain na Gàidhlig (World Gaelic Week)
Feb	Recruitment of Green Finance Officer
March	TCL workshops with Scotland's Town Partnership
March	Media training session with Morrison Media
March	Launch of the Kings Lord Treasurer's Remembrance Scheme
March	TFC Blog

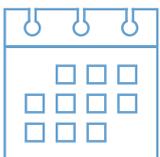
## PRESS COVERAGE

Across Q3 we achieved 153 press and media placements. 61 of these were generated through press releases. The Scotsman was the publication where we had the most coverage, much of this was focused on the appointments process for the new Chair.

It is noted that we are not on track to meet the KPI of 5% increase in press coverage from 22/23. We are currently averaging 28 articles a month which if the trend continues would result in circa 340 placements by the end of the year, this is a 13% reduction compared to performance the previous year. This will be considered when we evaluate our PR support.



## EVENTS



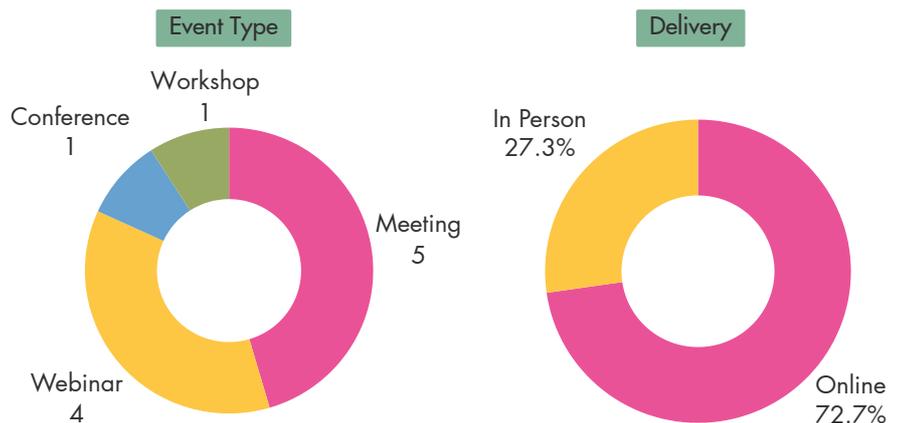
11

EVENTS



340

ATTENDEES



In Q3 we were involved in 11 events. The majority of these were partnership events providing an opportunity to strengthen stakeholder relationships and increase the visibility of key members of The Commission staff. Event highlights this quarter include:

- Emma Cooper presenting at Nature Finance Scotland Forum 2023
- Hamish Trench presenting at Green Finance Institute/Trees for Life - Carbon and Community Benefits
- James McKessach-Leitch hosting a workshop with Dark Matters Lab

We are on track with our KPI to hold a series of online and campaign events.



## TWITTER



NO. TWEETS



NEW FOLLOWERS



IMPRESSIONS

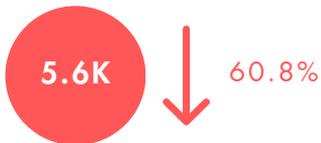


ENGAGEMENTS

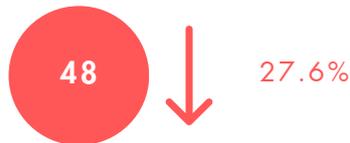
### Top Performing Post



## FACEBOOK



POST REACH



NEW FOLLOWERS



INTERACTIONS



PAGE VISITS

### Top Performing Post



## INSTAGRAM



POSTS



NEW FOLLOWERS

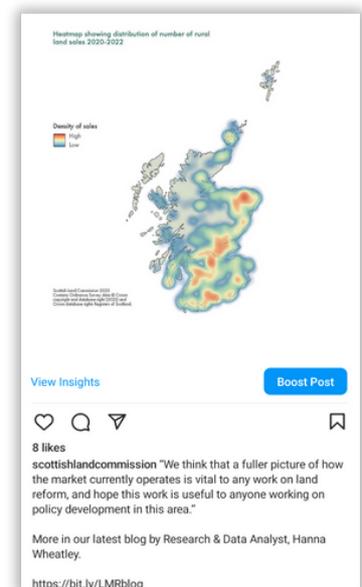


ACCOUNT REACH



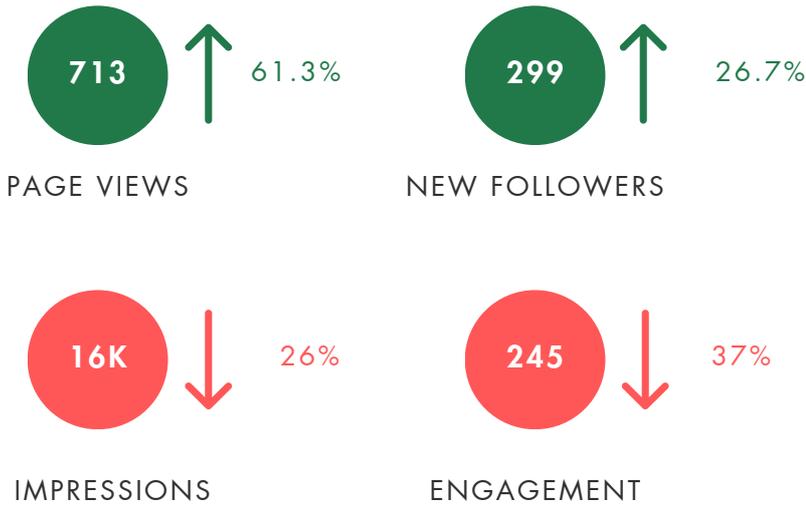
ENGAGEMENT

### Top Performing Post



# LINKEDIN

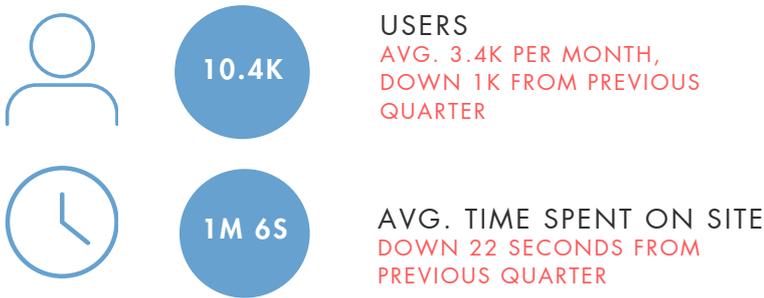
## Top Performing Post



In Q3 the performance on social media was mixed, in part due to the festive break which meant much of our audience were switched off for the majority of December. This is apparent when viewing content performance in more detail, October had a comparable performance to the previous month and November saw a spike in interest across all platforms that linked to the release of the Rural Land Market Report. The drop in activity in December was what resulted in many of the performance metrics dropping in Q3.

We are currently not on track to hit all of the KPIs for social media, this will be reviewed and new KPIs are being discussed for the new year in line with the Business Plan and Strategic Plan.

# WEBSITE



Month	Top 3 Pages
October	Work for Us, Land Reform Bill, News & Events
November	Community Benefits Article, Work for Us, News & Events
December	Who We Are, About Us, News & Events

In Q3 there was a slight drop in the average number of users accessing the site. Much like with social media performance, traffic was impacted by a quieter month in December.

The top pages align with public interest points during each month, notably the community benefits article which coincided with the release of new Community Benefits Guidance.

In the new year there is plans to revisit the structure of the website in consultation with staff to ensure it provides the best user experience.

In December we also undertook accessibility updates following an audit by GDS. GDS confirmed compliance in January. We are on track to hit our KPIs.

# GOOD PRACTICE CASEWORK Q2 AND Q3 2023-24



In Q2 and Q3 we dealt with a total of 44 unique practice enquiries and cases. 25 of these were initially received in Q2 and 19 in Q3.

## MONTHLY CASES:

Initial contact received in:

<b>JULY:</b>	7
<b>AUGUST:</b>	11
<b>SEPTEMBER</b>	7
<b>OCTOBER:</b>	8
<b>NOVEMBER:</b>	10
<b>DECEMBER:</b>	1



## ISSUES RAISED

Community Engagement	15
Diversification of Ownership & Tenure	7
Good Stewardship	7
Vacant and Derelict Land	6
Transparency	4
Common Good	3
Negotiated Transfer to Communities	1
Natural Capital	1

## CONTACT FROM:

Individual	17
Community organisation	6
Investor	5
Intermediary	4
Public body	3
Community Council	3
Charity	2
Private landowner	2
Farmer	1
Various	1

## CONTACT ABOUT:

Private Landowner	17
Unknown	8
Public Body	7
Various	7
Charity / NGO	2

We also had individual contacts in Q2 and 3 about a community landowner, a private company and a local community.



## LOCATION

We received cases from:

<b>Scotland-wide</b>	<b>11</b>
<b>Highland</b>	<b>10</b>
<b>Perth and Kinross</b>	<b>4</b>
<b>Aberdeenshire</b>	<b>4</b>
<b>Scottish Borders</b>	<b>3</b>
<b>Glasgow City</b>	<b>2</b>
<b>Argyll and Bute</b>	<b>2</b>

Individual cases also came from:

Angus	Dumfries and Galloway
City of Edinburgh	East Lothian
Moray	Midlothian
West Lothian	Undisclosed

## RESPONSES

We received cases from:



**Information provided**  
Q2 - 12    Q3 - 8



**Signposted - 4**  
Q2 - 4    Q3 - 0



**Ongoing**  
Q2 - 9    Q3 - 15





SCOTTISH LAND COMMISSION  
COIMISEAN FEARAINN NA H-ALBA

## Commissioners Meeting 6<sup>th</sup> February 2024

### PAPER 4

#### 24/25 Business Plan Development

<b>Purpose:</b>	To consider priorities for the 2024/25 business plan
<b>Business Plan context:</b>	24/25 Business Plan
<b>Previous board papers:</b>	5 <sup>th</sup> December 2023, Paper 4: Outline Business Planning
<b>Action required:</b>	Discussion

#### 1. Background

In December the Board discussed the context for our business planning and key areas of focus to deliver on our Programme of Work. This paper considers the policy, financial and organisational drivers for our business planning and priorities for the annual business plan.

#### 2. Policy context

The Business Plan takes as its starting point our commitments to deliver against our new Strategic Plan and updated Programme of Work published in September 2023. This identifies key areas of work including land governance, land value, land rights and responsibilities and our continued tenant farming responsibilities.

We also expect the Land Reform Bill to be a key focus in this financial year and we will need to retain a degree of flexibility in order to be able to give evidence and provide advice as the parliamentary process progresses.

While the Land Reform Bill may identify potential changes in functions for the Commission, these would not come into effect until later years. However, work on considering the organisational implications of possible changes is likely to begin within the 2024/25 financial year.

#### 3. Financial context

The draft Scottish Government budget for 2024/25 provides grant-in-aid of £1.6M to the Commission, a 5% increase on the published budget figure for 2023/24. In practice our total grant-in-aid for 2023/24 was increased to £1.559M. The budget therefore provides a welcome small increase that enables continued momentum at a time of rising costs.

Like most bodies the Commission faces a challenge in managing rising costs (including staff and Commissioner costs, operating and service procurement costs), while retaining sufficient flexibility to adapt in a rapidly evolving policy and financial environment.

Our medium-term financial strategy identifies the following levers to manage this:

- Staff turnover – reviewing deployment of posts as vacancies arise.
- Efficiency savings – seeking savings through shared services and as contracts are reviewed;
- Partnership & collaboration – seeking greater value through joint working with others where appropriate.

Against a total budget of £1.6M our planning assumptions at this stage are as follows:

<b><i>Spend heading</i></b>	<b><i>24/25</i></b>	<b><i>23/24</i></b>
Staff costs	1,100,000	1,050,000
Commissioner costs	80,000	75,000
Corporate costs	210,000	195,000
Available programme spend	210,000	238,000

#### **4. Staffing**

Our staff are the Commission’s primary asset and means of delivery. We seek to maintain a balance in expenditure that attracts and retains a high quality staff team while keeping sufficient flexibility to adapt to future changes in priorities or resource, including through the use of some fixed term posts.

Our staffing complement has had a number of changes over 2022/23 and as posts have become vacant we have taken the opportunity to reshape and revise some roles.

The fixed-term post of Project Support Modern Apprentice ends at 31<sup>st</sup> March 2024 and we do not intend to replace this. We expect to employ one new post which is largely externally funded, a fixed-term Green Finance Officer, to be employed by the Commission in partnership with the Cairngorms National Park Authority.

Taking these changes into account our planned staffing for 2024/25 is as follows:

- Total FTE 17.9
- Total headcount: 19
- Of which 16 posts on permanent contracts, 3 posts on fixed term contracts

#### **5. Priorities for the Business Plan**

Annex A sets out our proposed focus against each Programme of Work commitment. Following board discussion, we will develop a full business plan taking account of our financial and staff resources, together with the annual budget.

The finalised plan will seek to provide sufficient clarity and accountability for resource planning and prioritisation, while retaining a degree of flexibility to ensure we can adjust priorities during the year.

**Recommendation: The board is asked to consider the priorities for the 2024/25 business plan**

The business plan will be brought to the March board meeting for consideration and agreement prior to the start of the financial year.

***Hamish Trench***

***Chief Executive***

**1. Advising on reforms to law, policy and practice** – we will provide evidence, analysis and advice to Scottish Ministers, Parliament and stakeholders.

<b>Programme of Work commitments</b>		<b>Proposed focus for 24/25</b>
<b>1.1 Legislative reforms</b>	Provide advice, analysis and evidence as required to inform development and implementation of legislative reforms	<ul style="list-style-type: none"> <li>- Evidence and advice to inform Land Reform bill</li> <li>- Evidence and advice to inform other bills if introduced, including Community Wealth Building and Human Rights</li> <li>- Convene Land and Human Rights Advisory Forum</li> </ul>
<b>1.2 More diverse land governance</b>	Advise and promote opportunities in policy and practice to support more diverse models of land governance, with a focus on: <ul style="list-style-type: none"> <li>- Stimulating fresh thinking beyond current approaches to property rights;</li> <li>- Providing guidance and advice to support innovative practice;</li> <li>- Informing new approaches to land, housing and natural resource governance</li> </ul>	<ul style="list-style-type: none"> <li>- Complete scoping phase and progress second phase of research on international experience in natural resource governance</li> <li>- Provide advice and guidance on practical opportunities to develop more diverse governance models including small-scale landholdings, mixed governance and the role of public land owners</li> <li>- Develop recommendations for reforms to Common Good Land informed by an expert group</li> <li>- Convene Community Land Leadership Group to further develop community land ownership and continue collaboration with Crown Estate Scotland on the community land accelerator initiative</li> <li>- Advise on governance associated with charitable land ownership to inform future Scottish Government review of charities law</li> </ul>
<b>1.3 Approaches to land valuation</b>	Review and research bringing scrutiny to approaches to land valuation, with a focus on: <ul style="list-style-type: none"> <li>- Treatment of non-market value and public value;</li> <li>- Learning from international practice;</li> <li>- Considering land and its value as a national strategic resource</li> </ul>	<ul style="list-style-type: none"> <li>- Publish annual rural land market insights and data reports</li> <li>- Develop workplan informed by commissioned research, engagement on key issues for investigation and previous work on land and taxation</li> </ul>

<b>1.4 Land assembly for development</b>	Convene a community of practice to support collaborative land assembly approaches and inform policy and practice enabling development	<ul style="list-style-type: none"> <li>- Complete research on land supply for rural housing to advise on land assembly approaches</li> <li>- Inform Scottish Government's review of CPO powers</li> </ul>
<b>1.5 Vacant &amp; derelict land</b>	Review progress to maintain momentum in delivering on the recommendations of the Vacant and Derelict Land Taskforce	<ul style="list-style-type: none"> <li>- Complete and publish progress review with recommendations for next steps</li> </ul>

**2. Supporting practical implementation of Scotland's Land Rights and Responsibilities Statement** – we will provide advice and guidance to help people and organisations implement the LRRS principles.

<b>Programme of Work Commitments</b>		<b>Proposed focus for 24/25</b>
<b>2.1 Good practice in land ownership, use and management</b>	Develop and support implementation of practical Land Rights and Responsibilities Protocols with accompanying guidance and case studies	<ul style="list-style-type: none"> <li>- Champion and share good practice in implementing the Land Rights and Responsibilities Statement</li> <li>- Refresh and update the Good Practice Programme and resources to improve accessibility and encourage uptake</li> <li>- Consider how best standards for leadership in good practice are further developed</li> </ul>
	Deliver an ongoing programme of engagement and CPD for land agents and other professionals in collaboration with partners	<ul style="list-style-type: none"> <li>- Deliver training for land agents and other professionals in collaboration with their representative bodies to promote high standards in land rights and responsibilities</li> </ul>
	Provide advice for land owners and managers seeking to be proactive in implementing the LRRS	<ul style="list-style-type: none"> <li>- Support leadership in good practice through a programme of training and advice for land managers</li> <li>- Provide individual advice and guidance to support the development of good practice</li> </ul>
	Provide advice to communities and land owners where concerns are raised about implementation of the LRRS to support good practice	<ul style="list-style-type: none"> <li>- Deliver casework to support good practice and promote good relations between landowners and communities</li> <li>- Regularly review casework to identify learning for policy and practice</li> </ul>
	Convene the Good Practice Advisory Group as a regular means of stakeholder engagement and collaboration	<ul style="list-style-type: none"> <li>- Collaborate with core industry bodies to collectively promote and support good practice</li> </ul>

<b>2.2 Community benefits and wealth building from land use change and natural capital</b>	Publish Guidance and support innovative practice to ensure land use change and nature finance create social and economic benefits for local communities, including convening the Community Benefits Advisory Group	<ul style="list-style-type: none"> <li>- Convene the Community Benefit Advisory Group to provide leadership and coordination in delivering community benefits from land</li> <li>- Deliver a programme of advice, training and support in delivering community benefits from nature finance</li> <li>- Develop further guidance and resources to support the delivery of community benefits from land in collaboration with industry representatives</li> <li>- Inform development of Scottish Government’s nature market framework and UK market standards to embed the LRRS</li> </ul>
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**3. Promoting good relations between agricultural landlords and tenants through the functions of the Tenant Farming Commissioner** – we will support delivery of the statutory functions of the Tenant Farming Commissioner, seeking synergies with our wider work programme.

Programme of Work Commitments		Proposed focus for 24/25
<b>3.1 Codes of Practice, Guidance and Casework</b>	Ensure Codes and Guidance address current and emerging issues to support good relations Respond to casework enquiries or alleged breaches of Codes of Practice	<ul style="list-style-type: none"> <li>- Publish new Codes and Guidance as required</li> <li>- Engage with stakeholders and draw on experience to inform development of the agricultural tenure measures in the Land Reform Bill</li> <li>- Deliver casework to support implementation of the Codes of Practice</li> </ul>
<b>3.2 Relinquishment and Assignment of Agricultural Tenancies</b>	Fulfil the statutory requirement to appoint a valuer when required to enable relinquishment and assignation of agricultural tenancies	<ul style="list-style-type: none"> <li>- Ensure statutory requirements are fulfilled</li> <li>- Update process and guidance as appropriate</li> </ul>

<b>3.3 Role of Agents – progress review</b>	Review progress against the TFC’s recommendations in the 2018 review of the conduct of professional agents of agricultural landlords and tenants	- Complete and engage on the findings of the progress review
<b>3.4 Tenant Farming Advisory Forum</b>	Convene the Forum as a regular means of stakeholder engagement and collaboration	- Convene regular Forum meetings

**4. Engaging people in why land matters and how they can be involved – we will involve the public and stakeholders in our work, build collaboration and use our convening role to bring different expertise and perspectives together with a shared focus.**

<b>Programme of Work Commitments</b>		<b>Proposed focus for 24/25</b>
<b>4.1 Public engagement</b>	Stimulating and informing the public conversation on land and land reform through publications, blogs, media and communications	- Refreshed programme of public engagement to be developed
<b>4.2 Communications and events</b>	Running a programme of online and in-person events to help develop understanding and involvement in issues involving land in Scotland	- Ongoing programme of events to support programme of work - External communications audit and review, including website structure - Updating key messages - Focus on digital marketing to drive engagement with stakeholders
<b>4.3 Convening Stakeholders</b>	Convening discussions to promote collaboration and insights across sectors related to land as required and through standing groups including the Community Land Leadership Group, Land and Human Rights Advisory Forum, Tenant Farming Advisory Forum, Good Practice Advisory Forum.	- Convening established groups and keeping under review opportunities to support leadership and collaboration

**5. Being an effective organisation – we will invest in our systems and staff to ensure that we are able to deliver our core objectives**

<b>Programme of Work Commitments</b>		<b>Proposed focus for 24/25</b>
<b>5.1 Business and financial planning</b>	Ensure effective business and financial planning to support effective delivery of our programme of work	<ul style="list-style-type: none"> <li>- Audit and annual reporting</li> <li>- Delivery reporting improvements</li> <li>- Monthly budget review &amp; Quarterly financial planning</li> <li>- Keeping under review potential organisational implications of land reform bill</li> </ul>
<b>5.2 Organisational development</b>	Invest in our workforce by undertaking a programme of organisational development to ensure the Commission is an attractive place to work	<ul style="list-style-type: none"> <li>- Training and development plan</li> <li>- Introducing additional KPI focused on tracking staff health and wellbeing</li> <li>- Review of key HR policies and new HR portal</li> </ul>
<b>5.3 Climate action</b>	Ensure progress towards meeting our climate action goals	<ul style="list-style-type: none"> <li>- Updated climate action audit and plan</li> <li>- Regular reporting to Management Team, ARC and Board</li> </ul>
<b>5.4 Risk management</b>	Ensure the Commission is aware and responsive to issues which may affect our ability to deliver on our programme of work	<ul style="list-style-type: none"> <li>- Regular strategic and organisational risk reviews</li> <li>- ARC risk interrogation</li> <li>- Cyber essentials plus accreditation</li> <li>- Business continuity plan testing</li> </ul>