



SCOTTISH LAND COMMISSION  
COIMISEAN FEARAINN NA H-ALBA

# Business Plan

## 2024-2025

## **Our Vision: the ownership and use of land supports thriving people and places**

### **Our Strategy: People, Power & Prosperity**

We work to achieve these high-level outcomes:

**People** - people participate in and influence decisions about how land is used;

**Power** – power and control in land is shared more widely through diverse ownership and governance;

**Prosperity** - the value and benefits of land are used fairly to create economic prosperity and wellbeing.

### **We do this by:**

- Advising on reforms to law, policy and practice;
- Supporting practical implementation of Scotland's Land Rights and Responsibilities Statement;
- Promoting good relations between agricultural landlords and tenants through the functions of the Tenant Farming Commissioner;
- Engaging people in why land matters and how they can be involved;
- Underpinned by sound corporate governance and organisational development.

## Our 2024/25 priorities at a glance

People	Power	Prosperity
Providing advice and evidence to support development of an effective land reform bill		
Using land reform to help address Scotland's housing challenge	Implementing more diverse land ownership and governance in practice	Using the value in Scotland's land to support Community Wealth Building
Supporting practical implementation of Scotland's Land Rights & Responsibilities Statement		
Engaging people in why land matters and how they can be involved		
Sound corporate governance and organisational development		

## In 2024/25 we will deliver on our Programme of Work as set out below.

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

Programme of Work		Delivery focus for 24/25
<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 bills</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	<ul style="list-style-type: none"> <li>- Complete scoping phase and subsequent research on international experience in natural resource governance</li> <li>- Provide advice and guidance on practical opportunities to develop different governance models including mixed governance and increasing availability of small-scale land holdings</li> <li>- Develop recommendations for reforms to Common Good Land</li> <li>- Convene Community Land Leadership Group to further develop community land ownership</li> <li>- Continue collaboration with Crown Estate Scotland on the community land accelerator initiative</li> <li>- Support the KLTR Ownerless Property Transfer Scheme through panel membership and advice</li> </ul>
<b>1.3 Approaches to land valuation</b>	Review and research bringing scrutiny to approaches to land valuation	<ul style="list-style-type: none"> <li>- Develop advice on ways land value can support community wealth building, drawing on previous work on land and taxation</li> </ul>
<b>1.4 Land assembly for development</b>	Support collaborative land assembly approaches and inform policy and practice enabling development	<ul style="list-style-type: none"> <li>- Advise on practical ways to increase land supply to help meet Scotland's housing challenge</li> <li>- Inform Scottish Government's review of Compulsory Purchase Order 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 against VDL taskforce recommendations</li> </ul>
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**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</b>	<b>Delivery 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> </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>- Provide individual advice and guidance to support the development of good practice</li> <li>- Consider how standards for leadership in good practice are further developed</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</b>	Publish Guidance and support innovative practice to ensure land use change and nature finance create social and economic benefits for local	<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> </ul>

<b>change and natural capital</b>	communities, including convening the Community Benefits Advisory Group	<ul style="list-style-type: none"> <li>- Provide advice and guidance to support the delivery of community benefits from land including a partnership post in the Cairngorms National Park</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.

<b>Programme of Work</b>		<b>Delivery focus for 24/25</b>
<b>3.1 Codes of Practice, Guidance and Casework</b>	Ensure Codes and Guidance address current and emerging issues to support good relations	<ul style="list-style-type: none"> <li>- Publish new Codes and Guidance as required</li> <li>- Draw on experience to inform development of the agricultural tenure measures in the Land Reform Bill</li> <li>- Extend mediation scheme</li> </ul>
	Respond to casework enquiries or alleged breaches of Codes of Practice	
<b>3.2 Relinquishment and Assignment of Agricultural Tenancies</b>	Fulfil the statutory requirement to appoint a valuer when required to enable relinquishment and assignment 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	<ul style="list-style-type: none"> <li>- Complete and engage on progress review</li> </ul>
<b>3.4 Tenant Farming Advisory Forum</b>	Convene the Forum as a regular means of stakeholder engagement and collaboration	<ul style="list-style-type: none"> <li>- Convene regular Forum meetings to support leadership and collaboration</li> </ul>

**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.

Programme of Work		Delivery focus for 24/25
<b>4.1 Public engagement</b>	Stimulating and informing the public conversation on land and land reform through publications, blogs, media and communications	<ul style="list-style-type: none"> <li>- Develop refreshed programme of public engagement</li> <li>- Implement Gaelic Language Plan</li> <li>- Review social media strategy</li> </ul>
<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	<ul style="list-style-type: none"> <li>- Ongoing programme of events to support programme of work</li> <li>- Review and improve website accessibility and functionality</li> <li>- Maximise use of existing body of research and recommendations</li> <li>- Digital marketing to drive engagement and inform conversation amongst stakeholders</li> </ul>
<b>4.3 Convening Stakeholders</b>	Convening engagement 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 Group.	<ul style="list-style-type: none"> <li>- Convene established groups and keep under review opportunities to convene others to support leadership and collaboration</li> </ul>
<b>4.4 Building research capacity</b>	Supporting opportunities for emerging researchers in land reform	<ul style="list-style-type: none"> <li>- Support joint PhD opportunities with university partners</li> <li>- Annual student award</li> <li>- Participate in Community Land Academic Network</li> </ul>

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

Programme of Work		Delivery focus for 24/25
<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>- External financial audit</li> <li>- Delivery reporting improvements</li> <li>- Monthly budget review &amp; Quarterly financial planning</li> </ul>

		<ul style="list-style-type: none"> <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>



## Performance Monitoring

Progress on delivery will be reported to the board on a quarterly basis through a progress report including KPIs.

Key Performance Indicators		
Business area	Key performance indicator	
Delivery	90% of delivery lines assessed as green, on track for delivery	
Communications	Increase in communications reach (monitored through all forms of media)	
Staff wellbeing and satisfaction	Increase in staff satisfaction reported through staff survey results	
Finance	End of year outturn to be within 2% underspend of total allocated budget	

## 2024-25 Annual Budget

OVERALL BUDGET ALLOCATION		
	2024-25	2023-24
<b>Income:</b>	<b>£'000</b>	<b>£'000</b>
Grant-in-aid	1,600	1,559
<b>Expenditure</b>		
Commissioners	79	75
Staffing	1,173	1,050
Corporate & Organisational Development	225	195
Communications and Events	62	91
Programme and Project	80	148
<b>TOTAL EXPENDITURE</b>	<b>1,619</b>	<b>1,559</b>