



SCOTTISH LAND COMMISSION
COIMISEAN FEARAINN NA H-ALBA

Business Plan 2018-2019



INTRODUCTION

The Scottish Land Commission's Strategic Plan 'Making More of Scotland's Land' sets out the outcomes, strategic objectives and priorities we are working towards over the three years to 2021. Our Programme of Work sets out the workstreams which will deliver against the Strategic Plan. This Annual Business Plan sets out the priorities, activities and resource allocations for the work we will do in 2018/19 to deliver against our Programme of Work.

VISION

The Scottish Land Commission was set up to help create a Scotland where everybody benefits from the ownership, management and use of the nation's land and buildings.

Our vision is a fair, inclusive and productive system of ownership, management and use of land that delivers greater benefit for all the people of Scotland.

OBJECTIVES

Our work is guided by three strategic objectives:

- **Productivity** – to drive increased economic, social and cultural value from our land;
- **Diversity** – to encourage a more diverse pattern of land ownership with the benefits of land spread more inclusively;
- **Accountability** – to ensure decision-making takes account of those affected and responsibilities are met.

BUILDING ON 2017/18

The Commission formally came into existence on 1 April 2017. Our Strategic Plan and Programme of Work was approved by Scottish Ministers and published in September 2017. During the course of the first year in operation, the Commission built up the staff team and put in place an Organisational Development Strategy in order to build an effective organisation.

In our first year the Commission engaged extensively with stakeholders and with the wider public to build a discussion about the role land reform can play in helping address the challenges and ambitions for both urban and rural Scotland. We held a conference in Dunfermline to launch our Strategic Plan 'Making More of Scotland's Land' with 140 attendees, held a series of open public 'meet and greet' events around Scotland with over 320 attendees, and established the Tenant Farming Advisory Forum.

In 2017/18 we published Discussion Papers written by independent specialists to stimulate debate and ideas on key topics, from the housing land market to agricultural letting. We commissioned initial research to inform review and engagement on land value capture, land value taxation, scale and concentration of land ownership and options for increasing the availability of land for new-entrants into agriculture. These are all key steps in driving change to deliver increased productivity, diversity and accountability in the way Scotland's land is owned and managed.

The Tenant Farming Commissioner published four Codes of Practice, Guidance on the 2016 Land Reform (Scotland) Act, Relinquishment of Tenancy, Alternative Dispute Resolution and Modern Limited Duration Tenancies, all of which are helping deliver improved landlord and tenant relationships. The Tenant Farming Commissioner also made recommendations on a revised Modern List of Improvements which were accepted by Ministers and carried out a review and survey on the operation of agents.

In 2018/19 we will build on this successful first year to deliver on the following priorities contributing to our Programme of Work.

PRIORITIES FOR 2018/19

Our work is focused on four key areas covering both urban and rural land. This Business Plan explains what the activity will be in each of these areas for 2018-2019 and how we will measure our delivery.

The priorities will help us to work towards delivering the eight long term outcomes for land reform which are identified in the Strategic Plan. The priorities detail each area in turn and show how the actions in the Business Plan support the Strategic Plan's high level outcomes. The long term outcomes are aligned with the Scottish Government's purpose and national outcomes as set out in the National Performance Framework.

The activity, measure and milestone for each priority area will be monitored and reported throughout the year in our quarterly progress reports to the Board.

LAND FOR HOUSING AND DEVELOPMENT

We are looking at how land reform can help deliver cost effective land for housing and development that benefits both urban and rural communities. We are also seeking to prompt a step-change in Scotland's ambition to bring vacant and derelict land into productive use.

Workstream	18/19 Activity	Measure	Milestone
Improve redevelopment of vacant & derelict land	Develop proposals for implementing Compulsory Sales Orders for Scottish Government consultation	Report on proposed mechanisms for Compulsory Sales Orders	By September 2018
	Work with local authorities and other partners to develop an ambitious approach to productive redevelopment of vacant and derelict land	Launch a national Vacant & Derelict Land Initiative	By September 2018
Address constraints to land assembly for development and effective place-making	Investigate the potential for a more proactive approach to public interest led development;	Pilot of innovative or new public interest led development mechanisms	Commence by March 2019
Review of land value and ownership in the operation of the housing land market	Review of Land Banking	Commission research on practices and impacts	Commence by March 2019
	Review land value capture options	Interim Report on potential options for more effective land value capture	By December 2018
	Develop proposal for regular public reporting of land value data	Agreed methodology and publication of land value data report	By December 2018

Helping deliver long term land reform outcomes:

Fewer land constraints to place making
Fewer constraints to supply of land for housing
Fall in area of vacant and derelict land

LAND OWNERSHIP

We are working to make land ownership in Scotland more diverse and fair which means creating opportunities for a wider range of people to own and manage land.

Workstream	18/19 Activity	Measure	Milestone
Address issues arising from scale and/or concentration of land ownership	Collate and review evidence of the issues associated with scale, concentration and monopoly of ownership	Publish an interim report on scale, concentration and monopoly in land ownership	By December 2018
Review the role of charitable and trust status in land ownership	Identify and promote good practice in community engagement for charitable sector land owners	Code of Practice published and promoted	By September 2018
Review the effectiveness of Community right to buy	Review of improvements to enabling community ownership and right to buy mechanisms	Interim report Recommendations made to Scottish Ministers	By December 2018 By March 2019
Use of Land Value Taxation	Review the potential approaches and implications of land value taxation	Interim report on the potential role of land value taxation	By December 2018

Helping deliver long term land reform outcomes:

Fall in concentration of land ownership

Increase community control of land

LAND USE DECISION-MAKING

We are working to support a culture of engagement and accountability in land use decision making. We will support and advise on implementation of Scottish Government guidance on community engagement and address key factors influencing decision making.

Workstream	18/19 Activity	Measure	Milestone
Community involvement in land use decision-making	Support improved community involvement in land use decision making & implementation of the Scottish Government Guidance on Engaging Communities in Land Use Decisions	Community Engagement Adviser in post	By June 2018
		Urban land community engagement initiative	Launch by September 2018
	Baseline research to measure community involvement in land management decision making	Develop measurement tool	By December 2018
Good Practice Programme	Good Practice programme providing Codes and Guidance supporting implementation of the Land Rights and Responsibilities Statement	Publication of Codes on land ownership and community engagement	Launch by June 2018
The influence of fiscal policy on land use decision making	Improve understanding of the range of tax and fiscal influences on land use decision making	Scoping Report of relevant tax and fiscal policy influences	By March 2019
Realisation of human rights	Promote wider understanding of the human rights context for land reform in practice	Human rights framework embedded in outputs of workstreams	By March 2019

Helping deliver long term land reform outcomes:

Increase in community involvement in land management decisions

AGRICULTURAL HOLDINGS

We are working to improve relationships between landlords and tenant farmers and increase access to land for those who want to farm, to support a productive and vibrant farming sector.

Workstream	18/19 Activity	Measure	Milestone
Implement, promote and monitor Codes of Practice and Guidance	Promote and advise on use of the Tenant Farming Commissioner Codes of Practice and Guidance and address inquiries into potential breaches	2 further codes published on Late Payment of Rent and Rent Reviews.	By September 2018
		Casework management system completed	By June 2018
		Publish guidance on Joint Ventures/ business opportunities for releasing land	By September 2018
Review of the operation of agents	Submit recommendations of review and implement follow up work with stakeholders	Recommendations to Ministers	April 2018
Review barriers to entry into agriculture	Promote options for new or adjusted letting and joint venture models to increase availability of land for new entrants	Discussion paper published and joint workshops with NFUS with panel discussion at the Royal Highland Show.	By June 2018
		Report on baseline and opportunities published.	By September 2018
Identify and address issues relevant to maintaining and developing the tenant farming sector	Stakeholder feedback on improving relationships within the sector and guidance on relevant research	Tenant Farming Advisory Forum to meet biannually	By June 2018 and by January 2019

Helping deliver long term land reform outcomes:

Increase in number of lease or joint venture agricultural holdings

Improved relations between agricultural landlords and tenants

COMMUNICATIONS AND ENGAGEMENT

We will work to increase awareness of the Scottish Land Commission's work to specific audiences, in both a rural and urban context, based on the four strategic plan priority areas and workstreams to achieve the following aims. Full details of activity and measures can be found in the communications strategy 2018-2019.

- Build the profile of the Commission and the relevance of land reform through a series of open public meetings, targeted events and communications;
- Deliver communications campaigns associated with our four workstreams to engage and connect more people with the potential of land reform in making more of Scotland's land;
- Continue to develop effective relationships with stakeholders in order to support culture change and delivery in practice.

Our programme includes development of a monitoring and evaluation framework to assess the impact of our work in relation to the long term outcomes for land reform identified in our Strategic Plan.

ORGANISATIONAL DEVELOPMENT

The Scottish Land Commission has moved beyond the 'set-up' phase associated with coming into operation in April 2017. A clear Organisational Development Strategy is in place to proactively shape our culture and continuously review our processes and procedures to ensure they continue to be effective, responsive, and provide value for money. The aims for this year are to:

- Implement the Organisational Development Strategy including review of corporate support services;
- Deliver a team development programme to build the on-going effectiveness of the organisation.

2018/19 BUDGET

The Scottish Government has allocated £1.4M in Grant-in-Aid for 2018/19.

OVERALL BUDGET ALLOCATION:

Income:	£'000
Grant-in-aid	1,400
Expenditure	
Commissioners costs	85
Staffing costs	627
Corporate Services	213
Communications	114
Programme of Work expenditure	361
TOTAL EXPENDITURE	1,400

BUDGET ALLOCATION BY OUTCOME*:

Income:	£'000
Grant-in-aid	1,400
Expenditure	
Commissioners costs	85
Staffing costs	374
Corporate Services	213
Communications	114
Programme of Work*:	
<i>Land for Housing and Development</i>	187
<i>Land Ownership</i>	113
<i>Land Use Decision-Making</i>	194
<i>Agricultural Holdings</i>	85
<i>Monitoring & Evaluation</i>	35
TOTAL EXPENDITURE	1,400

* Relevant staff costs allocated against Programme of Work priorities