SCOTTISH LAND COMMISSION
COIMISEAN FEARAINN NA H-ALBA

Commissioners Meeting

Tuesday 8th August 2023, 9:30am
An Lochran, room 0.02

A G E N D A

Item no	Item	Paper no	Action	Lead
	Welcome/Apologies			Andrew Thin
	Declarations of Interest			Andrew Thin
1.	Minutes of the previous meeting: 6th June 2023	1	For agreement	Andrew Thin
2.	Report from ARC chair	2	For information	Megan MacInnes
3.	Strategic Plan and Programme of Work • Strategic Plan • Programme of Work	3 Annex A Annex B	For agreement	Hamish Trench
4.	Quarterly Progress Report • Delivery • Budget • Risk • Communications	4 Annex A Annex B Annex C Annex D	For discussion	Hamish Trench
5.	Quarterly Good Practice Casework Report	5	For information	Emma Cooper
6.	'Land at Lunch' series evaluation • Land at Lunch evaluation report	6 Annex A	For information	Emma Cooper
7.	Update on community benefit guidance	Verbal update	For information	Emma Cooper
8.	Staff survey report • Summary of pulse survey repsonses	7 Annex A	For discussion	Nikki Nagler
9.	Communications update	Verbal update	For information	Nikki Nagler
10.	Strategic Risk Management	8	For discussion	Andrew Thin
11.	AOB – Land Reform Bill	-		Lorne MacLeod

Sandwich lunch will be served at the end of the meeting.

Commissioners Meeting 8th August 2023
Inverness

PAPER 2

Report from the Chair of the Audit and Risk Committee – Meeting held on Monday 19th June 2023

- The Audit and Risk Committee (ARC) met on 19th June 2023 with full attendance from members, Deloitte (External Audit) and BDO (Internal Audit).

- A Governance Update was provided by the CEO, confirming that the final grant-in-aid amount of £1.559m had been confirmed by Scottish Government.

- Internal Audit:

  o BDO presented their 2022/23 follow-up report noting good progress despite the changes in staff. The high number of recommendations not yet fully implemented was discussed. The Committee agreed the importance of ensuring that future recommendations agreed by the Management Team were proportionate, adequately specific and with realistic timelines.
  o BDO presented their 2022/23 annual report, confirming that the risk management activities and controls examined were suitably designed and giving a reasonable level of assurance, with 21 recommendations: 5 medium and 16 low.
  o BDO presented the final report on the first audit for the 2023/24 annual audit plan on "Strategic Planning". The report gave a substantial level of assurance with only two low-level recommendations.
  o BDO provided an update on the rest of the 2023/24 annual internal audit confirming that other stages were on track.

- External Audit Progress Report – Deloitte gave an update on their progress in undertaking the External Audit, confirming that work was on track and the draft audit report was expected to be ready for review at the ARC September 2023 meeting.

- 2022/23 Draft Annual Report and Accounts – The Head of Communications and Corporate Services presented the draft annual report and accounts. The Committee considered the draft report and recommended a small number of revisions. Subject to these amendments, the committee agreed the draft annual report and accounts should be provided to external auditors.

- Risk Management

  - Risk Register – the Committee discussed the risk register noting there were no increasing risks since the last meeting. Committee members also noted the continued gap between the current risk scores and the target scores, for some risks and recommended further actions are considered to move towards the target risks, with a clear timeframe. The CEO and Chair confirmed that the Board will be considering the risk register and approach to risk appetite at the August 2023 meeting.

- Budget Monitoring 2022/23 – Committee members scrutinised the final budget for the 2022/23 year end, noting the 3.3% underspend against grant-in-aid. The CEO gave a brief update that budget management in Q1 of the 2023/24 financial year was so far on track.

- AOB

  - Succession planning – The Chair gave an update on Board succession noting and agreeing the transition plan approved by the Board for the ARC. Namely that Megan's last meeting as Chair of ARC will be September 2023, Lorne will take over as Chair at the following meeting (November 2023) which will also be Megan's last ARC meeting. A new ARC member will be appointed by the Board once new Commissioners have taken up their posts on 19th December 2023.

- A closed meeting was held between the ARC members and Deloitte (External Audit) following the committee meeting.

Megan MacInnes, Chair, ARC, 19th June 2023

SCOTTISH LAND COMMISSION
COIMISEAN FEARAINN NA H-ALBA

Commissioners' Meeting 8ᵗʰ August 2023
Inverness

PAPER 3

Strategic Plan and Programme of Work – for approval

Purpose:	To approve the Commission's Strategic Plan and associated Programme of Work for submission to Ministers
Previous board papers:	6ᵗʰ June 2023 Paper 1: Strategic Plan
Action required:	For decision

1. Strategic Plan

The draft of our Strategic Plan 2023-26 is attached at Annex A for approval. The Land Reform (Scotland) Act requires that we submit a new strategic plan to Ministers for approval within three years of the previous plan being approved (September 2020).

This is the third strategic plan for the Commission and through it we seek to ensure the Commission remains agile and responsive to the key issues in relation to Scotland's land and wider Scottish Government policy priorities and national outcomes. The plan has a particular focus on helping secure a just transition to net zero, recognising the context of significant change in Scotland's land to meet climate and nature goals.

The Strategic Plan is a high-level corporate strategy. We recognise we have a period of change ahead in board appointments and potentially as a result of the Land Reform Bill. It is open to the board at any point to review and publish an updated strategic plan if the context changes significantly.

The plan reflects our continuing assumption of constrained public finances, and our focus on adding value. We will maintain tight control of our core costs and seek to retain flexibility in how we operate through this period. Our Annual Business Plans will continue to set out the resource allocations in each financial year.

The strategic plan has been developed through a series of board discussions and staff workshops that began in November 2022. These are summarised in Annex B. Stakeholder engagement through this period has also informed the plan, including the stakeholder workshop on 6ᵗʰ June.

We have undertaken statutory assessment screenings to assess whether the plan will have impacts through:

- Strategic environmental assessment
- Islands impact assessment
- Equalities impact assessment

The high-level nature of the plan is such that the screening concludes a need for further assessment is not identified.

2. Programme of Work

The Act also requires a Programme of Work to be published and laid in Parliament. It is attached at Annex B.

The Programme of Work sets out the major areas of work we intend to deliver, structured by the four ways we deliver as set out in the strategic plan. Within each of these areas there will be multiple components of work and the specific outputs and resourcing will be set out in our annual business plans each year. We expect to update the Programme of Work on an 18-month basis as we have in the past.

The board is asked to consider and approve for submission to Ministers:

a) **The Strategic Plan 2023-26**
b) **The Programme of Work at September 2023**

3. Next steps

Following approval, the strategic plan and programme of work will be submitted to Ministers for approval. When approved, a designed copy of the Strategic Plan and Programme of Work will be published, laid in Parliament and circulated to stakeholders.

Hamish Trench

August 20203

ANNEX C

Record of Strategic Plan Development

Timing	Activity	Purpose	Output
Nov 22	Board & Staff workshop	Initial scoping	Scoping paper
Dec 22	Board meeting	Scoping priorities	Strategic context
Jan 23	Staff workshop	Scoping priorities	Key areas of focus
Apr 23	Staff workshop	Developing key themes	Proposed themes for drafting
May 23	Board meeting	Agree structure for content	Structure and outline contents; Agreement on key themes and emphasis
June 23	Board meeting	Consideration of working draft and longlist of priorities for Programme of Work	Feedback on working draft to inform completion for strategic plan; agreement on key priority areas for Programme of Work
June 23	Staff consideration of Programme of Work priorities	Scoping focus for shortlist of high priorities	Further scoping of the priorities agreed at board meeting
July 23	Staff development of Programme of Work priorities	Refining Programme of Work	Final drafting of Programme of Work
Aug 23	Board meeting	Drafts for approval	To approve for submission to Ministers

Scottish Land Commission Strategic Plan 2023-26

Foreword

Scotland's land should reflect the diversity and changing needs of its people, now and in the future. Our land is central to Scotland's ambitions for a just transition to net zero, economic prosperity and reducing inequalities. We are in a decade of unprecedented change in which the Scottish Government has ambitious climate and nature targets for 2030 and a strategy for economic transformation. Meeting these ambitions requires bold thinking and changes in the ways that we own and use our land in Scotland.

The Scottish Land Commission is here to provide leadership and fresh thinking, underpinned by sound research, analysis and advice. Our Strategic Plan for 2023-26 sets a focus for our work on people, power and prosperity:

- Empowering **people** to influence and shape decisions about land;
- Diversifying the **power** and control in land ownership and governance;
- Using our land and its value to create economic **prosperity**.

As well as providing advice and evidence to inform policy, we have developed a growing role providing advice to land owners, managers, advisors and communities to support the practical implementation of Scotland's Land Rights and Responsibilities. We will continue to provide this advice that supports change on the ground, whilst looking ahead to where more strategic reforms will unlock the full potential of our land.

Land is at the heart of a thriving nation and we are committed to working in open and accessible ways with people across urban and rural Scotland to shape reforms and culture change.

1. Why Land Matters

Land matters because we all need and use it. Land shapes many parts of our lives in both urban and rural Scotland, from housing and our immediate surroundings to our economy and action on climate and nature. Land is both a national and individual resource. The way the rights and responsibilities of land ownership and use are organised is central to Scotland's success.

1.1 Net zero, nature and a just transition

Land is central to Scotland's ambitious commitments on climate and nature action. Scotland is embarked on significant land use change to meet net zero. Making this a just transition will need a deliberate approach to reforming land ownership and shaping the land market so that land use change and investment strengthens local communities and economies. Land use change must be integral to wider efforts to create a modern successful wellbeing economy.

1.2 Economic prosperity and tackling inequality

Land is fundamental to Scotland's economy, it is one of our most basic resources and should underpin our prosperity. Over half of the UK's wealth is held in land and property, using this wealth productively is key to our shared prosperity and wellbeing. With rising inequalities, the way land is owned and the ways value, responsibilities and benefit are distributed are key to shaping a fairer and more prosperous economy.

1.3 National and international contribution

Our work contributes to the delivery of the following Scottish Government National Performance Framework outcomes and UN Sustainable Development goals:

Scotland's National Outcomes	UN Sustainable Development Goals
• Economy	• Sustainable Cities and Communities
• Environment	• Reduced Inequalities
• Communities	• Climate Action
• Human Rights	• Life on Land
	• Decent Work and Economic Growth

2. Land Reform and the Scottish Land Commission

Land reform is about ensuring the ways we own and use land evolve to meet the changing needs and expectations of people in Scotland. It is about changes to the system of land rights, ownership and use and the way land markets works. It involves changing laws and policy as well as changing culture and practice and is relevant to people across urban and rural Scotland.

The Scottish Land Rights and Responsibilities Statement, approved by Parliament, provides a strong framework to guide ongoing reform. This framework is underpinned by Scotland's ambition to realise economic, social and cultural rights through changes in the way land is owned and used. In short it is about unlocking opportunities for people across Scotland to make more of our land, now and for future generations.

2.1 Who we are and what we do

Our role is to provide leadership and advice in reforming the ownership and use of land in Scotland. We advise Scottish Government, Parliament and others on an ongoing programme of reforms to law and policy and we provide leadership for changes in culture and practice.

We are a non-departmental public body established in 2017 by Parliament in the Land Reform (Scotland) Act 2016. Scottish Ministers appoint our board which comprises five Land Commissioners and one Tenant Farming Commissioner. The statutory functions of the Land Commissioners and the Tenant Farming Commissioner are set out in sections 22 and 24 of the 2016 Act. The Commissioners are supported by a small team of staff.

This is our third strategic plan. Over the last six years we have advised on significant proposals for reforms to policy and legislation as well as helping to lead substantial changes in culture and practice. This strategic plan builds on our work to date but refreshes our focus to keep pace with the changing context.

Insert graphic to summarise examples of work to date:

Land ownership reforms	- Research and analysis of scale and concentration of land ownership leading to significant reform proposals and informing the Scottish Government's consultation for the Land Reform Bill - Review of international experience in interventions in land ownership - Review of international experience of community and municipal ownership and recommendations to support the expansion of community land ownership - Review of Common Good Land and options for reform
Housing land reforms	- Recommendations for reforms in the housing land market - Review of lessons from Europe in land assembly - Research and advice on land value capture - Research on the value of early engagement in planning - Investigation into land banking
Transforming vacant and derelict land	- Convened national taskforce to transform Scotland's approach to reusing vacant and derelict land - Proposal for the introduction of Compulsory Sales Orders - Guidance on assessing the full economic benefits of land reuse - Review of funding sources to support land reuse
Rural land market and natural capital	- Publication of rural land market insights and data - Recommendations for reforms to ensure investment in natural capital supports a just transition - Guidance on ensuring land use change and nature finance delivers economic and social benefits to local communities
Land Rights and Responsibilities Good Practice Programme	- Publication of 8 LRRS Protocols to establish practical expectations of responsible practice delivering the LRRS principles on the ground - Casework supporting good practice - Guidance, advice and training programme - Guidance for public land owners on Community Wealth Building
Tenant Farming Commissioner	- Publication of Codes of Practice supported by casework and extensive guidance and advice - Guidance on alternative dispute resolution and support for the use of mediation - Review of the role of land agents with recommendations for change

There are many areas in which the Commission could focus our attention and as a small organisation we will need to prioritise those in which reforms will have the most impact. In this plan our focus is

particularly on supporting a just transition to net zero, in a decade of change for Scotland's climate action, nature and economy.

3. Our Strategy: People, Power and Prosperity

3.1 Our Vision:
Putting land at the heart of a thriving nation

We work to achieve the following long-term outcomes:

3.2 People: people participate in and influence decisions about how land is used.

The Land Rights and Responsibilities Statement sets the expectation that people should be involved in decisions about land, including through meaningful collaboration, community engagement and involvement. Over the last six years we have seen growing commitment to community engagement across land sectors and recognition of the benefits it brings to land owners and managers as well as communities. This is a strong basis for further democratising decision making.

Our focus will be on increasing the agency of communities in decisions about land and land use change, and on transparent and accountable ways that enable people to participate in land use planning, choices and priorities, in both an urban and rural context.

With significant pace and scale of change in rural land use for climate and nature goals, it is essential for a just transition that people can be part of this change and shape it in a way that is meaningful and beneficial to their local communities and economies.

In Scotland's towns and cities people should feel agency in being able to participate in shaping change, development and improvement. People should be able to initiate change, overcome ownership barriers where this is a constraint and act, for example to ensure derelict sites are brought into productive re-use.

3.3 Power: power and control in land is shared more widely through diverse ownership and governance.

Our current pattern of land ownership and land rights concentrates power among relatively few people and organisations and can create localised monopolies. Reforms to the way land rights are organised that widen participation can drive economic, social and environmental innovation and opportunities as well as helping to reduce inequalities.

Our focus will be on ways to establish more diverse forms of ownership and governance. As well as ways to enable direct ownership by communities, individuals and others, we will focus on the ways different governance options can open up more opportunities for shared ownership and control.

In rural Scotland growing investment in natural capital creates an opportunity to establish mixed ownership and governance approaches in which communities have more agency. We will continue our work to support the implementation of the Scottish Government's Interim Principles for Responsible Investment in Natural Capital. In an urban context we will focus on ways to move from passive to active ownership, particularly where ownership is a constraint in unlocking opportunities.

We will continue to advise on statutory changes as required, for example to inform the Land Reform Bill. We will also focus on opportunities for leadership that do not require statutory change, including working with land owners in all sectors to put different governance approaches into practice.

The Tenant Farming Commissioner will support good relations between agricultural landlords and tenants, including addressing the implications for this relationship of changes in wider policy, for example on housing or natural capital, and advising on legislative changes as required.

3.4 Prosperity: the value and benefits of land are used fairly to create economic prosperity and wellbeing

Scotland's land is increasingly valuable and in demand. Scotland has an opportunity to grow and use this value more strategically than in the past, to help underpin shared prosperity and wellbeing in the long term.

Our focus will be on the ways land value is changing, where value comes from and how it can be better used to underpin community wealth building and increase long-term national prosperity. We will look at how approaches to value are and should be changing and how the public value in land is increased. This could include looking at the policy levers available, for example tax and fiscal policy, and international experience where relevant.

As well as being fundamental to increasing Scotland's prosperity and its economic policy, scrutinising land value and how is treated is relevant to several areas of policy priority in Scotland including housing delivery, access to land for agriculture and farm business development, acquisition of land by communities and infrastructure delivery.

These three high level outcomes are closely connected and in our Programme of Work we will prioritise areas of work that deliver against all three.

4. How we deliver

Our role combines leadership with statutory functions to review and advise on changes to law and policy. We will strive to stimulate fresh thinking, work in an open and accessible way, to challenge and be challenged in ways that are underpinned by evidence and analysis.

We will deliver our strategy by doing the following:

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

- **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 including through delivery of our Good Practice Programme.

- **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.

- **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

Our priorities for delivery are set out in our Programme of Work which is published and laid in Parliament. We expect to update our Programme of Work at least every 18 months so that we remain relevant and able to respond to an environment that is evolving quickly.

Our annual business plans set out how we use our resources in each financial year to deliver our Programme of Work and the Strategic Plan.

5. Maintaining a high performing organisation

Our values

- **Integrity** – we work for and are accountable to the people of Scotland
- **Challenge** – we challenge ourselves and others to lead change
- **Innovation** – we develop ambitious and progressive thinking
- **Empowerment** – we motivate ourselves and others to realise Scotland's ambitions through land reform

Organisational Development

Our organisation has evolved significantly since our establishment six years ago and we will continue to be deliberate in shaping our culture and ways of working so that we attract and retain high quality staff, motivate an ambitious team and ensure sound governance.

Our priorities in the coming three years are:

- Ensuring a successful transition through changes in board appointments in 2023 and 2024
- Retaining a flexible and dynamic approach to draw on a mix of skills through staff and collaborative working within the available resources
- Encouraging a culture of continuous improvement through a programme of organisational development

We put significant emphasis on being and open and accessible public-facing organisation and will continue to build strong networks that inform our work and increase its impact. We will continue to be outward-looking and seek to learn from others in Scotland and internationally.
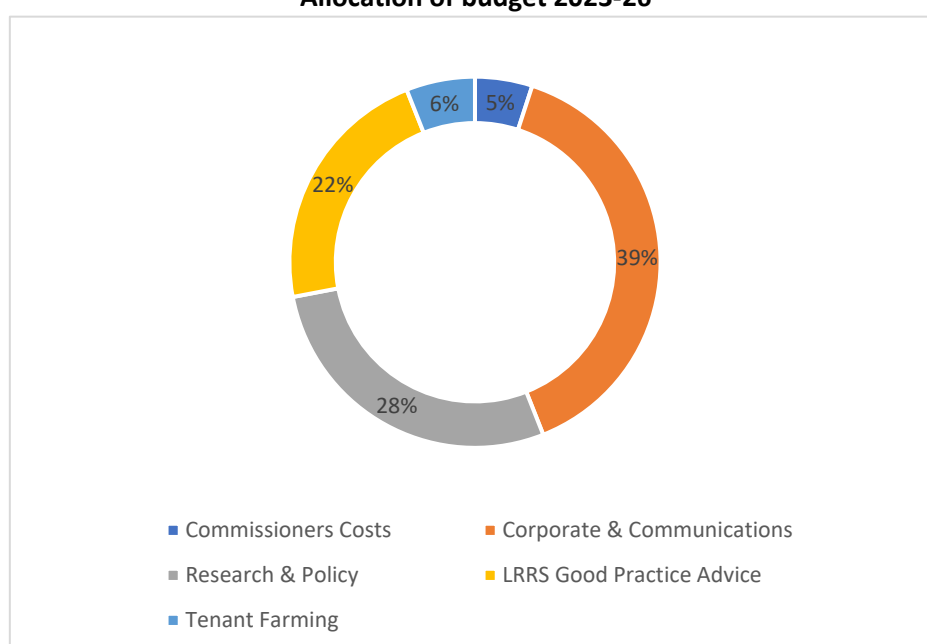
6. Financial Strategy

Our work is financed through grant-in-aid from the Scottish Government and we recognise the resource challenge in public spending over the coming three years.

Our financial strategy seeks to retain sufficient flexibility in spend to enable us to be agile and responsive, for example to allow us to secure necessary skills and expertise through both staff posts and commissioned work. We do this by:

a) maintaining tight control on fixed costs and seeking savings and/or opportunities for collaborative spend where possible;
b) reviewing our deployment of staff posts as vacancies arise;
c) Shared service and co-location - We have recently reduced our office costs through co-location and will continue to make use of shared service opportunities where possible.

In 2023/24 the Scottish Government has allocated £1.559M to the Scottish Land Commission as grant-in-aid. Our financial strategy for the period 2023-26 anticipates a similar level of annual funding based on the Commission's current role and functions. How we plan to spend our budget is outlined below with staff and project costs allocated to our key areas of work.

Allocation of budget 2023-26

Legend:
- Commissioners Costs
- Corporate & Communications
- Research & Policy
- LRRS Good Practice Advice
- Tenant Farming

7. Performance monitoring

Over the period of this Strategic Plan our annual reports and accounts will track our progress and provide 'at a glance' updates on our performance using the following key performance indicators:

Performance area	Key Performance Indicator	2026 target
Delivery	% of planned outputs in annual business plans delivered	95% of planned outputs delivered
Financial	% End of year outturn	Within 2% of total allocated budget
Staff satisfaction	% staff satisfaction	Increase in % satisfaction
Stakeholder relations	Feedback as reported through stakeholder perceptions audits	Increase/maintain perceptions of the relevance and impact of the Commission

Programme of Work

Our Programme of Work sets out the planned work for the Scottish Land Commission to deliver on our Strategic Plan. The Land Reform (Scotland) Act requires the Commission to publish a Programme of Work and for it to be laid in Parliament.

Our Programme of Work takes an 18-month time horizon, and we expect to update it as required so that our work remains relevant and is able to adjust to changing priorities within the period of the Strategic Plan. The delivery and resourcing arrangements in each financial year are set out in our annual business plans.

Programme of Work September 2023 – March 2025

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

1.1 Legislative reforms	Provide advice, analysis and evidence as required to inform development and implementation of legislative reforms
1.2 More diverse land governance	Advise and promote opportunities in policy and practice to support more diverse models of land governance
1.3 Approaches to land valuation	Research and analysis to understand and inform approaches to land valuation that serve the public interest
1.4 Land assembly for development	Convene a community of practice to support collaborative land assembly approaches and inform policy and practice
1.5 Vacant & derelict land	Review progress against the recommendations of the Vacant and Derelict Land Taskforce to support delivery

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.

2.1 Good practice in land ownership, use and management	Develop and support implementation of practical Land Rights and Responsibilities Protocols with accompanying guidance and case studies
	Deliver an ongoing programme of engagement and CPD for land agents and other professionals in collaboration with partners
	Respond to feedback on use of protocols and work constructively with all parties to support good practice
	Provide advice for land owners and managers seeking to be proactive in implementing the LRRS
	Convene the Good Practice Advisory Group as a regular means of stakeholder engagement and collaboration

2.2 Community benefits and wealth building from land use change and natural capital	Support practical approaches to ensure land use change and nature finance create social and economic benefits for local communities, including convening the Community Benefits Advisory Group

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.

3.1 Codes of Practice, Guidance and Casework	Ensure Codes and Guidance address current and emerging issues to support good relations, including development of new Codes and Guidance to support implementation of new legislation
	Respond to casework enquiries or alleged breaches of Codes of Practice
3.2 Relinquishment and Assignation of Agricultural Tenancies	Fulfil the statutory requirement to appoint a valuer when required to enable relinquishment and assignation of agricultural tenancies
3.3 Role of Agents – progress review	Review progress against the TFC's recommendations in the 2018 review of the conduct of professional agents of agricultural landlords and tenants
3.4 Tenant Farming Advisory Forum	Convene the Forum as a regular means of stakeholder engagement and collaboration, including facilitating discussions where required to inform the Agriculture Bill

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.

4.1 Public engagement	Stimulating and informing the public conversation on land and land reform through publications, blogs, media and communications
4.2 Communications and events	Running a programme of online and in-person events including our biennial conference online
4.3 Convening Stakeholders	Convening discussions to promote collaboration, insights and connections across sectors related to land

![Scottish Land Commission logo]

SCOTTISH LAND COMMISSION
COIMISEAN FEARAINN NA H-ALBA

Commissioners' Meeting 8th August 2023
Inverness

PAPER 4

Quarterly Progress Report

Purpose:	To review quarterly progress for Qtr 1
Previous board papers:	9th May 2023 Quarterly Progress Report
Action required:	For discussion

The quarterly progress reports are intended to maintain oversight of progress through the year. This report covers the first quarter of the 23/24 Business Plan.

	KPI MEASUREMENT	2022/23 TARGET	STATUS	PROGRESS	
DELIVERY	Delivered 95% of outputs as identified in the annual business plans for the three-year period.	Delivered 95% of outputs identified in the annual business plan.		On track	100%
				Delay/changed	
				Annex A	

	KPI MEASUREMENT	2022/23 TARGET	STATUS	PROGRESS
IMPACT AND REPUTATION	Project evaluations identify impact and change in approach by stakeholders as a direct result of the Commission's work	Project evaluation surveys identify over 60% of respondents as acting on what they have learnt through event/engagement or able to identify a positive impact arising as a result of our work.	Ongoing	Monitoring & Evaluation report for Strategic Plan period being prepared.
		Communications KPIs identified in	Ongoing	**Annex D**

		the communications strategy and reported on annually.		
STAFF WELLBEING & SATISFACTION	Increase of 15% by 2023 of staff feeling valued and recognised for their work from the 2020 baseline in the annual staff survey	Increase of 5% of staff feeling valued and recognised for their work from the 2020 baseline (53%) in the annual staff survey	2022 average: 46% agree or strongly agree that feel valued and recognised.	
FINANCE	End of year outturn to be within 2% underspend of total allocated budget by 2023.	End of year outturn to be within 2% underspend of total allocated budget.	Underspend	**Annex B**

The report comprises four annexes:

a) *Delivery Progress*: Annex A sets out the RAG assessment and progress commentary for delivery against our 23/24 Business Plan. At the end of the first Quarter delivery is on-track as planned.

b) *Finance Review*: Annex B provides a summary of the budget at the end of the first quarter. The budget has been updated to include the additional grant-in-aid of £35k confirmed by Scottish Government.

c) *Audit and Risk*: The updated Strategic Risk Register is provided at Annex C for consideration

d) *Communications*: Annex D provides a summary of communications activity over Quarter 1 and a look ahead.

Other Updates

Staffing

During Quarter 1 Sarah Allen and Charlie Davis left the Commission. Recruitment for a Tenant Farming Manager post has been completed and we expect a new

appointment to be in post in Qtr 3. Recruitment for a Land Governance Adviser post is underway and will take forward the work begun by Charlie in a refreshed context.

More recently there are further staff changes for which recruitment will be advised shortly.

Organisational Development
A revised format of staff survey was agreed with staff during Quarter 1 and issued in July. The results of the survey are presented in a separate paper.

Staff have undertaken preparatory work in Quarter 1 to tender our HR advice service and our IT service provision.

Annual Report and Accounts
The draft annual report and accounts were approved by the Audit and Risk Committee for submission to external auditors in the June ARC meeting. The audit schedule is for the annual audit report and final report and accounts to be considered by the board at the September meeting.

Hamish Trench
Chief Executive

PAPER 4 ANNEX A: Delivery Report

*RAG Status:	Delivery on track	Delivery delayed or changed	Risk of non-delivery

Theme	Priority	Activity	Planned Outputs	Progress Commentary	RAG
Reforming land rights	Providing advice and evidence to Scottish Government, Parliament and stakeholders on the proposed Land Reform Bill and other Bills where relevant	Provide evidence and advice to Scottish Government, Parliament and stakeholders to support development of the Land Reform Bill, as well as Agriculture, CWB and Human Rights Bills	Advice & evidence on land reform bill through parliamentary process	Paper on learning from French experience of SAFER model due for publication Qtr 2	
			Advice to inform the Community Wealth Building Bill (see Tenant Farming re Advice on Agric Bill)	Response to CWB Bill submitted	
			Human Rights Advisory Forum - regular meetings/advice	1 meeting held in Qtr 1 focused on transparency in development options	
	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	Group established and 2 meetings held in Qtr 1 focused on finance and large scale land acquisition	
			Advice and guidance publications to support the sector to diversify ownership and governance	Advice publications on hold pending recruitment. Briefing paper on governance to be published Qtr 2	
			Work with land owners to support and test a range of practical approaches to diversifying governance and ownership	On hold pending recruitment	
			Collaboration with Crown Estate Scotland to pilot Community Ownership Accelerator initiative to enable community land acquisition	Project Manager appointed and project announced Qtr 1. Formal start in Qtr 2.	

Reforming land markets	Providing advice for policy and practice on natural capital, the land market and a just transition	Keep under review the implications of emerging natural capital value in the land market	Rural land markets insight and analysis publications and long-term monitoring approach agreed with partners	2022 Land market insights report published in Qtr 1;	
		Advise on responsible approaches to securing community benefit from natural capital investment and value	Advice on community benefit in natural capital investment to inform SG market framework	Advice to government on Natural Capital & Land Reform: Next Steps for a Just Transition published in Qtr 1	
			Encourage adoption of good practice in delivering community benefit in natural capital projects by providing support, advice and publishing guidance	Engagement with stakeholders on Guidance on community benefits approach, due for publication Qtr 2	
	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	Internal scoping of approach completed Qtr 1	
		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	
			Advice to support Remote, Rural and Islands Housing Plan and rural repopulation pilots	Participation in SG Planning, Infrastructure & Place Advisory Group	
Responsible land ownership and use	Strengthening practical implementation of the Land Rights and Responsibilities Statement (LRRS)	Deliver an effective Good Practice Programme to support land owners, managers and communities to implement in practice the principles of the LRRS across urban and rural Scotland.	Promote refreshed Good Practice Advice Service to support the practical implementation of LRRS	Scheduled for Qtr 4	
			Respond to casework enquiries and requests for advice on LRRS implementation	18 cases during Qtr 1	
			Develop further approaches to LRRS self assessments, identifying	Developing templates & format Qtr 1	

			opportunities to scale-up in 2024/25		
			Improve access to and uptake for internally created learning resources, tools and guides	Preparing changes to improve website information to go live Qtr 2	
			Deliver a programme of CPD training on LRRS for land agents	Research and sector engagement to inform approach during Qtr 1	
			Work with Scottish Forestry and the forestry sector to improve approaches to community engagement and benefit	Responded to Scottish Forestry consultation on future grant funding. Scottish Forestry published refreshed community engagement guidance Qtr 1	
			Publish a report on casework and advice to inform future policy and practice	Draft report considered by board Qtr 1, for completion and publication Qtr 2	
Tenant Farming	Tenant Farming Commissioner (TFC)	Support good relations between agricultural landlords and tenants	Codes of Practice and Guidance	New Guidance on Tree Planting developed	
			Casework enquiries and advice on implementation of Codes and Guidance		
			Mediation panel	No applications to date	
		Statutory appointment of valuers as per Relinquishment and 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	Advice in relation to new housing standards in agricultural holdings	TFAF meetings held Apr/May/June advising SG on	

		enactment of 2016 Act and on the implications in the Agriculture Bill for the tenanted sector	and relevant proposals in the Agriculture Bill	development of Agriculture Bill	
		Undertake 5 year review of the findings and recommendations of the 2018 Review of the Operation of Agents	Re-survey and review of implementation against 2018 recommendations	Outline approach scoped in Qtr 1, due to deliver Qtr 3	
		Stakeholder engagement	Tenant Farming Advisory Forum	Increased frequency of meetings through Qtr 1 to advise SG on Agriculture Bill	

Strategic Plan Theme	Business Plan Priority	Staff Lead	Budget Allocation	Q1 profiled	Q1 Actual	variance	Explanation for varience	Revised Q2	Revised Q3	Revised Q4	Total Profiled	Unprofiled
Commissioners	Commissioners meetings	Hamish Trench	500	0	575.14	575.14		0	0	0	575.14	-75.14
	Commissioners training and developmen	Hamish Trench	3000	400	480	80		0	0	2520	3000	0
	Commissioners travel and subsistence	Hamish Trench	11000	3600	3033.07	-566.93		2600	2400	2966.93	11000	0
	Commissioners fees	Hamish Trench	59500	14700	14443	-257	awaiting pay award implementation	14957	14700	14700	58800	700
Total				18700	18531.21	-168.79		17557	17100	20186.93		
Staffing	Staff payroll/on-costs	Hamish Trench	1072000	243000	222,559.17	-20440.83	leavers	225000	284000	276000	1007559.2	64440.83
	Recruitment	Hamish Trench	2500	600	150	-450		750	0	0	900	1600
	Staff travel and subsistence	Hamish Trench	22000	3450	4224.38	774.38		6000	4500	7275.62	22000	0
	Staff training and development	Nikki Nagler	25000	0	8	8		0	4000	20000	24008	992
Total				247050	226941.55	-20108.45		231750	292500	303275.6		
Communications	Communications campaigns	Nikki Nagler	15000	0	62.29	62.29		0	0	14500	14562.29	437.71
	Communications Support	Nikki Nagler	25000	5910	4,142.20	-1767.8	june PR invoice received in july	6651	6651	8874	26318.2	-1318.2
	Design and Printing	Nikki Nagler	10000	0	557	557		4000	1500	3000	9057	943
	Digital	Nikki Nagler	8000	0	0	0		550	550	6900	8000	0
	Events	Nikki Nagler	15000	1,175.76	2285.94	1110.18	adverts/van hire etc - difficult to profile at start of year	450	450	10650	13835.94	1164.06
	Communications monitoring and review	Nikki Nagler	8000	0	1420.93	1420.93		1500	1500	3500	7920.93	79.07
	Internal Communications	Nikki Nagler	0	0	0	0		0	0	0	0	0
Total				7085.76	8468.36	1382.6		13151	10651	47424		
Organisational Development	Climate Action	Nikki Nagler	500	0	0	0		500	0	0	500	0
	External Meeting Costs	Nikki Nagler	1000	0	0	0		0	0	0	0	1000
	HR Service	Nikki Nagler	15000	3750	262.2	-3487.8	HR invoice not recied yet	3750	3750	7500	15262.2	-262.2
	Health, Safety, Environment & Quality	Nikki Nagler	3000	0	259	259		474	1000	1000	2733	267
	Insurance and bank charges	Nikki Nagler	1000	75	75.02	0.02		775	75	75	1000.02	-0.02
	IT Service	Nikki Nagler	75000	16300	23586.32	7286.32	prepayments not profiled	14000	14000	23000	74586.32	413.68
	Legal Advice	Nikki Nagler	15000	3600	3600	0		3600	3600	3600	14400	600
	Office Accommodation	Nikki Nagler	20000	0	0	0		18000	0	0	18000	2000

	Office Supplies	Nikki Nagler	1000	0	0	0		0	0	0	0	1000
	Organisational Financial Performance	Nikki Nagler	48000	0	4989.6	4989.6		5000	5000	32000	46989.6	1010.4
	Research Capacity Building	Nikki Nagler	1000	0	0	0		1000	0	0	1000	0
	Subscriptions and memberships	Nikki Nagler	2500	1552	1522	-30		180	180	180	2062	438
Total				25277	34294.14	9017.14		47279	27605	67355		
Tenant Farming	Mediation	Hamish Trench	3000	0	0	0		0	3000	0	3000	0
	Review of agents	Hamish Trench	12000	0	0	0		0	6000	6000	12000	0
Total				0	0	0		0	9000	6000		
Responsible Land Ownership and Use	Strengthening practical implementation of Land Rights and Responsibilities	Emma Cooper	5000	0	0	0		0	2500	2500	5000	0
Total				0		0		0	2500	2500		
Reforming land rights	Advice & Research to support Land Reform bill	Hamish Trench	15000	0	0	0		8790	2000	4210	15000	0
	Diversifying the pattern of land ownership	Hamish Trench	34109	0	0	0		0	16666	17443	34109	0
Total				0	0	0		8790	18666	21653		
Reforming land markets	Land Development & Regeneration	Hamish Trench	5000	894	0	-894	invoice received in july	894	2500	2500	5894	-894
	Natural Capital, land market & a just transition	Hamish Trench	25000	603	602.8	-0.2		0	4000	20397	24999.8	0.2
Total				1497	602.8	-894.2		894	6500	22897		
TOTAL EXPENDITURE			*1558609*	299609.8	288838.06	-10771.7		319421	384522	491291.6	1484072.6	

GIA:	1,559,000
Total profiled	1484072.61
Unprofiled	74,927

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 ownerhsip management and use of land that delivers greater benefit for all the people of Scotland															
RISK CATEGORY: DELIVERY															
1	Catastrophic loss of systems resulting in the Commission not being able to operate as an organisation	5	4	20	Business continuity plan in place, cloud based IT system accessible outside of the office environment, cyber essentials plus accrediation, improved cyber security for log in to the network.	Effective	2	2	4	Static	Averse	Working closely with IT service provider to ensure cyber security. Cyber incident response plan approved by ARC. Achieved Cyber Essentials Plus for 2022. Multi factor authentication implemented for network access, updated antivirus software aligned to SG recommendations. New office network tested. Cyber security requirements embedded in retender for IT service.	1	Sep-23	Head of Communications and Corporate services
2	Ability to react quickly in matching resources to changes in priorities	3	3	8	Maintain team approach to delivery enabling staff to draw on capacity and expertise across the team as required; Quarterly progress reporting to Board	Effective	2	2	4	Decreasing	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. Chanegs in corporate team structrue to improve resilience.	4	Sep-23	CEO
RISK CATEGORY: REPUTATIONAL															
3	Changes in Board appointments or failure to recruit timeously result in disruption to effective governance or lack of clarity in strategic direction	4	3	12	Recruitment to start 12 months ahead (SG responsibility). Plan succession timescales; ensure effective Strategic Plan in place Sept 23; Board induction processes refreshed and in place.	Partial	3	2	6	Increasing	Minimalist	Chair met with sponsor team in Dec and Jan to agree skills matrix and plan recruitment timescale. Timeline agreed by public bodies unit, advertising starts 26th June. NSET committee scheduled discussion on approach to considering appointments. July - SG information to NSET commtiee delayed therefore interviews delayed to Nov.	4	Sep-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	2	3	6	Static	Minimalist	Working closely with stakeholders and sponsor team to identify potential issues in advance and take action. Clear case handling and internal communications procedures. Land Reform Bill consultation indicates likely direction but uncertain. Development of next Strategic Plan underway with stakeholder enaggement.	3	Mar-24	CEO
5	Consistently joininng up the Commission's outputs in a clear narrative and linking to the wider land reform agenda	4	3	12	Develop strong narrative between role of land in economic recovery and delivering wellbeing economy, climate action, and reducing inequalities. Implement strategic communications plan, including maintaining strong digital and media presence; regular performance monitoring	Effective	2	1	2	Decreasing	Minimalist	Comms planning & improved team quarterly planning providing more joined up approach. Direction for new strategic plan and programme of work emerging clearly, increasing resource for digital comms.	2	Sep-23	Head of Communications and Corporate services
6	Effective management of strong relationships with key stakeholders in policy development and also identify opportunities for collaboration, maxmising 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	Decreasing	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 may change with the LR bill and need to taken into consideration.	4	Mar-24	CEO
7	Manage relationship across Scottish Government so that Commission's work is understood and recommendations are well received.	5	4	20	Ensure regular engagement between the Commission Chair and the Land Reform Minister, and between the Tenant Farming Commissioner and the Cab Sec for Rural Affairs. Ensure regular engagement between the CEO and the SG Sponsor and Policy Teams.	Effective	3	2	6	Static	Open	Regular sponsorship & land reform team liaison in place. Strong SG link on land reform bill with clear roles and relationships identified. Engagement in other formal SG structures eg NSET Programme, EELG, Planning Advisory Group. Annual meeting of board with the Minister held Jan 23 & CEO/Chair meeting with sponsor team. SG changes bring new Ministerial relationships. Chair and board meeting with new Minister - tbc	4	Sep-23	CEO
RISK CATEGORY: COMPLIANCE															
8	Failure to have in place or adhere to statutory or non-statutory corporate governance policies or procedures.	4	4	16	Ensure internal control system in place; Work to the production timetable for completion of all documents, and disseminate widely to ensure maximum awareness.	Effective	2	1	2	Static	Minimalist	Using checklist of assurance controls; Draft annual accounts and report completed on planned timeline. Internal govenance refreshers delivered. New external auditors in place and timeline agreed. Internal; audit programme agreed.	1	Mar-24	CEO
9	The Commission fails to deliver to its allocated budget, resulting in reputational, administrative and governance failures.	5	4	20	Corporate and Business plan set appropriate budget allocations. Work to specified monitoring cycles, reporting requirements, and guidelines set out in the SPFM. Ensure correct adherence to authorisation procedures and delegated limits. Close monitoring of spend and profiled spend.	Effective	2	2	4	Decreasing	Averse	Internal Scheme of delegation in place; Quarterly board montoring in place. Monthly profiling to manage spend evenly through the financial year and to be kept under review. Peer review on budget managemeth from NatureScot Mar 23 to support resilience improvements. Improvements to budget management & reporting identified Apr 23	1	Mar-24	CEO
RISK CATEGORY: STAFFING															
10	Staff turnover or absence due to illness etc resulting in loss of capacity for critical elements of business systems and delivery	5	4	20	Ensure good internal communication and provision of desk instructions for business critical functions. Reslience planning to ensure backup capacbility within staff team. Continuously seek to improve the working environment by monitoring and improving staff satisfaction and absence levels.	Partial	3	3	9	Static	Cautious	Internal policies prepared and series of desk instructions for critical tasks prepared. Contined review of HR policies & staff engagement. Careful monitoring of priorities and capacity by MT and regular staff communication in place. Staff survey action plan in place. Ongoing absence monitoring in place. Resilience improvements in corporate and comms team implemented.	4	Sep-23	Head of Communications and Corporate services
11	Change in work priorities, competing expectations or insufficient prioritisation impacts on staff wellbeing	5	4	20	Open and transparent - hold regular staff meetings, keep all staff informed of big picture direction, changes in priorities/focus. Overview through management team. Strong internal comms and leadership from managers to ensure wellbeing of staff and manage move to new ways of working.	Effective	2	2	4	Decreasing	Cautious	Improved monthly staff meeting format in place. Imprioved quarterly resource planning through Management Team. Monthly conversations, effective line management. Capacity reviewed through teams. Regular pulse staff surveys and action plan. Training and development plan in place. Business Plan prioritisation matched to resource capacity.	3	Sep-23	CEO
12	Disruption to delivery and business systems as a result of some staff moving to more permanent options of home working	4	3	12	Preparing new policies, ways of working and adapting internal processes to ensure staff remain well connected across teams and the organisation. Organisational policy that no member of staff should be disadvantaged due to where they work.	Partial	2	2	4	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.	4	Sep-23	Head of Communications and Corporate services

Communications Quarterly Report

1 April 2023 – 30 June 2023

SCOTTISH LAND COMMISSION
COIMISEAN FEARAINN NA H-ALBA

MEDIA

75 Articles

40 Commission generated

100% Positive coverage

10 TFC articles

Coverage breakdown
- National 17%
- Regional 41%
- Sector 42%
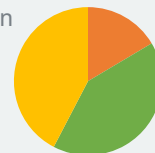
WEBSITE

10399 Visits

1% ↑ % change against previous quarter

1.7 Average page views

1:29 Mins spent on site

958 Blog views

- A Just Transition – Are we valuing land in the right way?
- Rural Land Market Insights Report – What does it mean on the ground?
- Land use in Scotland is changing rapidly – the time to act is now
- Community Land Leadership Group – 2023 and beyond

Top pages: 'Natural Capital & Land: Next steps for a Just Transition' release / Events / Work for us

SOCIAL MEDIA

	Followers	Change to previous quarter	Total number of engagements	% change against average for 2021-22	Highest number of impressions or reach for post	
Twitter	5752	3.2% ↑	2437	35% ↑	13K	Natural Capital & Land – Next Steps tweet
Facebook	1770	2.6% ↑	925	34.5% ↓	11.5K	VPM – Edinburgh boosted advert
Instagram	1119	2.6% ↑				

Virtual Public Meeting series – all videos on YouTube

Our Linked In followers have increased this quarter **9.5%** ↑

EVENTS

Public Meetings **03**

Attendees **53**

Conferences **06**

Speaking Events **05**

Royal Highland Show 2023
11 Commissioners & staff over five days
45 Recorded queries

- Scotland Policy Conference – Next steps for biodiversity and wildlife protection in Scotland
- Scottish Land & Estates conference – Edinburgh
- Community Land Scotland conference – Skye
- SCDI Regional Engagement Event

CAMPAIGNS

Natural Capital & Land – Next Steps to a Just Transition
- Advice and executive summary – published mid-June
- Follow up email sent to MSPs – early July

Royal Highland Show Main query themes:
- TFC
- Natural Capital
- Forestry (including community woodlands)
- Common Good land

COMING UP

- Virtual Public Meetings – Inverness; Angus Glens; Caithness and Sutherland; Aberdeen
- 'How can land reform deliver NPF4?' workshop
- Community of practice on land assembly launch
- Conference – rescheduled to February 2024

SCOTTISH LAND COMMISSION
COIMISEAN FEARAINN NA H-ALBA

Commissioners Meeting
8th August 2023

PAPER 5

Good Practice Quarterly Report - Casework and Enquiries Q1 2023-24

Purpose:	To update Commissioners on Good Practice enquiries and casework handled between the 1st of April 2023 and the 30th of July 2023.
Business Plan context:	Embedding responsible land ownership and use: Strengthening practical implementation of the Land Rights and Responsibilities Statement (LRRS)
Previous board papers:	2022-23 Q3 Casework report (February 2023), Draft annual Good Practice Report (June 2023)
Action required:	Note the report

Overview

The Commission recorded a total of 18 cases and enquiries in Q1. 15 of these were new cases and enquiries, and 3 were ongoing, where initial contact was made in a previous quarter. Details are shown in table 3.

April saw the most casework, with 10 cases and enquiries. May and June saw 4 cases each. However, the Commission received around 45 enquiries from 22nd to 25th June at the Royal Highland Show. These included general enquiries, tenant farming enquiries, and potential good practice cases. These have been recorded separately and are being followed up by staff but have not been recorded as Q1 cases in the Dynamics 365 system. Good Practice issues raised at the RHS included diversification, community engagement, natural capital, and community ownership.

Contact Source

In Q1, 7 cases and enquiries came from individual members of the public, and 5 came from communities (1 community council, and 4 other community organisations). We received 2 contacts from intermediaries – one of which was an

MP's office getting in touch about an issue raised by a constituent. 1 case came from the University of Edinburgh and is part of an ongoing contact concerning their plans for carbon offsetting and related community engagement and benefits. We also recorded one contact each from a crofter and from a private landowner.

2 cases started when the Commission proactively contacted landowners following press attention. In one case, this was a community landowner, and in another this was a charity landowner. The former related mainly to concerns about community engagement, and the latter mainly to concerns about deer management.

People mainly contacted us about privately owned land (9 cases and enquiries). 4 contacts were listed as being about unknown landowners – either because the landowner type was not specified or because we were contacted about a general issue. There were 3 contacts this quarter about publicly owned land, and there were individual cases concerning a community landowner and a charity landowner.

Locality

Contact came mainly from the Highland Council area this quarter (7 cases and enquiries). 4 concerned Scotland-wide issues. 2 cases came from Dumfries and Galloway, 2 from Perth and Kinross, and 3 individual cases from other local authorities.

Region	Cases/Enquiries
Highland	7
Scotland Wide	4
Dumfries & Galloway	2
Perth and Kinross	2
Argyll & Bute	1
Glasgow City	1
Na h-Eileanan Siar (Outer Hebrides)	1
Total	18

Table 1: Cases and Enquiries by region.

Subjects

Contact related to a range of different issues this quarter, with community engagement being the most commonly raised (5 contacts). Both proactive contacts in this quarter related to community engagement. Three contacts related to vacant and derelict land – one about the VDL register and two enquiring about action that could be taken by local authorities in relation to VDL buildings. There were a number of cases relating to communities being able to access or take ownership of land and buildings - 2 cases each concerning diversification of ownership and

negotiating the transfer of land to communities, and 1 case about legislative routes to ownership (Community Rights to Buy). The remaining contacts concerned good stewardship, natural capital, common good and transparency (1 contact each).

Subject	Cases/Enquiries
Community Engagement	5
Vacant and Derelict Land	3
Diversification of Ownership and Tenure	2
Good Stewardship	2
Negotiating Transfer of Land to Communities	2
Common Good	1
Legislative Routes to Ownership	1
Natural Capital	1
Transparency	1
Grand Total	**18**

Outcomes, Status and Collaboration

Of the 18 cases, 13 have been fully resolved whilst 5 remain active either to be monitored, followed up, or because they are part of an ongoing project. Information was provided to the contact as the outcome for 9 of the cases, whilst 4 contacts were signposted to other organisations, including the KLTR, Registers of Scotland, Scottish Forestry, and the Crofting Commission.

Commissioners' Meeting 8th August 2023
Inverness

PAPER 6

Evaluation of 'Land at Lunch' webinar series

Purpose:	Provide Commissioners with an overview of the 'Land at Lunch' webinar series evaluation report.
Business Plan context:	Communications: Targeted campaigns and stakeholder engagement for natural capital, diversification of land ownership and land rights and responsibilities workstreams

Good Practice: Programme of training for landowners, managers, communities and other key stakeholders to influence practice on the ground |
| **Previous board papers:** | LRRS Training Programme update, 6th September 2022 |
| **Action required:** | For information |

Background

'Land at Lunch' was a series of 11 free public webinars, that ran from October 2022 through to March 2023. Attached is an internal report intended to capture the learning from Land at Lunch and to inform the development of future training and webinars at the Commission.

The aim of Land at Lunch was to provide accessible information and advice on a range of land reform topics for a wide audience, particularly focusing on good practice. We also aimed to showcase our work, inspire and support positive actions towards good practice, and test out new approaches to training that would inform later work, particularly a new training and CPD programme for land agents and other professionals.

The programme was developed and supported by a new Training Coordinator position but involved work from across the teams. Most staff played some role in delivering the programme.

Evaluation summary

The series attracted 375 attendances of at least 178 individuals. Public bodies and professional services providers were the top attendees, followed by community organisations, land owners and managers, and members of the public.

Evaluation questions for each webinar took place live at the start and end of the webinar. We had an excellent response rate which we attribute to the inclusion of the survey in the webinar.

Key findings include:

➢ the sessions provided a useful, regular opportunity to present the Commission's work publicly;
➢ the sessions were identified as valuable in: sharing the Commission's topical research and guidance; sharing existing tools and resources; improving our accessibility and dissemination; and lifting or solidifying base knowledge level for partners.
➢ staff skills and confidence in presenting and running webinars was developed, especially in the online context, and preparation time was manageable;
➢ 89% of respondents improved their understanding of the topic and 62% learnt something new or different, despite 69% stating they were somewhat or very familiar with the topic at the start of the session;
➢ we attracted new people with 38% of respondents saying they had not attended any Commission training events or webinars before;
➢ the role of Training Coordinator was highly valued. The dedicated time relieved a lot of pressure on the wider team, enabled us to implement improvements throughout, and produced learning and lessons for future work;
➢ we attracted a very mixed audience with varied expertise. We could improve feedback by deliberately targeting sessions at a narrower audience – however, this makes promotion and administration more complex and time consuming.

Conclusion

The Land at Lunch series was a trial approach and successful in meeting its core aims. We learnt valuable lessons for future training for land professionals and we identified interest from this audience in Commission work. Further analysis of data collected could take place but is likely not a good use of resource at this time.

Consideration should be given to running a similar series in the future, as part of our strategic plan of engagement and communications. Dedicated resource, potentially commissioned externally, is important in delivery high quality professional sessions. It also reduces pressure on other staff, enabling them to focus their time where it is most impactful.

Emma Cooper
August 2023

Commissioners' Meeting 8th August 2023
Inverness

PAPER 8

Strategic Risk Management – consideration of risk appetite

Purpose:	To consider and review the board's risk appetite
Previous board papers:	N/A
Action required:	For decision

This paper seeks to inform a discussion on reviewing the Commission's risk appetite. Managing risk is an inherent part of delivering on our organisational objectives. The Commission has in place a Risk Management Framework that recognises risk can pose both threats and opportunities for the Commission. We have sought to develop a culture that is 'risk aware' rather than 'risk averse'.

The Commission maintains a strategic risk register. This is reviewed regularly by the Audit and Risk Committee and overseen by the board in each Quarterly Progress Report. The risk register addresses specific identified risks, seeking to manage them within agreed risk appetites.

It is good practice periodically to review the board's risk appetites at a high level. As well as maintaining oversight and scrutiny, the board has a key role to set the tone for the organisation's approach to risk. This can be done by considering a set of risk appetite statements that provide clear guidance to the executive team on how to approach different types of risk.

The board is asked to consider and agree a set of risk appetite statements. The main categories of risk we propose and an example statement are set out below for consideration. For each, the board is asked to consider its risk appetite in terms of low, medium or high.

Example statement:

- **Legal Risk** – The Commission is required to adhere to a range of statutory duties and responsibilities. The board has a <u>low</u> appetite for a breach of legal responsibilities.

Other risk areas to consider:

- **Financial Risk** – The Commission is required to manage its finances in accordance with the Scottish Public Finance Manual and is subject to rigorous public audit.

- **Reputational Risk** – The Commission's ability to support Ministers and exert influence on matters relating to land depends on our status and credibility as a trusted independent adviser with key stakeholder groups.

- **Research Risk** – The Commission aims to provide leading edge advice and analysis on contemporary issues relating to land, and as a basis for this it conducts focused and sometimes speculative research in complex subject areas.

- **Advisory Risk** – The Commission provides advice on policy and on the practice of implementing Land Rights and Responsibilities. The Commission aims to ensure that all its advice is based on robust evidence and/or published policy or guidance.

- **Partnership Risk** – The Commission undertakes some of its work through partnership initiatives with other organisations (mainly other public bodies) in order to increase impact and deliver value.

The board is asked to consider and agree key areas of risk and the board's risk appetite in each case.

Hamish Trench
August 2023