



## Commissioners Board Meeting

Thursday 14 May 9.30am

An Lochran | Rooms 0.01, 0.02, 0.03

### Agenda

Item no.	Item	Paper no.	Action	Lead
1	Welcome/ apologies	-	-	Michael Russell
2	Declaration of interests	-	-	All
3	Minutes of previous meeting	1	For agreement	All
4	Commissioner updates	-	For information	All
5	Quarterly Progress Review <ul style="list-style-type: none"><li>- Delivery</li><li>- Finance</li><li>- Risk</li><li>- Communications</li><li>- Good Practice Casework</li><li>- Tenant Farming Casework</li></ul>	2	For discussion	Hamish Trench
6	Community Ownership Advice – findings and emerging proposals	3	For discussion	Kathie Pollard/Gemma Campbell
7	Land Reform Act Implementation Update	4	For information	Hamish Trench
8	Draft AI Policy	5	For discussion	Julie Rostan
9	AOB	-	For discussion	All

*Immediately following the board meeting, the board will be joined online by Alan Miller, Professor of Practice in Human Rights at University of Strathclyde, for a discussion on human rights and land reform.*

**Date of next meeting:**

Thursday 4 June 09:30am

Langholm



## Minute of the meeting of the Scottish Land Commissioners held on Thursday 5<sup>th</sup> March at An Lochran, Inverness

- **Commissioners present:** Michael Russell (Chair), Calum MacLeod, Craig Mackenzie, Lucy Beattie, Deb Roberts
- **In attendance:** Hamish Trench, Nikki Nagler, Kathie Pollard, Sarah Madden, Gemma Campbell, James MacKessack-Leitch, Julie Rostan
- **Apologies:** Rob Black, Tenant Farming Commissioner
- **Declarations of interest:** None

### 1. Minutes of Previous Meeting

The minutes of the previous meeting held on 5 February 2026 were agreed as true and accurate.

### 2. Commissioners Updates

At the start of the meeting Calum MacLeod notified the board of his intention to stand down from his role as a Land Commissioner due to changes in his other time commitments. He confirmed he has written to the Cabinet Secretary giving notice and will step down from the board on 31<sup>st</sup> May. The Chair and colleagues thanked Calum for his significant contribution to the board, noting that Calum will remain active as a board member in the meantime including the May meeting. He also noted that sponsor team will take forward arrangements for a new appointment to the board and we will keep the board informed of the expected timeline, however a period with a vacancy is to be expected.

Commissioners provided other updates on recent activities on behalf of the Commission since the last meeting. Craig shared recent experience on natural capital investment in England for information. Hamish noted that Rob has recently met with the Tenant Farming Commissioner for England.

The Chair reminded Commissioners of the pre-election period which begins on 26<sup>th</sup> March and the guidance that has been circulated.

### **3. Report from Chair of ARC**

Craig provided a summary of the recent Audit and Risk Committee meeting held on 12<sup>th</sup> February.

### **4. 2026/27 Business Plan and budget**

Hamish introduced the business plan and associated budget for agreement. He highlighted adjustments from the previous discussion on the draft and emphasised the degree of flexibility that will be needed in-year in relation to a new government, timetable for Land Reform Act 2025 implementation and potential in-year project funding.

Commissioners agreed the delivery priorities set out in the business plan and sought more information on the likely sequencing of Land Reform Act implementation. Commissioners noted that board consideration of the future Land and Communities Commissioner role will need to be built into the 26/27 year.

Commissioners welcomed the continued control on corporate operating costs and sought more information on the allocation of research budget in relation to tenant farming. Hamish confirmed the research budget shown is the full allocation the Commission has available and decisions will need to be made on the priorities in-year. The board also noted the potential for project specific funds in-year that is not yet confirmed. The board agreed the 26/27 budget.

### **5. Stakeholder event on ScotLand Futures and strategic plan**

Commissioners reflected on the stakeholder event held in Perth on 25<sup>th</sup> February. The board felt the event was a positive and well-run afternoon which provided valuable perspectives. Commissioners noted some of the common themes emerging, the challenges raised and issues that the Commission will need to consider in developing its strategic plan.

The board noted common feedback on the role stakeholders see the Commission having in articulating the case for reforms and the desired outcomes, in convening and connecting a wide range of perspectives, in providing evidence, analysis and examples of what good looks like.

The board reflected on a strong desire among stakeholders for a focus on practical implementation of reforms and improvements including a shared focus across the sector on land data.

Hamish confirmed the next step in strategic plan development will be a board/staff workshop in May.

## 6. Update on Community Ownership Advice

Kathie provided an update on this ongoing work drawing on the Community Land Leadership Group, progress in case study interviews and the SEFARI fellowship. She confirmed the intention remains to draw together this advice post-election and this will come to a board meeting for consideration. Commissioners welcomed the ongoing work and noted progress.

## 7. Update on Model Lease project

James gave an update on project planning for the model lease work. The project plan has been agreed and it is now waiting on confirmation from Scottish Government of the project specific funding before we can proceed. Commissioners welcomed the update and noted the value of this work in engaging with a wide range of stakeholders about a tenure model that could have a wide range of application. Commissioners support the approach being taken and asked to be updated when funding is confirmed.

<b>Action 260205.01</b>	James to circulate an update when funding confirmed.
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## 8. Land Reform Act implementation

Hamish introduced the paper which is the first of a regular update at each board meeting on progress in 2025 Act implementation. He highlighted the three relevant strategic risks that the board has identified as a basis against which to identify key issues for board consideration.

He provided an update following a meeting with the Act implementation team in February which discussed key considerations and implications for the Commission. He noted that Ministers have not yet confirmed an implementation timetable, and this will likely be set out post-election. However, the Commission is using some assumptions to plan its own work for the year ahead.

Commissioners discussed the expected sequencing of measures for implementation and sought more information about the timescales for internal consideration of key issues within the Commission. Commissioners asked for more information about implementation of Land Management Plans in particular, noting the wide stakeholder support and opportunity for Scottish Government to build on the momentum. Sarah and Hamish outlined the current work planned. It was agreed to schedule a board discussion on the approach and principles for Land Management Plans prior to expected engagement by Scottish Government.

The board agreed the format of report is helpful, noting the importance of oversight in relation to risks and resourcing as the year goes on.

## **9. AOB**

Nikki confirmed dates for the post board meeting staff briefing, to be done by Michael and Craig this time. Commissioners also agreed to hold an online call on 31<sup>st</sup> March for a presentation on the findings of the stakeholder perceptions audit.

Hamish noted for awareness the marketing of Tulchan Estate and the specific implications of the sale of company shares rather than the land.

**Date of next meeting:**

Thursday 14<sup>th</sup> May

An Lochran, Inverness



## Commissioners Meeting 14 May 2026

### Inverness Paper No. 2 Quarterly Report

<b>Purpose</b>	To review progress over Quarter 4
<b>Previous board papers</b>	Quarterly Report 5 Feb 2026
<b>Action required</b>	For discussion

## 1. Background

The quarterly reports provide oversight of progress against the business plan over the year. This report covers the final quarter of the 25/26 business plan (Jan-Mar).

## 2. KPI assessment

KPI MEASUREMENT	TARGET	Progress
<b>DELIVERY</b>		
% of planned outputs in annual business plans delivered	90%	On track/completed: 85%
		Delayed/work pending: 10%
		Not delivered or changed: 5%
		See ANNEX A
<b>STAKEHOLDER RELATIONS</b>		
Feedback as reported through perceptions audits	Maintain or increase perceived impact	Perceptions audit report completed March 26 – qualitative feedback.
<b>STAFF SATISFACTION</b>		
% reported staff satisfaction in staff surveys	Increase	Feb 26: 71% satisfied with the Commission as a place to work (cf 64% Jun 25)
<b>FINANCE</b>		
End of year out-turn	Within 2% of total allocated budget	See ANNEX B

## 3. Progress Reports

The report comprises six annexes:

## **A: Delivery Progress**

Annex A sets out the RAG assessment and progress commentary against the Business Plan. Highlights in Quarter 4 include:

- Publication of 'ScotLand Futures: next steps for land reform' and stakeholder engagement event;
- Publication of refreshed good practice protocols;
- Publication of advice on tax reforms;
- Completion and launch of new website;
- Land agent engagement events;
- Delivery of all-staff organisational development sessions.

## **B: Finance**

Annex B provides a summary of our budget position at the end of March. Please note this is not a final year-end position, which will be determined through the annual accounts process.

## **C: Risk Management**

Annex C provides the strategic risk register.

## **D: Communications**

Annex D provides an overview of communications in Quarter 4 and a look ahead.

## **E: Good Practice Casework**

Annex E summarises good practice casework, providing a financial year overview at the end of Q4.

## **F: Tenant Farming**

Annex F summarises TFC casework for Q4.

# **4. Other updates**

### **TFC**

Following agreement with the Cabinet Secretary, the time allocation for the TFC's appointment has been increased to 12 days/month with effect from 13 February. We are currently recruiting for the agreed additional post to support tenant farming work.

### **Budget**

Our 26/27 grant-in-aid is confirmed as £1.81M. Scottish Government has also now confirmed additional funds of up to £70k in 26/27 to deliver work on the model lease, an obligation on Ministers under Part 2 of the Land Reform Act.

### **Sponsor Team**

Our Framework Agreement setting out the Commission's relationship with government is due for review. We have agreed with sponsor team that a full review should be carried out by end of 2026 to take account of changes resulting from Act implementation, and that our current agreement continues to apply (with some technical updates) in the meantime.

Fiona Harrison, Deputy Director for Land Reform, Rural and Islands Policy is retiring on 21<sup>st</sup> May. She will be replaced by Anna Densham (currently in a job share with Fiona) and we have invited Anna to join a future board meeting.

***Hamish Trench***

***Chief Executive***

## ANNEX A

PROGRESS REPORT ON 2025/26 BUSINESS PLAN DELIVERY – Qtr4			
RAG Rating:	Delivery on track	Not started/work pending	Risk of delay or changed
Priority	2025/26 Planned Activity	Progress Commentary	RAG
<b>1. Advising on reforms to law, policy &amp; practice</b>			
<b>1.1 Land Reform Bill</b>	- Provide advice and evidence as required to inform Stages 2 and 3 of Parliamentary consideration	Parliamentary process completed and Land Reform Act in place.	
	- Develop advice to inform plans for secondary legislation and implementation	Liaison with SG on implementation timetable; Key topics for 26/27 business plan agreed; Joint working with SG team agreed. Dependent on SG timetable to be confirmed post-election.	
	- Plan for the financial, governance and delivery implications of anticipated new functions for the Commission	Initial board discussion and team discussions held to scope programme. Pending clarity on timetable. Work scheduled for 26/27 underway.	
<b>1.2 A Land Reformed Scotland</b>	- Engage a wide range of voices on what a land reformed Scotland looks like	ScotLand Futures launched May; Public survey, invited contributions, public meetings completed. 'What We Heard' and 'Voices from Scotland' published Nov 25.  Further in-depth analysis of ScotLand Future responses due for publication in Q1 26/27.	
	- Advise on the key components for a future programme of reforms	'Next steps for Land Reform' published Feb with stakeholder event.	
<b>1.3 Diverse Ownership and Governance</b>	- Develop policy advice drawing together recommendations to support more diverse land governance approaches	Superseded - Policy advice reflected in ScotLand Futures output, not producing separate output.	
	- Collaborate with the Crofting Commission in its work on the future of crofting	Regular liaison with Crofting Commission. Potential role of crofting included within ScotLand Futures output. Working with CC on implications of Land Reform Act and Crofting Act for areas of joint focus.	

<b>1.4 Community Land Ownership</b>	- Convene the Community Land Leadership Group to further develop community land ownership	CLLG meetings scheduled; Qtr 4 meeting focused on SEFARI Fellowship final report. Next CLLG meeting scheduled May Q1 26/27.	
	- Convene a Reference Group to support and inform Scottish Government's Review of Community Rights to Buy	CTRB Reference Group now completed – considered draft consultation document in May and consultation responses in Dec 2025.	
	- Advise on Community Rights to Buy, financing community land acquisitions and the Scottish Land Fund	SLC responded to CRTB consultation Q2. Wider policy advice scheduled for publication by Q2 26/27.	
	- Continue collaboration with Crown Estate Scotland on the community land accelerator initiative and share learning	CES collaboration ended following CES investment committee decision, lessons learned report provided to board.	
	- Support the KLTR Ownerless Property Transfer Scheme through panel membership and advice	Supporting KLTR OPTS panel and proactive approach to ownerless VDL. DS on secondment to KLTR.	
<b>1.5 Tax Reforms</b>	- Complete Phase 1 research and initial advice on the role of tax in relation to land	Phase 1 engagement completed and interim report published Oct. Research on international practice in land values in the tax system published Sept.	
	- Complete Phase 2 providing more detailed advice on options for reforms	Advice published in March 26. 3 research outputs complete and due for publication alongside further advice due in Q2 26/27.	
<b>1.6 Public Land Leadership</b>	- Respond to opportunities to collaborate with public land-owning bodies	Engagement with SG on role of public bodies in housing land supply and engagement in public land senior leaders' group.	
	- Advise on the longer-term strategic opportunity of public land ownership	Policy advice to be considered through community ownership advice and ScotLand Futures.	

	<ul style="list-style-type: none"> <li>- Provide advice to inform Scottish Government's Review of Compulsory Purchase Orders</li> </ul>	Participated in SG workshop on valuation issues in CPO Review. Responded to SG consultation Q3	
<b>1.7 Research and Data</b>	<ul style="list-style-type: none"> <li>- Implement a refreshed research strategy that builds collaboration and seeks to maximise value for money, including co-ordination with the Scottish Government Strategic Research Programme</li> </ul>	Research strategy agreed and published. Engagement on research collaboration with RESAS, SRUC, UHI. Responded to RESAS consultation on 2027-32 Strategic Research Programme. Final SRP includes SLC recommendations.	
	<ul style="list-style-type: none"> <li>- Analyse and publish the annual insights and data reports on the rural land market</li> </ul>	2024 Rural Land Market Insights Report published June 25. Rural Land Market Data Report published Dec 25. Next Land Market Insights Report 2025 due for publication in Q1 26/27. RHS event scheduled	
	<ul style="list-style-type: none"> <li>- Collaborate with research institutions on advice to improve and integrate data on land ownership, use and value</li> </ul>	Engagement on research collaboration with RESAS, SRUC, UHI. SEFARI Fellowship complete.	
	<ul style="list-style-type: none"> <li>- Support joint PhD opportunities with university partners</li> </ul>	University of Edinburgh PhD partnership ongoing.	
	<ul style="list-style-type: none"> <li>- Offer the annual student award</li> </ul>	Not progressed due to capacity/prioritisation	
	<ul style="list-style-type: none"> <li>- Participate in the Community Land Academic Network</li> </ul>	Ongoing. Presenting at the CLAN conference in June.	
	<b>2. Supporting practical implementation of LRRS</b>		
<b>2.1 Good practice in land ownership, use and management</b>	<ul style="list-style-type: none"> <li>- Champion and share good practice in implementing the Land Rights and Responsibilities Statement</li> </ul>	Attended events to promote good practice.	
	<ul style="list-style-type: none"> <li>- Refresh and update the Land Rights and Responsibilities Protocols</li> </ul>	Refreshed protocols published end of Jan. Review and update of accompanying guidance and routemaps underway	
	<ul style="list-style-type: none"> <li>- Build relationships and collaborate with industry bodies to deliver training for land agents and other professionals to promote high standards in land rights and responsibilities.</li> </ul>	2 successful land agents events run in Stirling and Inverness Planning design and pipeline of new events	

	<ul style="list-style-type: none"> <li>- Provide individual advice and guidance to support the development of good practice</li> </ul>		
	<ul style="list-style-type: none"> <li>- Consider how standards for leadership in good practice are further developed</li> </ul>	Commitment to Responsible Land Ownership pilot phase progressing. All targeted participants on board and attending shared learning event on 20 May with 2 Commissioners.	
	<ul style="list-style-type: none"> <li>- Deliver casework to support good practice and promote good relations between landowners and communities</li> </ul>	Ongoing	
	<ul style="list-style-type: none"> <li>- Regularly review casework to identify learning for policy and practice</li> </ul>	Casework review meetings scheduled regularly	
	<ul style="list-style-type: none"> <li>- Collaborate with core industry bodies to collectively promote and support good practice</li> </ul>	Partnership working on community benefits and promotion of wider good practice in place. Good Practice Advisory Group meeting booked for May	
	<ul style="list-style-type: none"> <li>- Building on the evaluation of the Good Practice Programme, consider how the programme could be expanded to extend impact</li> </ul>	Approach agreed with Commissioners. Further development to tie in with business and financial planning.	
<b>2.2 Community benefits from land and natural capital</b>	<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>	Regular meetings held and scheduled	
	<ul style="list-style-type: none"> <li>- Participate in the steering group for the Natural Capital and Community Benefits Partnership Group</li> </ul>	Chairing Partnership and holding regular meetings.	
	<ul style="list-style-type: none"> <li>- Support development of community benefits from nature finance in the Cairngorms National Park through project post</li> </ul>	Three projects actively being supported as well as wider advice being delivered.	
<b>3. Tenant Farming</b>			
<b>3.1 Codes of Practice, Guidance and Casework</b>	<ul style="list-style-type: none"> <li>- Publish new Codes and Guidance as required</li> </ul>	New Codes and Guidance will be required by the Land Reform Act in 26/27 – timetable tbc	
	<ul style="list-style-type: none"> <li>- Extend and promote the mediation scheme</li> </ul>	First successful mediation taken place	

	<ul style="list-style-type: none"> <li>- Respond to casework and report on patterns in advice</li> </ul>	Ongoing. High volume of casework demands continuing. Recruitment for Tenant Farming Officer to support the TFC team	
<b>3.2 Relinquishment and Assignment of Agricultural Tenancies</b>	<ul style="list-style-type: none"> <li>- Ensure statutory requirements to appoint a valuer are fulfilled</li> </ul>	Ongoing	
	<ul style="list-style-type: none"> <li>- Update process and guidance as appropriate</li> </ul>	There is a requirement to update the guidance to address issues with legislative gaps. This has been drafted and needs to be considered by TFAF before progressing further.	
<b>3.3 Tenant Farming Advisory Forum</b>	<ul style="list-style-type: none"> <li>- Convene regular Forum meetings to support leadership and collaboration</li> </ul>	TFAF has been meeting regularly, with a particular focus on Part 2 of the Land Reform bill. Now seeking to shift agenda to forward focus on strengthening sector. Draft Charter discussed with members.	
<b>3.4 Land Reform Bill Part 2</b>	<ul style="list-style-type: none"> <li>- Provide advice on the development and implementation of tenant farming reforms in Part 2 of the Land Reform Bill</li> </ul>	Extensive advice provided through year, Act now in place. Further advice on implementation will be required in next financial year.	
<b>4. Communications and Engagement</b>			
<b>4.1 Public Engagement</b>	<ul style="list-style-type: none"> <li>- Deliver a refreshed programme of public engagement</li> </ul>	Scotland Futures and stakeholder engagement session delivered in Q4 to bring campaign to a close and inform the direction of the next strategic plan.	
	<ul style="list-style-type: none"> <li>- Implement our Gaelic Language Plan</li> </ul>	Publication commitments met, proposed board/staff training carried forward to 26/27	
	<ul style="list-style-type: none"> <li>- Renew our website to improve accessibility and functionality</li> </ul>	New website completed and launched Q4	
<b>4.2 Communications &amp; Events</b>	<ul style="list-style-type: none"> <li>- Deliver a programme of events to support our key priorities</li> </ul>	On track, see comms report for full details.	
	<ul style="list-style-type: none"> <li>- Maximise use of our existing body of research and recommendations</li> </ul>	ScotLand Futures Land Agenda published Q4. New website provides easier access to previous reports.	

	<ul style="list-style-type: none"> <li>- Use digital marketing to drive engagement and inform conversation amongst stakeholders</li> </ul>	Delivery of SLC bi-monthly newsletter and TFC newsletter.	
<b>4.3 Convening Stakeholders</b>	<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>	CLLG, CRTB Reference Group, GP Advisory Group, TFAF and Community Benefits Advisory Group in regular meeting cycles	
<b>5. Being an effective organisation</b>			
<b>5.1 Business and financial planning</b>	<ul style="list-style-type: none"> <li>- Deliver improved financial and project reporting</li> </ul>	Implementation of new financial software to improve financial reporting. New project management process in place.	
	<ul style="list-style-type: none"> <li>- Support effective audit scrutiny and assurance</li> </ul>	External audit completed, no material issues raised.	
	<ul style="list-style-type: none"> <li>- Deliver information and data management obligations including development of a new Records Management Scheme</li> </ul>	In progress.	
	<ul style="list-style-type: none"> <li>- Keep under review potential organisational implications of land reform bill</li> </ul>	Ongoing – initial implications considered for 26/27 budget.	
<b>5.2 Organisational development</b>	<ul style="list-style-type: none"> <li>- Deliver a training and development plan</li> </ul>	Annual plan implemented.	
	<ul style="list-style-type: none"> <li>- Keep HR policies under rolling review</li> </ul>	Ongoing.	
	<ul style="list-style-type: none"> <li>- Run bi-annual staff surveys and regular engagement through Staff Engagement Forum</li> </ul>	Staff survey run in Q4 and reported.	
<b>5.3 Climate action</b>	<ul style="list-style-type: none"> <li>- Deliver against a refreshed climate action plan</li> </ul>	Ongoing, annual reporting completed. Refresh of Climate Action Plan carried forward into 26/27	
	<ul style="list-style-type: none"> <li>- Improve climate action reporting to Management Team and Board</li> </ul>	Linked to refresh of Climate Action Plan above	
<b>5.4 Risk management</b>	<ul style="list-style-type: none"> <li>- Undertake regular strategic and organisational risk reviews</li> </ul>	Ongoing, quarterly corporate risk reviews and strategic risk review with ARC and Board.	
	<ul style="list-style-type: none"> <li>- Support effective risk scrutiny and interrogation by Audit and Risk Committee</li> </ul>	Ongoing. Regular risk interrogation with schedule agreed by ARC.	
	<ul style="list-style-type: none"> <li>- Ensure cyber security including maintaining Cyber essentials plus accreditation</li> </ul>	Completed. Accreditation achieved.	



Scottish Land Commission  
Coimisean Fearainn na h-Alba

Categories	Nominal	Revised Annual Budget	Committed	Predicted Spend	Total Spend (To date)	Prepayments to 26/27	Accruals to 25/26	Year End Position	Notes
<b>1. Advising on reforms to law, policy and practice - HT</b>									
Land Reform Bill	Land Reform Bill Costs	-	-	-	-	-	-	-	Reallocated 23/10 to Policy Advice.
A Land Reformed Scotland	Collaboration & Partnership Working	15,833.33	15,815.25	-	15,815.25	-	-	15,815.25	CES -End QE May 25. 1 month cost accrued to 24/25 accounts.
Priorities for Policy Advice	Policy Advice	-	-	-	-	-	-	-	Moved full balance to Research as per call with HT
	Research	44,100.00	52,299.02	-	52,299.02	-	-	52,299.02	Tax research (Aug/Sept 25). SRUC recharge
	Student Agreements	1,000.00	1,000.00	-	1,000.00	-	-	1,000.00	Nov-25
	Events (Speaker Hire/ Tickets/ Hall Hire)	-	60.00	-	60.00	-	-	60.00	
Subscriptions & Memberships	Subscriptions & Memberships	1,250.00	1,249.73	-	1,249.73	(191.67)	-	1,058.06	
<b>Strategic Plan total</b>		<b>62,183.33</b>	<b>70,424.00</b>	<b>-</b>	<b>70,424.00</b>	<b>(191.67)</b>	<b>-</b>	<b>70,232.33</b>	
<b>2. Supporting practical implementation of Scotland's Land Rights and Responsibilities Statement - EC</b>									
Good practice in land ownership, use and management	Digital Publications (Blogs)	-	-	-	-	-	-	-	
	Events (Speaker Hire/ Tickets/ Hall Hire)	6,500.00	2,279.10	-	2,279.10	-	-	2,279.10	CLS event - GC attended.
	Catering	-	-	-	-	-	-	-	
Community benefits from land and natural capital	Collaboration with External Parties	10,000.00	11,304.25	-	11,304.25	-	347.06	11,651.31	CBO £10k incl plus T&S (to be re-charged T&S)
<b>Strategic Plan total</b>		<b>16,500.00</b>	<b>13,583.35</b>	<b>-</b>	<b>13,583.35</b>	<b>-</b>	<b>347.06</b>	<b>13,930.41</b>	
<b>3. Promoting good relations between agricultural landlords and tenants through the functions of the Tenant Farming Commissioner EC</b>									
Codes of Practice, Guidance and Casework	TFC Mediation	5,000	1,200.00	-	1,200.00	-	-	1,200.00	
Relinquishment and Assignment of Agricultural Tenancies		-	-	-	-	-	-	-	
Subscriptions & Memberships	Subscriptions & Memberships	100.00	-	-	-	-	-	-	Not expected
	Events (Speaker Hire/ Tickets/ Hall Hire/Catering)	-	66.00	-	66.00	-	-	-	
<b>Strategic Plan total</b>		<b>5,100.00</b>	<b>1,266.00</b>	<b>-</b>	<b>1,266.00</b>	<b>-</b>	<b>-</b>	<b>1,200.00</b>	
<b>4. Engaging people in why land matters and how they can be involved. NN</b>									
Communications & Events	Events (Speaker Hire/ Tickets/ Hall Hire/Catering)	4,000.00	4,091.24	-	5,003.24	(912.00)	-	4,091.24	RHS. Reallocation of £6k to IT 28/10
	Conference Costs	10,000.00	6,064.32	-	6,064.32	-	-	6,064.32	Wick Board & public meeting (incl accommodation). Includes further public meetings (SLF)
	Public Relations (PR)	12,500.00	19,384.36	-	19,384.36	-	-	19,384.36	ScotLand advertising costs.
	Design Costs	10,500.00	9,190.00	-	9,190.00	-	-	9,190.00	
	Printing Costs	6,500.00	5,739.94	-	5,739.94	-	367.95	6,107.89	
	Website Hosting	3,000.00	1,618.00	-	1,618.00	-	-	1,618.00	
	Subscriptions & Memberships	4,356.50	2,189.60	-	2,189.60	-	-	2,189.60	Mailchimp Credit packs
	Media Licenses	4,356.50	6,248.80	-	6,248.80	(1,471.00)	-	4,777.80	
	Translations	1,500.00	3,258.16	-	3,258.16	-	-	3,258.16	
	Accessibility	-	-	-	-	-	-	-	
	Digital Publications (Blogs)	-	-	-	-	-	-	-	
	Website Development	38,989.20	38,179.99	-	38,179.99	-	-	38,179.99	Full amount paid by TPE apart from final invoice website launch £3.3k
	Photographs	-	4,350.28	-	4,350.28	-	-	4,350.28	
<b>Dept Total</b>		<b>95,702.20</b>	<b>100,314.69</b>	<b>-</b>	<b>101,226.69</b>	<b>(2,383.00)</b>	<b>367.95</b>	<b>99,211.64</b>	
<b>5. Underpinned by sound corporate governance and organisational development. NN</b>									
Organisational development	HR incl licenses	33,232.00	17,198.79	-	17,198.79	(1,315.43)	-	15,883.36	
	IT	76,000.00	82,869.34	-	82,869.34	(6,596.42)	-	76,272.92	Unexpected costs in year - extra licenses, laptop/server changes & decommissioning (£6.8k). £6k reallocated from Events.
	Mobile Costs	1,100.00	904.62	-	904.62	-	-	904.62	
	Legal	14,000.00	8,608.32	-	8,608.32	-	-	8,608.32	This relates to TFC legal fees (Gillespie Macandrew). WIP cleared
	Audit & Accountancy fees	69,200.00	80,589.00	-	43,775.00	-	-	80,589.00	Increase of £4k to audit fees (Deloitte)
	Finance Software Costs	700.00	625.20	-	625.20	-	-	625.20	

	Climate Reporting	1,000.00	930.00	-	930.00	-	930.00	RSK.	
	Office Accommodation	28,800.00	28,800.00	-	28,800.00	-	28,800.00		
	Office Costs	200.00	510.41	-	510.41	-	510.41		
	Catering (Internal Meetings)	1,650.00	1,187.03	-	1,187.03	-	1,187.03		
	Bank Charges	400.00	300.72	25.00	300.72	-	325.72		
	Event Insurance	800.00	1,039.25	-	1,039.25	(375.44)	663.81		
	Subscriptions & Memberships	343.00	416.40	-	416.40	(169.20)	247.20		
	ASCL Mini Charge	-	139.41	-	139.41	-	139.41		
	IT Equipment Additions	250.00	17,205.60	-	17,205.60	-	17,205.60	DSE for staff	
	Fixtures & Fittings Additions	250.00	1,834.17	-	1,834.17	-	1,834.17	DSE for staff	
<b>Training &amp; Development</b>	Training & Development (Commissioners)	4,000.00	2,124.00	-	2,124.00	-	2,124.00		
	Training & Development (Staff)	25,000.00	35,793.07	-	35,793.07	(1,878.00)	33,915.07		
<b>Recruitment</b>	Recruitment	5,000.00	1,862.63	-	1,862.63	-	1,862.63	Cabinet Office has now moved to FY26/27	
	<b>Dept Total</b>	<b>261,925.00</b>	<b>282,937.96</b>	<b>25.00</b>	<b>246,123.96</b>	<b>(10,334.48)</b>	<b>272,628.48</b>		
<b>Staffing &amp; Commissioners</b>									
<b>Payroll/ On-Costs</b>	Salaries Staff (incl ADK & DS Salary)	1,269,895.36	1,252,633.37	-	1,254,296.78	-	15,000.00	1,269,296.78	We have fully committed wages. CBO & DS salary sits here but will be re-charged.
	Salaries Comm	67,148.27	67,188.89	-	67,188.89	-	-	67,188.89	We have fully committed wages. (Q4 TFC increase-TBC)
<b>Travel &amp; Subsistence (Staff)</b>	Travel - Air	-	-	-	-	-	-	-	
	Travel - Rail	4,500.00	3,583.25	-	3,583.25	-	48.20	3,631.45	
	Travel - Car Hire	500.00	1,486.66	-	1,486.66	-	-	1,486.66	
	Travel - Bus/Taxi/Bike/Ferry	1,000.00	400.50	-	400.50	-	-	400.50	
	Travel - Mileage	4,000.00	4,272.12	-	4,272.12	-	-	4,272.12	
	Travel - Hotels	8,000.00	13,648.38	-	13,648.38	-	642.41	14,290.79	
	Subsistence	4,000.00	2,436.13	-	2,436.13	-	-	2,436.13	
<b>Travel &amp; Subsistence (Commissioners)</b>	Travel - Air	-	349.94	-	349.94	-	-	349.94	est spend
	Travel - Rail	2,500.00	1,221.87	-	1,221.87	-	(51.90)	1,169.97	
	Travel - Car Hire	-	-	-	-	-	-	-	
	Travel - Bus/Taxi/Bike/Ferry	1,000.00	439.13	-	439.13	-	-	439.13	
	Travel - Mileage	4,000.00	3,424.05	-	3,424.05	-	-	3,424.05	
	Travel - Hotels	3,000.00	6,034.10	-	6,034.10	-	264.46	6,298.56	
	Subsistence	2,000.00	486.32	-	486.32	-	-	486.32	
<b>Commissioners Meetings</b>	Events (Speaker Hire/ Tickets/ Hall Hire/Catering)	-	357.88	-	357.88	-	-	357.88	
	<b>Dept Total</b>	<b>1,371,543.63</b>	<b>1,357,962.59</b>	<b>-</b>	<b>1,359,626.00</b>	<b>-</b>	<b>15,903.17</b>	<b>1,375,529.17</b>	
		<b>1,812,954.16</b>	<b>1,826,488.59</b>	<b>25.00</b>	<b>1,792,250.00</b>	<b>(12,909.15)</b>	<b>16,618.18</b>	<b>1,832,732.03</b>	

506,666.33

1,680,000.00	GIA							CNPA ADK Salary/expenses recharge
(1,680,000.00)	Drawndown							TPE to pay for website. <i>Final invoice GIA CY</i>
-	Remaining							Recharge tax work to SG received
	1.22% Percentage remaining							DS Salary recharge
							(347.06)	Recharges for KP
1,680,000.00	GIA							To be recharged to CNPA in QE June 26
138,620.77	Other Income							
<b>1,818,620.77</b>	<b>Total Income</b>						<b>1,798,107.10</b>	<b>Expected Year End Position</b>
	1.13% GIA % Remaining						99%	
							20,513.67	Estimated GIA remaining

Risk ID	Risk Description	GROSS RISK			Controls in Place	Control Effectiveness	NET RISK			Risk Movement	Risk Appetite	Action Taken/Planned	Target Risk	Target Review Date	Risk Owner
		Untreated Impact	Untreated Likelihood	Untreated Risk Score			Current Impact	Current Likelihood	Current Risk Score						
<b>VISION: Fair inclusive and productive system of ownership management and use of land that delivers greater benefit for all the people of Scotland</b>															
<b>RISK CATEGORY: DELIVERY</b>															
1	Risk of catastrophic loss of systems resulting in the Commission not being able to operate as an organisation	5	4	20	Business continuity plan in place, cloud based IT system accessible outside of the office environment, cyber essentials plus accreditation, improved cyber security for log in to the network.	Effective	5	1	5		Averse	Multi factor authentication implemented for network access. Cyber security requirements embedded in tendered IT service. Potential increase in cyber threats due to current political environment. Secured continued Cyber Essentials Plus accreditation for 2025. Transfer of finance and accounting software completed April 25 with back-up in place.	5	Mar-27	Head of Communications and Corporate services
2	Risk that Land Reform Bill creates increased obligations without sufficient resource leading to adverse impacts on delivery	4	4	16	Engagement with sponsor team on implications; anticipating resource requirements; maintaining flexibility in medium term financial planning	Partial	4	3	12		Minimalist	Initial estimates of financial implications of new measures as drafted provided to sponsor team Oct 24. Reviewed as Bill amended. Projected costs provided for 26/27 budget planning. Initial provision in 26/27 GIA secured. Regular engagement with sponsor team given uncertainty about implementation timetable at this stage.	6	Sep-26	CEO
3	Risk that public finance constraints mean the Commission is unable to deliver planned work and/or is unable to react quickly to changes in priorities, reducing its effectiveness	4	4	16	Maintain team approach to delivery enabling staff to draw on capacity and expertise across the team as required; Quarterly progress reporting to Board	Effective	3	3	9		Cautious	26/27 business plan focuses priorities. Planning shows additional resource needs on specific business areas and risk of LRB implementation being insufficiently funded. 26/27 GIA provides 7.7% increase. Medium term planning for changes in functions.	6	Mar-27	CEO
<b>RISK CATEGORY: REPUTATIONAL</b>															
4	Risk that appointment of a Land & Communities Commissioner creates unexpected governance or operational implications	4	4	12	Engagement with sponsor team on appointment process; business planning to include operational preparations.	Partial	3	4	12		Cautious	Appointment anticipated 27/28. 26/27 work to plan operational approach and identify governance implications.	9	Sep-26	CEO
5	Risk that delays to, or lack of clarity in expectations of implementation of the Land Reform Bill impacts the Commission's reputation and stakeholder relationships	4	3	12	Engagement with sponsor team on planned timetable and SLC role	Partial	3	3	9		Cautious	Monthly meetings with Act implementation team in place. SG to confirm timetable after election. Regular engagement with stakeholders needed to maintain clarity in roles and expectations.	6	Sep-26	CEO
6	Emerging issues result in reactive policy making, and relationship management.	5	4	20	Proactive horizon scanning to anticipate future issues, work closely with stakeholders and put internal processes and measures in place for handling.	Partial	3	3	9		Cautious	Close engagement with stakeholders and sponsor team to identify potential issues in advance and take action. Clear case handling and internal communications procedures. Land Reform Act creates new dynamics but clarity of SLC focus agreed with board. Scotland Futures creates framing for future policy priorities.	6	Mar-27	CEO
7	Risk that the land reform policy narrative is seen as narrow or disconnected from wider public and government ambitions	4	3	12	Develop strong narrative between role of land in economic recovery and delivering wellbeing economy, climate action, and reducing inequalities. Implement strategic communications plan, including maintaining strong digital and media presence; regular performance monitoring	Effective	2	3	6		Open	New website launched and improved e-newsletters provide regular overview of Commission's work. Scotland Futures provides framing for narrative and future priorities. Seeking early meeting with new Minister post-election.	6	Mar-27	Head of Communications and Corporate services
8	Risk that failure to maintain effective relationships with key stakeholders impacts on our ability to deliver and constrains opportunities for collaboration.	5	4	20	All relevant stakeholders are identified and a clear engagement strategy put in place, Commission presence at key stakeholder events, regular liaison meetings with stakeholders and periodic review of stakeholder analysis	Effective	2	2	4		Open	Perceptions Audit provides insight, assurance and issues to watch. Structured engagement through standing advisory groups, bilateral stakeholder engagement via Commissioners and staff. Wide engagement on Scotland Futures. Continued bilateral engagement re Act implementation.	4	Mar-27	CEO
9	Risk that insufficient relationships across Scottish Government and Parliament result in reduced impact and value from the Commission's work	5	4	20	Ensure regular engagement between the Commission Chair and the Minister, and between the Tenant Farming Commissioner and Minister. Ensure regular engagement between the CEO and the SG Sponsor and Policy Teams.	Effective	2	2	4		Open	Regular sponsorship & land reform team liaison in place. Chair & CEO meetings with sponsor team. Engagement in other formal SG structures eg EELG. Annual board meetings with Cab Sec. Election creates new uncertainties, seeking early meeting with new Minister post-election.	4	Sep-26	CEO
<b>RISK CATEGORY: COMPLIANCE</b>															
10	Failure to have in place or adhere to statutory or non-statutory corporate governance policies or procedures.	4	4	16	Ensure internal control system in place; Work to the production timetable for completion of all documents, and disseminate widely to ensure maximum awareness.	Effective	2	1	2		Minimalist	Using checklist of assurance controls; 26/27 internal audit plan agreed; 25/26 year-end and annual report preparation on schedule; staff responsibilities for data, information, climate reporting and other duties identified.	2	Mar-27	CEO
11	The Commission fails to deliver to its allocated budget, resulting in reputational, administrative and governance failures.	5	4	20	Corporate and Business plan set appropriate budget allocations. Work to specified monitoring cycles, reporting requirements, and guidelines set out in the SPM. Ensure correct adherence to authorisation procedures and delegated limits. Close monitoring of spend and profiled spend.	Effective	2	2	4		Averse	Improvements to budget monitoring and reporting made in 25/26. Monthly MT and board monitoring in place. Transfer to new Finance software from 1st April completed to reduce manual data input and further improve consistency and format of reporting. Year end outturn on target.	2	Mar-27	CEO
<b>RISK CATEGORY: STAFFING</b>															
12	Staff turnover or absence due to illness etc resulting in loss of capacity for critical elements of business systems and delivery.	5	4	20	Ensure good internal communication and provision of desk instructions for business critical functions. Resilience planning to ensure backup capability within staff team. Continuously seek to improve the working environment by monitoring and improving staff satisfaction and absence levels.	Partial	3	2	6		Cautious	Ongoing absence monitoring in place. Resilience improvements in corporate team implemented. Desk instructions for critical tasks in place. Policy to review all vacancies at board level.	4	Mar-27	Head of Communications and Corporate services
13	Risk that staff wellbeing is adversely impacted by changes in priorities or insufficient prioritisation.	5	4	20	Open and transparent - hold regular staff meetings, keep all staff informed of big picture direction, changes in priorities/focus. Overview through management team. Strong internal comms and leadership from managers to ensure wellbeing of staff and responsive ways of working.	Effective	2	3	6		Cautious	Regular staff surveys and action plan in place. Training and development plan in place. Business Plan prioritisation matched to resource capacity. Monthly all staff meetings and individual line management meetings in place.	4	Mar-27	Head of Communications and Corporate services

# COMMUNICATIONS QUARTERLY REPORT

Q4: JANUARY 2026 - MARCH 2026



This quarter was a quieter one for communications and engagement, with fewer outputs and a tougher external media environment impacting overall visibility. While some metrics are down, there has been good progress behind the scenes, particularly with the launch of the new website.

Press coverage fell to 29 articles this quarter. This reflects both a lower level of activity and a wider drop in media attention on land reform, with the news agenda dominated by other national and international issues. ScotLand Futures continued to generate interest and helped maintain a baseline level of coverage.

Social media performance was mixed but generally steady. We hit our targets on LinkedIn, Facebook and X, with engagement holding up overall. Our reduced activity on X is deliberate as we continue our hiatus, while the dip on Instagram is largely down to posting less video content, which remains our strongest format.

We didn't send any newsletters this quarter as we have been refreshing the design and content to better align with the new website. Over the year as a whole, subscriber growth has been strong, up 23% against a 10% target. We've also made sign-up more visible across the site, which should help support steadier growth going forward.

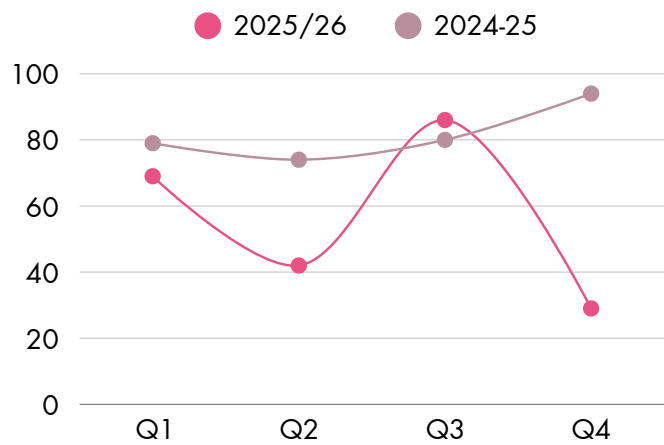
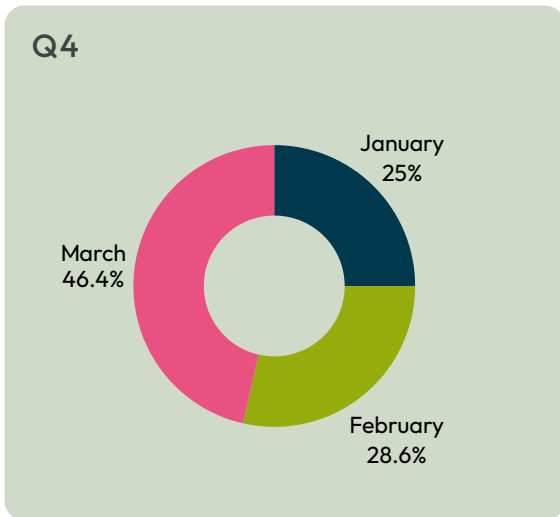
A key milestone this quarter was the launch of the new website. Early feedback has been positive, and we're already seeing some benefits, including a research enquiry coming in through the new Research Strategy page. We've also improved accessibility, strengthened our approach to cookies and GDPR, and introduced HTML versions of our reports. Lower traffic in Google Analytics is expected as a result of these changes, and reflects better consent practices rather than reduced use.

Month	Event/Activity
May	SLF Report
June	SAFARI Report
June	Rural land market insights report
June	Royal Highland Show
July	Tax reports: Sporting rates Cadastral system VDL Route map

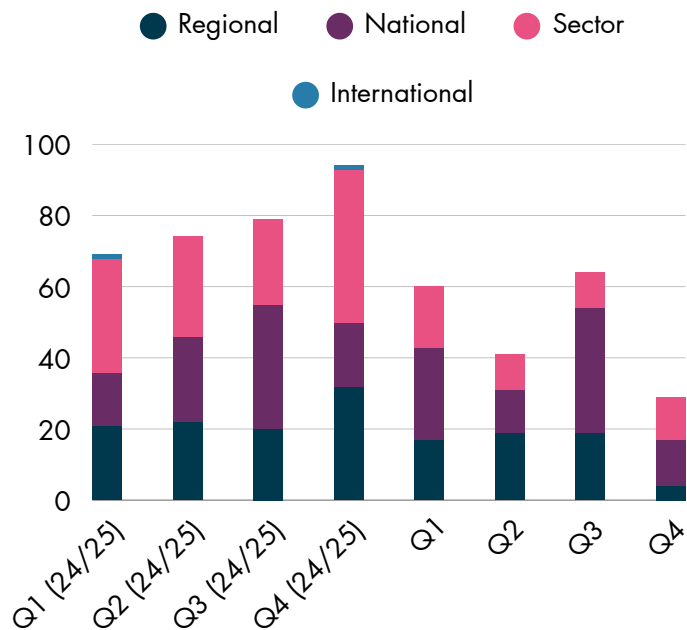
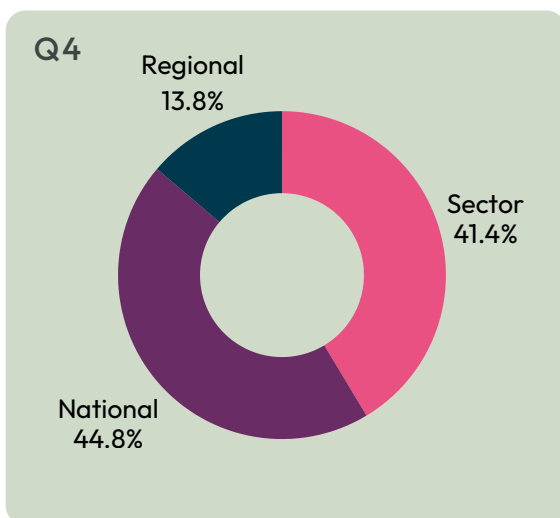
# PRESS COVERAGE

Press coverage declined this quarter, falling to 29 articles, reflecting a quieter period for outputs in the final months of the year. This also mirrors wider media trends, with coverage of land reform topics down across the board amid competing national and international priorities. Despite this, the ScotLand Futures campaign generated strong media interest, helping to maintain visibility.

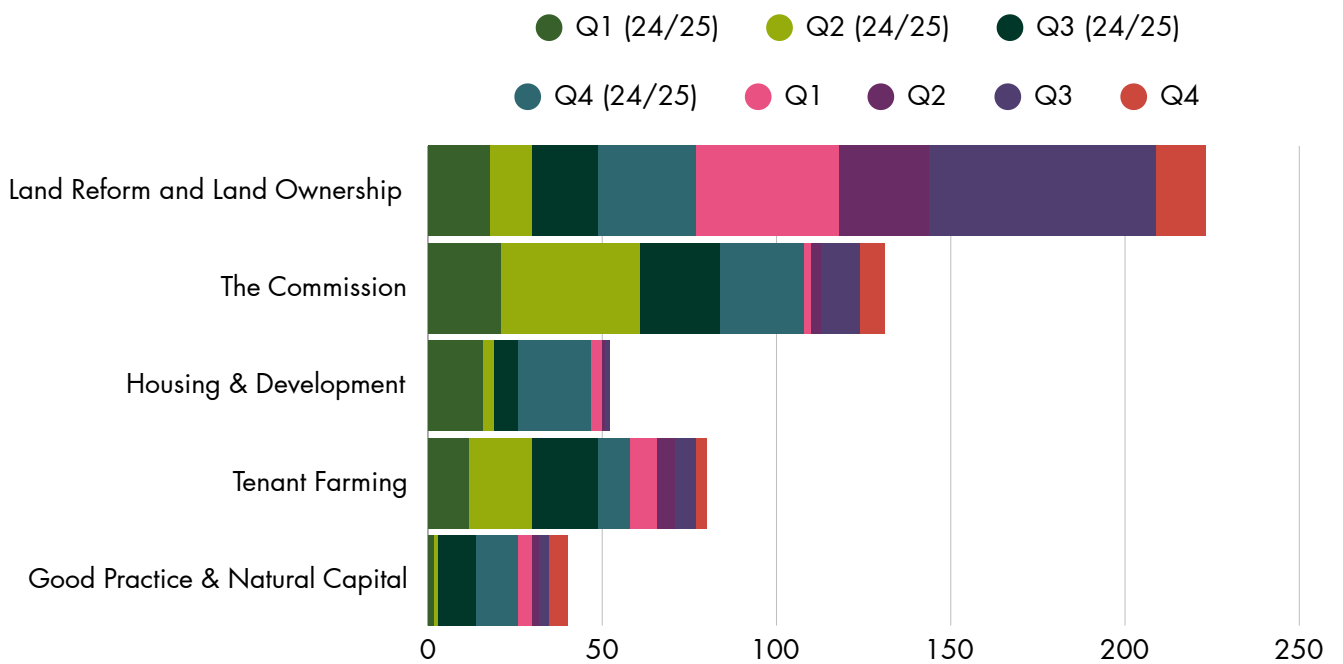
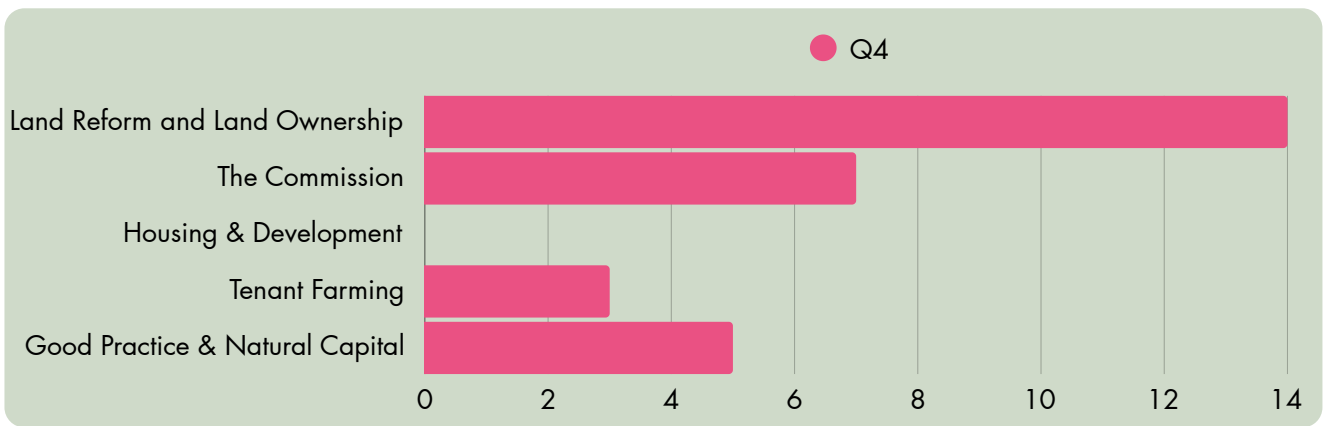
## DATES OF COVERAGE



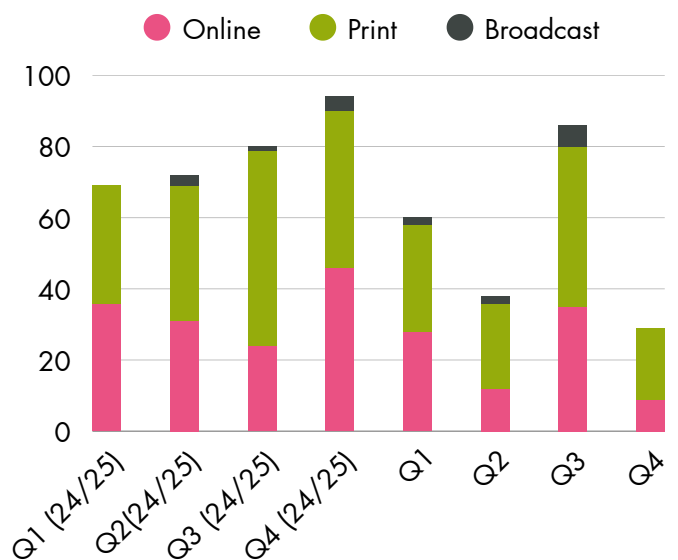
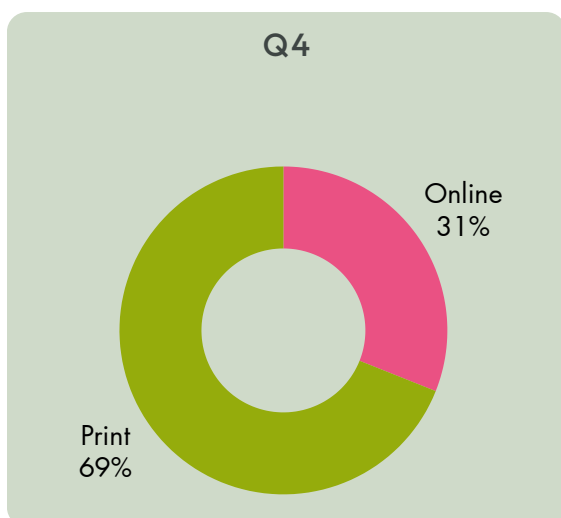
## REGION OF COVERAGE



## PRIORITY AREA COVERAGE



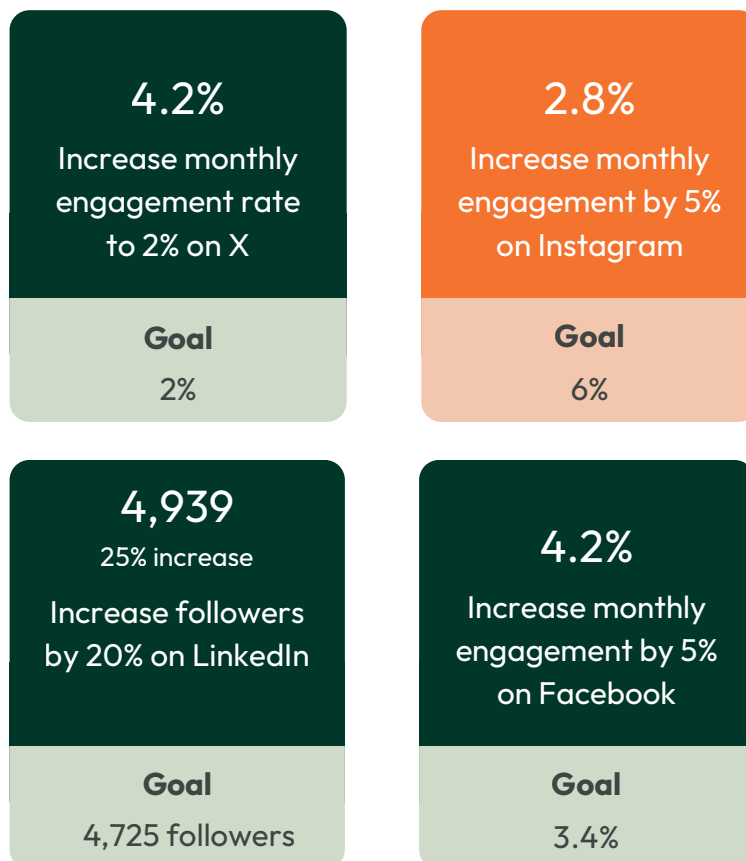
## CHANNEL OF COVERAGE



## SOCIAL MEDIA

Social media performance was mixed this quarter. We hit our targets on LinkedIn, Facebook and X, with engagement holding steady overall.

Our reduced activity on X continues to be a deliberate choice, but we are still seeing some engagement through tagged conversations and earlier content. We saw a dip on Instagram, mainly due to posting less video content, which remains our most effective format.



Platform	Avg. Engagement Rate
Instagram	4.1%
Facebook	3.2%
X	2.4%
LinkedIn	2%

Source: Hootsuite

## EMAIL MARKETING

Email marketing activity paused this quarter while we refreshed the newsletter design and content to better align with the new website.

Even without any mailouts, subscriber growth remained strong. We exceeded our annual target of 10%, with the list growing by 23% over the year. We also made the sign-up more visible across the website, which should help support steadier organic growth going forward.

## WEBSITE

This quarter saw the successful launch of our new website, with positive early feedback on the look, feel and overall usability.

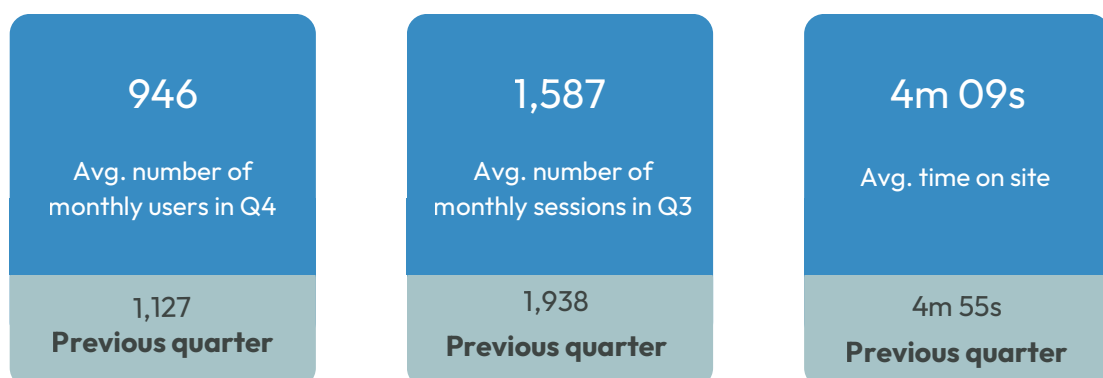
We're already seeing some benefits from the new structure. For example, a research enquiry came in directly through the new Research Strategy page, showing the value of being clearer about our priorities. We've also added an improved accessibility tool, giving users more control over how they view the site, including Gaelic translation, and strengthened our cookies approach to improve GDPR compliance.

We have also introduced a new HTML report feature, meaning future reports will be available to read fully online as well as by PDF.

As a result of these changes, less user data is being captured in Google Analytics, which is reflected in lower reported traffic. This is expected and means we are in a stronger position from a data protection perspective.

Our top performing pages this quarter were:

- Home
- Work with us
- VDL taskforce



# GOOD PRACTICE CASEWORK 2025-26



Between April 2025 and March 2026 we handled 89 unique good practice enquiries and cases, an average of 22 per quarter. This is the same number of cases dealt with in 2024-25.

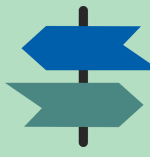
## OUTCOMES:



**Information provided or meeting(s) held - 33**



**Ongoing - 30**



**Signposted - 26**



## ISSUES RAISED

	25-26	24-25
Good Stewardship	30	23
Community Engagement	18	24
Diversification of Ownership & Tenure	16	18
Transparency	13	4
Common Good	7	11
Vacant and Derelict Land	4	5
Negotiated Transfer to Communities	1	3
Legislative Routes to Ownership	0	1

Good stewardship has overtaken community engagement as the most raised topic for the first time. The cases being taken forward for FIRNS, CoRLa and NCCP work are all recorded as good stewardship and these make up the majority of good stewardship cases.

## CONTACT FROM:

	25-26	24-25
Individual	33	41
Community organisation	13	22
Private owner	9	6
CoRLa	9	0
FIRNS project	6	6
NCCP	5	0
Charity	5	0
Public Body	3	2
Intermediary	3	6
Other	3	6

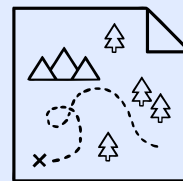
## CONTACT ABOUT:

	25-26	24-25
Public Body	23	24
Private Landowner	20	31
Unknown	9	10
CoRLa	9	0
FIRNS	6	6
NCCP	5	0
Community landowner	5	1
Charity	5	3
Various	4	10
Other	3	4

Other includes proactive cases, housing associations, ownerless land, churches, tenants and academics

We received contact from 18 local authority areas:

<b>Highlands and Islands</b>	21
<b>Scotland-wide</b>	9
<b>Fife</b>	8
<b>Moray</b>	7
<b>Not disclosed</b>	7
<b>Argyll &amp; Bute</b>	4
<b>Glasgow City</b>	4
<b>South Lanarkshire</b>	4



## LOCATION

<b>Aberdeenshire</b>	3
<b>Angus</b>	3
<b>Dumfries and Galloway</b>	3
<b>Na h-Eileanan Siar</b>	3
<b>Clackmannanshire</b>	2
<b>City of Edinburgh</b>	2
<b>Midlothian</b>	2
<b>Perth and Kinross</b>	2
<b>Renfrewshire</b>	2

We had single contacts from East Dunbartonshire, East Renfrewshire and Stirling

## Tenant Farming Commissioner Casework

### Summary: Quarter 4 25/26

Table 1: Subject of casework contact:

	Jan	Feb	Mar	Total
<b>General Legislation</b>	3	3	4	10
<b>Relinquishment</b>	1	1		2
<b>End of Tenancy</b>	1			1
<b>Rent Review</b>	1			1
<b>Waygo</b>			1	1
<b>Sporting</b>		1	2	3
<b>Assignment/ Succession</b>	1		2	3
<b>Agent Behaviour</b>				0
<b>New Tenancy/Renewal</b>		1	1	2
<b>Irritancy</b>				0
<b>Tenants Improvements</b>		2		2
<b>Other</b>				0
<b>Lease Terms</b>			1	1
<b>Total</b>	<b>7</b>	<b>8</b>	<b>11</b>	<b>26</b>

Table 2: Source of casework contact:

	Jan	Feb	Mar	Total
<b>Tenant</b>	5	7	8	20
<b>Landlord</b>	2		2	4
<b>Third party</b>			1	1
<b>Community Group</b>		1		1
<b>Total</b>	<b>7</b>	<b>8</b>	<b>11</b>	<b>26</b>

## Land Reform Act implementation: progress report

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

Relevant strategic risks:

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

### General progress update:

Scottish Government's timetable for implementation will not be agreed until new Ministers have considered it post-election. We are therefore making some broad planning assumptions at this stage based on discussions with the Act implementation team.

We now have in place a structured approach to joint working with the Act implementation team including monthly meetings. In March/April we had further in-depth discussions with SG colleagues, in particular on improving clarity in the definition of holdings in scope. We are also developing initial scoping on LCC operation and Land Management Plans and holding early discussions to learn from regulatory experience in other bodies.

We are scheduling a series of board discussions at future meetings on key topics, to include:

- Scoping the approach to the LCC functions
- Land Management Plans
- Fines and enforcement
- Lotting advice/transfer test
- Internal governance

The timescale for recruitment and appointment of the Land and Communities Commissioner is dependent on when new Ministers and a new parliamentary committee progress this. We continue to assume earliest appointment is Q1 27/28.

Our internal auditors are completing a review of our preparedness for Land Reform Act implementation and this report will be considered by ARC on 21 May.

We remain at an early stage in implementation and we are not raising any significant changes in the implications or risks identified for board consideration.

### 26/27 priorities:

Topic	26/27 Business Plan priorities:	Milestone:	Progress commentary
<b>Land &amp; Communities Commissioner</b>	Support Scottish Government in the appointment process for a Land and Communities Commissioner	Recruitment process underway	Recruitment will begin after the election and our working assumption is for an L&CC to be in post in Q1 of 27/28 financial year.
	Prepare the internal governance and scope operational approach ahead of appointment	Staffing support in place ahead of appointment	Scheduled through 26/27. Budget provision for initial post supporting L&CC to come into place Q4. Board to consider internal governance arrangements Q2.
	Scope data requirements and information systems to support the operational functions of the Commissioner	Data and systems needs identified	Discussions underway with SG and Registers of Scotland on options for hosting LMP database, in wider context of seeking data integration. Scoping our requirements for contact management system planned Q4, seeking examples from other bodies' experience in meantime.
<b>Land Commissioner functions</b>	Deliver on the amended functions for Land Commissioners, including through development of our next strategic plan	Strategic plan sets out how additional 'matters relating	These changes commenced via SSI on 16 March 2026. We have begun engagement on our strategic plan which should set out how these additional matters are taken into account in Land Commissioner functions.

		to land' are addressed	
<b>Tenant Farming Commissioner functions</b>	Deliver on the amended functions of the Tenant Farming Commissioner in relation to small landholdings and Codes of Practice	Addressed in tenant farming section below	TFC time allocation has now increased to 12 days/month. Recruitment for additional tenant farming post currently underway. We are seeking confirmation from SG of proposed additional in-year funds to resource small landholdings work. Review of Codes of Practice is being built into the TFC and TFAF work programmes.
<b>Model lease for environmental purposes</b>	Lead work to develop a model lease for environmental purposes including wide stakeholder engagement and legal advice	Complete scoping Legal work on model clauses underway	Project underway, inception meeting held and additional in-year SG funds agreed. Initial phase is appointment of a contractor (tender published) and identification of legal adviser.
<b>Community Engagement Obligation</b>	Advise on implementation of the Community Engagement Obligation and Land Management Plans	Advice to Scottish Government	SLC provided SG with a summary of all existing sources of guidance and advice as a starting point to inform work on this. Currently updating our advice on LMPs to inform first consultation phase.
	Scope operational approach to L&CC role and consider interaction with the existing good practice programme	Advice to board	Currently scoping operational approach to LCC functions. Board discussion on approach and LMPs scheduled Aug.
<b>Transfer test</b>	Advise on development of guidance and regulations in relation to the Transfer test	Advice dependent on SG timescale	Engagement with SG to understand the work they are undertaking to provide more clarity on landholdings in scope.
	Scope operational approach to L&CC role and implications for the Commission	Advice to board	Scheduled through 26/27

<b>Monitoring and Review</b>	Scope requirements for baseline and monitoring plan for the future review of the effectiveness of Part 1 of the Act	Baseline requirements identified	Scheduled through 26/27. Project initiation document for data project in development. Connects to wider discussions in ScotLand Futures and Strategic Plan on the case for a better land data system.
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***Hamish Trench***

***Chief Executive***



Board Meeting date 14/05/2026

An Lochran  
Paper No. 5  
Draft AI policy

<b>Purpose</b>	SLC draft AI policy
<b>Previous board papers</b>	n/a
<b>Action required</b>	For discussion

## 1 Background and scope of the AI policy

This AI policy sets out a framework for the use of generative artificial intelligence (AI) across all areas of the Scottish Land Commission's work. It applies to all staff, Commissioners, and anyone employed or contracted by the Commission.

The policy outlines the organisation's principles and responsibilities, provides guidance for individual users, and describes how AI use will be governed within the organisation. It also includes specific guidance for key work areas such as recruitment, research, and commissioned work.

## 2 Approach

The policy has been developed following a period of consultation with staff on the current uses, opportunities, and risks associated with AI. Staff feedback highlighted a range of current uses and expectations for potential uses of AI, from everyday tasks such as proofreading, summarising documents, and supporting presentations, to more exploratory uses like brainstorming and streamlining time-consuming analytical work. While staff recognised opportunities for efficiency and learning, they also raised multiple concerns about accuracy, data security, reputational risks, environmental impact, and the risk of diminishing human judgement or creativity. Staff underlined the need for clear guidance on acceptable uses, approved platforms, training opportunities. The draft policy has also been informed by existing policies and guidance from other public sector and research organisations.

As approaches to AI governance continue to evolve the policy will require regular review to ensure alignment with emerging Scottish Government guidance and wider public sector standards.

### **3 Next steps**

- Once the policy is final, we will ensure staff have opportunities to reflect on and familiarise themselves with the policy, and we will explore training and development opportunities to support effective and responsible use of AI.
- We will incorporate the principles of the AI Policy into relevant Scottish Land Commission policies and guidance, including those relating to data security, research and commissioned work.
- We will review the policy regularly to remain aligned with emerging technologies, legal frameworks, and public expectations.

***Julie Rostan***

***Research Officer***



## Commissioners' Meeting 14<sup>th</sup> May 2026

An Lòchran, Inverness

Paper No. 6

### Community Ownership Review- Emerging recommendations

<b>Purpose</b>	Presentation on findings and emerging recommendations
<b>Previous board papers</b>	Update on Community Ownership Review- 5 <sup>th</sup> March 26
<b>Action required</b>	For discussion

## 1. Background

The purpose of this advice is to bring fresh momentum and highlight new opportunities for community ownership. It builds on research and literature on community ownership, including the SEFARI fellowship research led by UHI on understanding the impact of Largescale Community Landownership and our previous work.

We have undertaken primary research through semi-structured interviews with up to 15 community, public sector and third sector parties and undertaken a literature review to inform our findings.

Our findings and recommendations aim to simplify and strengthen the process of community ownership, whether through negotiated sale, Community-Right-To-Buy, or Community Asset Transfer.

The scope of this work is to complement ongoing reviews and research, including the Scottish Government's Review of Community Rights to Buy which addresses the legislative process. The work has highlighted a number of factors and roles within the 'community ownership ecosystem' that can impede or enable community ownership.

This is informed by research and evidence, building on the SLC's existing work and wider stakeholder engagement.

### 1.1 Findings

The annex includes more detailed findings and recommendations.

Our headline findings include:

1. The growing demand and appetite for community-owned assets of all types is outstripping available funding and capacity. There has been a surge in applications for buildings in response to asset disposals.
2. The Scottish Land Fund is highly regarded and performs a unique, vital role.
3. There are mixed experiences of the community asset transfer process, and these seem to be impacted by the skill and knowledge of officers, capacity of staff to

understand and engage in the process, and suitable governance processes in the relevant authority.

4. Third sector support organisations and specialist skills (consultants, legal, architects) are essential for all parties. It is important for communities to understand ownership and development options early on.
5. Other community-led models such as leases and meanwhile uses could be more suitable in some communities. However, these have their own challenges and opportunities.
6. Time-scales matter. There is often a misalignment in funding timescales in the process. Delays can mean that the condition of buildings deteriorates leading to increased costs.
7. There needs to be greater clarity and proactive communication around disposals and delivering community aspirations. The means to achieving this need to be implemented across all sectors and coordinated across policy areas.

These findings and existing evidence inform actions that are needed to simplify and strengthen community land ownership in Scotland. Our emerging recommendations are in the annex.

### **1.1.1 Next steps**

We are aiming to publish the report in June 2026. To help finalise and sense-check findings we will:

- discuss findings with CLLG meeting in May
- Hold a workshop with researchers to peer-review findings

We will use the board discussion to develop our final report. We will then ask for sign-off on the final report from board via email in early June.

**The board is asked to:**

- **consider the findings and emerging recommendations in the annex.**
- **provide feedback on prioritisation and positioning of recommendations.**
- **agree next steps.**

***Gemma Campbell and Kathie Pollard***

***Land Rights and Responsibilities Manager, Head of Policy***