



SCOTTISH LAND COMMISSION
COIMISEAN FEARAINN NA H-ALBA

Meeting of the Commissioners

Tuesday 1st March 2022, 11.00am
Drumossie Hotel, Inverness

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 previous meeting 1 st February 2022	1	For agreement	Andrew Thin
2.	Office Relocation	2	For agreement	Hamish Trench
3.	Programme of Work	3	For agreement	Hamish Trench
4.	2022/23 Business Plan and Budget	4	For agreement	Hamish Trench
5.	Community Wealth Building and Land	5	Progress Update	Gemma Campbell
6.	AOB			

Actions from Board Meetings - Update of actions to date

Action number	Date Raised	Context	Action Detail	Responsible	Date Required	Date Closed	Comments
22020101	01/02/2022	Audit	Hamish to send the 2022-23 internal audit plan to all Commissioners.	Hamish		16/02/2022	Circulated 16th February
22020102	01/02/2022	Budget	Hamish to give the board a verbal update on the budget outturn at the next meeting	Hamish			Matter arising
22020103	01/02/2022	Risk	Posy to amend the wording in the risk register to reflect that it is a target review date.	Posy			To be amended for the next review
22020104	01/02/2022	Staffing	Staffing and Remuneration Committee to fully consider staff wellbeing at their next meeting	Hamish		22/02/2022	On Committee agenda for 1st March
22020105	01/02/2022	Diversity of Land Ownership	Hamish to share the Alma Economics report and the report on Community Ownership Financing with Commissioners	Hamish		02/02/2022	Circulated 2nd February 2022



**Commissioners' Meeting
1st March 2022**

PAPER 2

**For Decision: Office Accommodation Relocation – Business Case for
Proposed Co-location at An Lochran**

Purpose:	To consider the business case for proposed office relocation to An Lochran
Business Plan context:	Organisational Development
Previous board papers:	N/A
Action required:	Decision

This paper seeks the board's agreement in principle to relocating the Commission's office accommodation within Inverness to co-locate with Highlands and Islands Enterprise at An Lochran.

Background

Our office accommodation requirements have changed as a result of changes in the pattern of working over the last two years. As we move into a more permanent blend of home and office working, we need less overall space and desk numbers, and more collaborative working space.

The Commission reviewed its office accommodation in 2018 with a full options appraisal. While a move from Longman House was identified as desirable, at that stage there was not a suitable option to pursue. Specifically, An Lochran was identified as a desirable location, but no space was available at the time.

Due to similar changes in working pattern, HIE has approached the Commission to advise that space is now available and they would welcome co-location.

The Commission currently occupies space in Longman House under an annually renewing agreement with Scottish Government which requires a notice period of 12 months from 31st March.

The Commission's medium term financial strategy identifies a reduction in office costs as a key part of our strategy to reduce our fixed costs and retain sufficient flexibility to adapt to future changes in grant-in-aid and priorities.



Business Case

Annex A sets out the business case for the proposed move to An Lochran. It details key considerations including:

- Physical space and facilities requirements
- Location
- Occupation terms
- Organisational synergy
- Staff wellbeing and productivity
- Financial cost

In summary, our current occupation of Longman House does not provide value for money. We have an overprovision of space, inflexible occupation terms and a poor environment that does not support staff wellbeing. The space available at An Lochran offers significant improvements in flexible working space, high quality shared facilities and a high quality working environment that supports staff wellbeing and productivity. Relocation on the proposed terms would also result in a saving of 40% in our accommodation costs to be reinvested in delivery.

Timescale & Next Steps

Our current occupation of Longman House has a 12-month notice period at 31st March each year. If the principle of a relocation is agreed by the Board we will seek agreement from Scottish Government and give notice on our current occupation.

We will also seek to engage with Scottish Government on whether an earlier relocation date may be possible. Space at An Lochran is available from 1st April onwards.

Recommendation

The Board is asked to consider the business case and agree in principle that the Commission should co-locate with Highlands and Islands Enterprise at An Lochran.

Hamish Trench
Chief Executive



ANNEX A

Scottish Land Commission Office Accommodation – proposed co-location at An Lochran

Business Case for Relocation

The Scottish Land Commission proposes to relocate its office accommodation in Inverness from Longman House to co-locate with Highlands and Islands Enterprise at An Lochran, Inverness Campus. This paper sets out the key considerations and the business case informing the proposed move.

1. Current position – Longman House

SLC has a licence (MOTO) agreement with Scottish Government for the occupation of space in Longman House, a Scottish government property. This runs on an annually renewing basis.

SLC has occupied this space since its establishment in 2017. In 2018 the Commission undertook a review of services inherited from Scottish Government to ensure they suited the organisation and culture we wanted to build. This included reviewing the location and quality of accommodation and the Commission undertook an appraisal of alternative office accommodation options in Inverness.

This identified a number of limitations of Longman House that were significantly impacting staff wellbeing such as no access to greenspace, no access to changing rooms, dangerous location surrounded by industrial units and busy roads and led SLC to seek alternative options in Inverness. A range of options (public and private) were considered and discussed with staff and An Lochran was initially identified as a preferred option but at the time however there was no space available so it was not pursued. The Commission explored a potential collaboration with Scottish Canals for a new office development but did not take this forward and remained in Longman House.

In common with many organisations, the way the Commission works has changed following the pandemic, with a majority of staff expressing interest in either working from home or a blended approach of home and office working. Staff will be offered these options in line with our Work/Life Balance Policy. In response to this reduction in space requirements, we approached Scottish Government in 2021 seeking to reduce the space occupied within Longman House and in turn our costs, but were advised no such flexibility is available.

SLC's medium-term financial strategy seeks to reduce our fixed costs by reducing the office accommodation costs. At present Longman House occupation costs in total £41,334 per annum, comprising £36,744 for the MOTO and £4,590 for the secure leased internet line.

There have been ongoing issues with the current office space at Longman House during our occupancy including not fit for purpose accommodation, limited access to greenspace, isolation from other organisations, poor public and active transport links, limited communication between landlord and occupiers and inflexibility in the occupation agreement. Although as an organisation we have worked hard to make the office space as comfortable and appealing as possible, the location and environment of the office impacts staff wellbeing and is a concern for those wanting to return. Overall, our accommodation in Longman House does not offer value for money.



2. SLC Requirements

Changes in how we work over the last two years driven by the pandemic have changed how we use our office space and our future requirements. A number of staff surveys have indicated a strong desire for a blended approach with a mix of home and office working with many seeing working in an office as an opportunity to have social interaction, creative discussions and collaborative work. Our office space needs to be adapted and tailored to support these requirements to help create flexible working and support effective blended home/office working.

We no longer need fixed desk space for all employees. Our overall space requirement is therefore reduced, and the nature of workspace requirement has changed. We now require flexible workspace that includes access to up to ten desks per day, collaborative workspace and meeting rooms. We also seek a working environment that offers more social and informal interaction, enabling staff to mix with colleagues within SLC and with other organisations.

3. Co-location at An Lochran

Highlands and Islands Enterprise (HIE) has approached SLC to advise that space is available due to changes in their working patterns and they would welcome co-location. An Lochran is a modern multiple occupancy building that co-locates HIE and other organisations. It is intended to be an exemplar for collaborative working, housing different organisations with shared central facilities and common areas.

It is situated around 1.5 miles to the south-east of the centre of Inverness on the site of Inverness Campus. The site is well served by public transport and features an excellent network of footpaths and cycle ways.

The office space in An Lochran has recently been reconfigured to provide more flexible working space reflecting the changing needs of hybrid working patterns. Its facilities include:

- Bookable desks & small meeting booths
- Collaborative workspaces
- Bookable meeting rooms/private office space with VC equipment
- Kitchen facilities
- Café (due to re-open post Covid-19 restrictions)
- Indoor and outdoor storage space
- Car parking and bike storage
- Showers and lockers
- Wifi provision for SLC IT; IT facilities and support for meeting rooms/AV equipment

The agreement with HIE would also allow staff members to use office space in any other HIE locations across the Highlands and Islands. The meeting rooms are suitable for board meetings, and meetings/events with external stakeholders, and have good IT equipment.

4. Proposed basis of occupation

SLC's occupation will be based on agreement for shared use of HIE office space. SLC does not need dedicated exclusive use space, an attraction of co-location is that our staff will mix with others in the office space. This is increasingly important in a new working pattern when there will be fewer SLC staff in the office at any given time.

The proposed cost for occupation is based on a per desk share of running costs at £2500 per desk per year. This includes all facilities, utilities and service provision. Based on a maximum expected



requirement of 10 desks this would be an annual cost of £25,000, a 40% reduction in our accommodation costs.

The SLC's required use of space will be reviewed annually, with adjustments in costs for more or less use made accordingly. This offers a flexible basis that can meet SLC's needs now and accommodate potential increases in staff numbers or changes in working patterns, which may change as hybrid home/office working evolves.

In order to consider value for money we have benchmarked privately owned office accommodation options within Inverness. The private accommodation provider at the Greenhouse (which also hosts Audit Scotland) cost would be £32,256, a comparable per desk cost of £3,226. We have also considered Great Glen House (NatureScot) which would have costs in a similar range to An Lochran, but is less attractive in terms of location and ease of travel for staff.

5. Comparison of key factors

	An Lochran	Longman House
Space and facilities	Flexible provision – desks, collaborative and small meeting spaces, meeting rooms; high quality shared space and facilities	Over-provision for current requirements, limited collaborative space, poor quality shared space and facilities
Location	Easy access by car Pedestrian and cycle routes to town (1.5 miles) Regular bus service	Easy access by car Short walk to train station, however there are limited safe pedestrian crossings for busy roads Close to town centre
Lease terms	Flexible	Inflexible
Organisational Synergy	Strong synergy with HIE; Physical space supports informal interaction	Little synergy with other occupants; Physical space does not support cross organisation interaction, with limited flexibility on how we use the space
Staff productivity and wellbeing	High quality workspace and social space High quality greenspace campus location Low levels of traffic	Limited social space Lack of greenspace Dangerous road crossings (record of staff accidents) Traffic noise
Financial cost	Up to 10 desks x£2500 = £25,000 pa	Total cost £41,334 pa Complement of 17 desks = £2,431 per desk pa; Based on 10 desks need but with no change in occupation agreement available comparable per desk cost is £4,133



6. One-off Costs and Considerations of Moving Office

The one-off costs associated with moving office will be relatively low. To co-locate in An Lochran we will not need to buy any new office furniture or equipment. There may be a small cost in disposing of some of our current furniture assets.

No new IT infrastructure will be required, the Commission's cloud-based system can operate using existing internet provision and the Commission will share use of the integrated IT facilities at desks and meeting rooms.

7. Conclusion

The SLC's office space requirements have changed, due to changing working patterns. Longman House has significant limitations, particularly in the quality of its environment, shared spaces and facilities. The inflexibility of occupation terms also means that SLC is currently paying for significantly more space than required at a time when we seek to reduce our fixed costs. Our current office accommodation does not offer value for money.

The proposal of co-location with Highlands and Islands Enterprise in An Lochran offers a significantly better staff working environment to support staff wellbeing, synergy through co-location, improved facilities and a reduction in our total office accommodation costs by 40% that supports the SLC's medium term financial strategy.



**Commissioners' Meeting
1st March 2022**

PAPER 3

For Decision: Revised Programme of Work

Purpose:	To agree a revised Programme of Work for April 2022-September 2023
Business Plan context:	Strategic Plan 2020-23
Previous board papers:	Paper 3, 1 st February 2022: Business Planning
Action required:	Decision

Background

The Land Reform (Scotland) Act 2016 requires the Commission to publish a Programme of Work and lay it before Parliament. Our current Programme was published as part of our Strategic Plan in September 2020. In April 2022 we will be mid-way through that Strategic Plan period and it is timely to update our Programme of Work.

Revised Programme of Work

There have been a number of changes in context since our current Programme was published, including a new government and Programme for Government, as well as changes in key issues affecting land policy. We have also completed a number of the major outputs planned in the current programme.

The revised Programme of Work therefore looks to the 18 months ahead from April 2022, taking us through to the end of the current Strategic Plan. The Programme sets out the priorities agreed by the Board in its discussions at the December and February board meetings.

Recommendation

Commissioners are asked to approve the Programme of Work in order that it can be laid before Parliament.

Hamish Trench
Chief Executive



SCOTTISH LAND COMMISSION
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Programme of Work April 2022

Introduction

The Scottish Land Commission's current Strategic Plan was approved in September 2020 for a three-year period with an accompanying Programme of Work. At this mid-point in delivering our Strategic Plan we are publishing an updated Programme of Work, looking to the next 18 months.

The Land Reform (Scotland) Act 2016 requires the Commission to prepare a Programme of Work and requires a copy to be laid before Parliament. From time to time we revise and refresh our Programme of Work to ensure our work keeps pace with changing priorities and Scotland's wider public policy agenda. Since our current Programme of Work was published we have completed a number of the major planned outputs and there have been changes in context including a new government and Programme for Government.

Our Strategy

Our Vision: 'A fair, inclusive and productive system of ownership, management and use of land that delivers greater benefit for all the people of Scotland.'

We work to achieve these outcomes:

1. Scotland's land is owned and used in ways that are fair, responsible and productive;
2. More of Scotland's people are able to influence and benefit from decisions about land;
3. The way we own and use land creates public value and economic benefit.

We focus on four themes:

Reforms to land rights

Reforms to land markets

Responsible land ownership and use

Tenant Farming Commissioner

We deliver on these by:

1. Providing advice on legislation, policy and practice
2. Supporting practical implementation of Scotland's Land Rights & Responsibilities Statement
3. Engaging widely to involve stakeholders and the public in our work

Delivery Progress

Progress in delivering on our 2020 Programme of Work commitments is shown below.

Strategic Plan Theme	Programme of Work Commitment	Status
Reforming Land Rights	Complete advice on proposed legislative measures addressing concentrated land ownership to inform the next Parliament	Completed – published February 2021
	Conduct a review of tax and fiscal reforms to support a more diverse and productive pattern of land ownership	Completed – published January 2022
	Conduct a review of opportunities for new governance models that widen the benefits of land ownership, including Common Good, mixed governance, private and community ownership models	Ongoing
	Commission expert opinion and analysis to inform the human rights implications of proposed reforms, particularly on the interaction of property rights and obligations to realise economic, social and cultural rights	Ongoing – Advisory Forum established
Reforming Land Markets	Complete review of the housing land market	Completed – published August 2021
	Advise on opportunities for vacant and derelict land regeneration to deliver recovery and renewal and potential tax reforms to address the risk of a potential new legacy of vacant property	Completed – within taxation report January 2022
	Advise on improved models to address ownership constraints to development including land assembly and land value capture mechanisms	Completed – within Housing Land Review
	Conduct a review of land valuation, including the differences between market and economic value and the factors likely to influence land values in the transition to a net zero economy	Ongoing - Work on natural capital value and the land market brought forward to 2021
Responsible Land Ownership & Use	Promote and support practical implementation of Land Rights and Responsibilities Protocols and principles and associated casework	Ongoing - Good Practice Programme
	Engage and support stakeholders in implementing changes in practice identified in our reviews, for example in public interest-led development, vacant and derelict land, housing land supply	Ongoing - through Good Practice Programme
	Advise on options to strengthen implementation of the Land Rights and Responsibilities Statement to inform its review due in 2022, including opportunities to embed LRRS in wider public policy, funding and delivery mechanisms	Completed – advice provided on LRRS Review consultation January 2022
	Advise on the Scottish Government’s scheduled review of Guidance on Engaging Communities in Decisions Relating to Land	Completed – advice provided January 2021

	Advise on next Land Use Strategy and establishment of regional land use partnerships	Completed – advice published Nov 2020
	Conduct a Review of the operation of agents, to review progress against 2018 TFC review and consider the wider role of agents	Scheduled for 2023
Tenant Farming Commissioner	Support implementation of Codes of Practice and publish new Codes for rent reviews, relinquishments and assignments, with associated casework and inquiries	Ongoing
	Establish TFC panel of valuers ready for enactment of relinquishment and assignment legislation	Ongoing – panel established and in use
	Promote and support greater use of mediation in the agricultural sector	Ongoing – mediation panel established
	Conduct a review of ways to ensure agricultural tenants and landlords can contribute to and benefit from climate change targets	Ongoing – TFC Guidance on tree planting and interim Guidance on carbon credits published
	Support Scottish Government in implementation of the recommendations in the review of the Tenant Farming Commissioner functions	Completed

Our Programme of Work April 2022 – September 2023

Strategic Plan Theme		Priority	Our Focus
Reforming Land Rights	1	Providing advice to inform development of the proposed Land Reform Bill, other relevant Bills and Scottish Government priorities	Provide evidence and advice to Scottish Government, Parliament and stakeholders to inform the proposed Land Reform Bill and other legislation where relevant (e.g. Community Wealth Bill, Agriculture Bill, Human Rights Bill).
	2	Advising on policy and practice to support increased diversity of land ownership	Provide advice and guidance to support practical approaches to increasing diversity of land ownership and governance, and the implications for policy.
Reforming Land Markets	3	Advising on policy and practice on natural capital and the land market to support a just transition	Review evidence and analysis of the implications of carbon and natural capital value in the land market.
			Advise on responsible investment and ownership approaches.
			Review and advise on options to secure community benefit and implications for the developing policy framework.
	4	Advising on policy and practice to support land development and regeneration	Draw together the Commission's analysis and advice to date on land development to set out an agenda for next steps in reform and to support National Planning Framework 4 priorities.
Responsible Land Ownership & Use	5	Strengthening practical implementation of Scotland's Land Rights and Responsibilities Statement	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.
			Advise on the application of Land Rights and Responsibilities principles to support public policy priorities including a Just Transition and Community Wealth Building.
Tenant Farming	6	Delivering the functions of the Tenant Farming Commissioner	Support good relations between agricultural landlords and tenants through Codes of Practice, guidance and advice.
			Advise on the implications for the tenanted sector to inform wider policy development including the Agriculture Bill and a just transition.
			Undertake a follow-on review of the role of agents, reviewing progress against the 2018 review.



**Commissioners' Meeting
1st March 2022**

PAPER 4

For Decision: Annual Business Plan and Budget 2022-23

Purpose:	To agree the Annual Business Plan and budget for 2022/23
Business Plan context:	2022-23 Business Plan
Previous board papers:	Paper 3, 1 st February 2022: Business Planning
Action required:	Decision

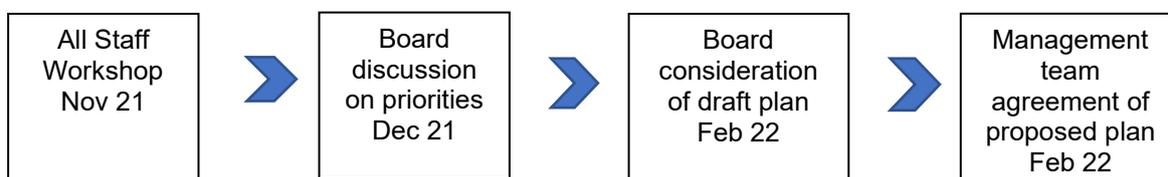
Background

The annual business plan sets out for each financial year how the Commission will deploy its resources against priorities.

The Commission's grant-in-aid from Scottish Government for 2022/23 is £1.55M, a small increase on £1.526M in 2021/22.

Annex A sets out the delivery priorities and planned outputs and Annex B sets out the associated 2022/23 budget for approval.

The Business Plan has been developed by the management team through the following key stages, with engagement through staff teams on a regular basis:



Delivery Priorities

The Business Plan reflects the board's agreed priorities and revised Programme of Work.



Against each of the priorities in the Programme of Work it sets out the planned activities and outputs for 2022/23. It also identifies the management team accountability for delivery and the staff lead. For management purposes we have used this to plan staff time allocations in order to ensure capacity is directed where needed.

The Business Plan identifies firm delivery commitments around which we have planned budget spend and staff time. However, we will also need to retain a degree of flexibility to adjust if priorities change through the year and as specific areas of work develop.

Staffing and Capacity

As an advisory body our staff are our primary resource and means of delivery, providing the skills, expertise and capacity necessary. The board and management team have maintained a strong focus on staff wellbeing over the last two years. At present the pandemic continues to have impacts on staff, particularly for those with caring responsibilities. However, we expect the impacts of the pandemic should continue to reduce steadily in the coming financial year.

Staff surveys have continued to raise capacity and work/life balance as concerns among staff. Among a number of responses the management team has identified additional staffing requirements to build capacity and increase resilience. We are currently progressing recruitment for three additional fixed term posts to support delivery of our Programme of Work through the current Strategic Plan period and this is reflected in the business plan and budget.

Financial Strategy

The Board reviewed our medium-term financial strategy on 7th December 2021 and concluded that we should seek to bring the fixed/flexible costs ratio back towards a 70/30 split, in order to retain flexibility. In 21/22, fixed costs were at 72%.

In making the decision in January to change senior staffing structure when the opportunity of a vacancy arose, we have been able to reduce the proportion of fixed staff costs. Our current strategy is to increase our overall staffing capacity, doing so through the use of short-term fixed contracts that retain flexibility. We are therefore able to increase capacity to meet the priorities and expectations for our Programme of Work, while retaining medium-term flexibility to redeploy resource differently or respond to changes in grant-in-aid.

In the coming year, we are also proposing to seek a further reduction in fixed costs through a change in office accommodation, addressed in a separate paper.

The breakdown of fixed costs in the proposed budget, with comparison to 21/22 is as follows:

Fixed costs		
Cost heading	% of total budget	
	22/23	21/22



Staffing payroll (fixed*)	55	56
Commissioners fees	3.8	4
Office Accommodation	2.7	3
Corporate fixed costs	9	9
Total fixed costs	70.5%	72%
Flexible operating spend	29.5%	28%

*Note: Total staffing costs 63% of budget, fixed staffing costs 55%

Annual Budget

The proposed annual budget is shown at Annex B

The budget had been developed in a revised format this year, to improve budget planning. The budget is planned against strategic plan priorities, the workstream activities and planned outputs of the business plan. The annual budget is detailed as a quarterly profile, against which spend will be monitored through the year.

Learning from past experience we have taken the following steps to improve budget planning and management:

- Over-programming by 5% to reduce risk of underspend;
- Early quarterly profiling and planning to bring spend forward within the year;
- Flexible programme spend focused on fewer, larger outputs.

Total budget allocations are shown below:

Total allocations	22/23 £	21/22 £
Commissioners	71,100	60,300
Staffing	1,041,180	943,900
Communications	95,500	124,005
Corporate	194,657	203,065
Programme spend	221,000	194,804
Total	1,623,437	1,526,074

Considerations to note within the budget are:

- Travel and subsistence costs for Commissioners and staff increased from 21/22 to reflect reduced Covid-19 restrictions, but remain lower than previous levels in line with our Climate Action Plan.
- Total staffing costs are £980,000 (of which fixed staffing costs are £855,000), include additional posts of Modern Apprentice Project Assistant, Research Officer, Training Co-ordinator. Project Manager for diversification of ownership is budgeted within the project line.

Conclusion

The proposed Business Plan and budget reflect the focus set out in our revised Programme of Work and is in line with our medium term financial strategy. It provides a clear basis for staff time and budget allocation, seeking to balance



sufficient certainty of spend and delivery while retaining some flexibility within the year.

Recommendation

The board is asked to approve the 2022/23 Business Plan and associated budget.

Hamish Trench
Chief Executive



SCOTTISH LAND COMMISSION
COIMISEAN FEARAINN NA H-ALBA

Business Plan

2022-2023

INTRODUCTION

This annual Business Plan sets out our delivery priorities and resource allocation for the financial year 2022/23. It shows how we will deliver in this year on the priorities in our revised Programme of Work and our Strategic Plan 2020-23.

OUR 2022/23 PRIORITIES AT A GLANCE

<p>Our Strategic Plan objectives are:</p> <ul style="list-style-type: none"> • To put accountable and responsible approaches at the heart of land ownership and use • To reform the way land rights and ownership are controlled to drive economic, social and environmental value, strengthen community resilience and reduce inequalities • To improve the efficiency and equity of land markets to support a fair and productive economy 			
<p>We achieve these by advising on reforms to land rights and land markets, and on responsible land ownership and use</p>			
<p>In 2022/23 we will deliver on our Programme of Work by:</p>			
<p>Providing advice and evidence to Scottish Government, Parliament and stakeholders on the proposed Land Reform Bill and other Bills where relevant (eg Community Wealth Building, Agriculture, Human Rights);</p>	<p>Providing advice for policy and practice in relation to:</p> <ul style="list-style-type: none"> • The land market and a just transition • Diversification of land ownership • Land development & regeneration 	<p>Strengthening implementation of Land Rights & Responsibilities through our Good Practice Programme:</p> <p>Delivering Protocols, casework, guidance, advice and training to support practical implementation of the LRRS principles.</p>	<p>Supporting the functions of the Tenant Farming Commissioner:</p> <p>Promoting good relations between agricultural landlords and tenants through Codes of Practice and Guidance, casework, TFC mediation scheme, engagement with stakeholders and policy advice.</p>
<p style="text-align: center;">Communications & Engagement</p> <p style="text-align: center;">Open and accessible engagement with the public and stakeholders Communicating and engaging on land reform opportunities with people across Scotland</p>			
<p style="text-align: center;">Organisational Development</p> <p style="text-align: center;">Supporting staff wellbeing & effective management; Implementing with staff an organisational development programme; Ensuring good governance & sound financial management.</p>			

PLANNED ACTIVITY & OUTPUTS

Strategic Plan Theme	Programme of Work Priority	Ref	Activity	Planned Outputs	Staff	
					MT sponsor	Lead
Reforming land rights	Providing advice and evidence to Scottish Government, Parliament and stakeholders on the proposed Land Reform Bill and other Bills where relevant	1a	Provide advice drawing on the Commission’s published evidence and analysis to support Scottish Government and Parliamentary engagement	Advice on land ownership in the current context through Bill consultation and other advice publications Short-term research to address further evidence/analysis requirements where identified	HT	HT
		1b	Convening of the Commission’s Land and Human Rights Advisory Forum	Advice on human rights context for the Land Reform Bill and other key aspects of work		JML
Reforming land markets	Providing advice for policy and practice on natural capital, the land market and a just transition	2a	Develop evidence and understanding of the implications of carbon and natural capital value in the land market	Completion of rural land market natural capital analysis and future reporting approaches Ongoing engagement and monitoring of land market implications	HT	JML
		2b	Advising on options to ensure community benefit from emerging carbon and natural capital value	Contract to provide support for implementation in practice and learning from community benefit approaches Stakeholder good practice advisory group on community benefit approaches Research into previous natural resource windfall and community benefit approaches;		JML

		2c	Advice on key public policy implications for managing natural capital value in the public interest	Publication of guidance, discussion and briefing papers on key issues; Advice to Ministers on realising community benefit from natural capital value to support a just transition;		JML/KP HT
Reforming land rights	Providing advice for policy and practice on diversifying the pattern of land ownership	3a	Advising on finance options to complement the Scottish Land Fund;	Advice to Ministers and commissioned report	HT	HT
		3b	Provide support for development of innovative approaches to diversifying ownership in practice;	Support for implementing and learning from diversification approaches in practice Guidance on governance options Advice for policy implications		EC CS JML
		3c	Collaboration with Registers of Scotland and partners to make better use of land ownership data	Data to inform policy and monitoring		JML
Reforming land markets	Providing advice for policy and practice on land development and regeneration	4a	Targeted advice to support implementation of the VDL Taskforce recommendations	Participation in VDL Investment Programme Advisory Board Advice on Clyde Mission long term VDL strategy Completion of DTAS partnership	HT	KP DS KP
		4b	Review land development research and advice to develop agenda for next steps in reform	Stakeholder engagement Agenda for research and advice priorities		DS DS
		4c	Provide policy advice to support National Planning Framework 4 and Scottish Planning Policy	Policy advice		DS
Responsible land ownership and use	Strengthening practical implementation of LRRS	5a	Support the delivery of good practice through guidance, advice, training, self-assessments and casework for land owners, managers and communities	Support delivery of good practice through guidance, advice, and casework for land owners, managers and communities	EC	 GC

				Programme of training for land owners, managers, communities and other key stakeholders to influence practice on the ground		KG
				Self-assessments for land owners and managers supporting change in practice		CS
				Increased awareness of the LRRS and good practice in the development and regeneration sectors		DS
				LRRS delivery through Cairngorms Heritage Horizons Project		KG
				Publish outcomes of Good Practice Programme impact review		GC
		5b	Review and revise the LRR Protocols in response to feedback and the Scottish Government review of the LRRS	Publish updated evidence on extent of community engagement in decisions relating to land		GC
		5c	Provision of LRRS Guidance	Updated suite of LRRS Protocols		GC
		5d	Work in partnership with public bodies to further LRR through practice and policy, including conditionality	Publish a guide to LRR land management plans supported by good practice case studies		GC
				Guidance supporting Community Wealth Building and a Just Transition		GC
				Advice and Guidance		EC
Tenant Farming	Tenant Farming Commissioner	6a	Publish & promote TFC Codes of Practice and Guidance	Use of TFC Codes of Practice and Guidance	HT	SA
				Responses to associated casework		SA

		6b	Statutory appointment of valuers as per Relinquishment and Assignation legislation	Investigations into alleged breaches of Codes Appointment of valuers		SA
		6c	Provide advice to Scottish Government to support enactment of 2016 Act and on the implications in the Agriculture Bill for the tenanted sector	Advice		SA
		6d	Promotion of mediation opportunities	Up to 5 mediations		SA
		6e	Tenant Farming Advisory Forum	Positive stakeholder engagement on key issues		SA
Communications	Communications & Engagement	7a	Public engagement	Increased engagement on our work and land reform through public meetings and stakeholder events Next phase of MyLand campaign with target to more diverse audience and deepen engagement with MyLandScotland channels	PM	JBM
		7b	Campaigns to support key delivery priorities	Targeted campaigns and stakeholder engagement for natural capital, diversification of land ownership and land rights and responsibilities workstreams		PM
		7c	Implement the first phase of the long-term strategy of engagement with young people.	Delivery of young people engagement strategy		JBM
		7d	Internal Communications	Deliver internal communications plan to support staff wellbeing, new ways of working and the organisational development programme.		PM
						JBM

Organisational Development	Organisational Development	8a	Co-creation and implementation of organisational development programme to create a culture of shared purpose, responsibility and leadership building skills and personal development opportunities.	Organisational Development Programme	PM	PM
		8b	Deliver sound governance and financial management supported by a culture of improvement with the implementation of audit recommendations.	Financial management and annual accounts Effective internal and external audit programmes and response tracker		CB CB
		8c	Performance monitoring and evaluation	Develop reporting on: Business Plan KPIs; Impact of Commission; Delivery against LRRS		HT
		8d	Effective corporate support and operational systems with continuing review and improvement including business resilience and cyber security.	Organisational resilience		CB
		8e	Support staff wellbeing with implementation of new ways of working	Regular pulse surveys		CM PM
		8f	Review office requirements			
		8g	Deliver year on year reductions in carbon emissions against the Climate Action Plan.	Climate plan reporting		CM
		8h	Strategic Plan evaluation and preparation for engagement on new 23-26 Strategic Plan	Evaluation of current Strategic Plan and engagement plan for developing next plan	HT	HT

PERFORMANCE MONITORING

Key Performance Indicators		
Business area	Key performance indicator (2020-23)	Measurement (2022-23)
Delivery	Delivered 95% of outputs identified in the annual business plans for the three-year period.	Delivered 95% of outputs identified in the annual business plan. Percentage number of outputs delivered and completed as detailed in the annual business plan
Impact & 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. <i>NB: Communications KPIs identified in the communications strategy and reported on annually.</i>
	Increase of 15% by 2023 of stakeholders identifying improvements and better outcomes in their organisation and practice as a result of the Commission's areas of work from the baseline of the 2019 perceptions audit.	
Staff wellbeing and satisfaction	Increase of 15% by 2023 of staff feeling valued and recognised for their work from the 2019 baseline in the annual staff survey	Increase of 5% of staff feeling valued and recognised for their work from the 2019 baseline in the annual staff survey
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.

BUDGET ALLOCATION

OVERALL BUDGET ALLOCATION	
Income:	£'000
Grant-in-aid	1,550
Expenditure	
Commissioners costs	71
Staffing costs	1,041
Corporate Services	195
Communications & Events	95
Research & Project costs	221
TOTAL EXPENDITURE	1,623

BUDGET ALLOCATION BY PRIORITY* <i>to be completed</i>	
Income:	£'000
Grant-in-aid	1,550
Expenditure	
Commissioners costs	71
Staffing costs*	
Corporate Services	195
Communications & Events	95
Programme & Project costs:	
<i>Reforming land rights</i>	
<i>Responsible land ownership</i>	
<i>Reforming land markets</i>	
<i>Tenant Farming Commissioner</i>	
TOTAL EXPENDITURE	1,623
<i>*Relevant staffing and project costs allocated against Programme of Work priorities</i>	

22/23 Business Plan Budget Allocations

			Quarterly Profiling:							
Strategic Plan Theme	Business Plan Priority	Work stream budget allocation	22/23 Activity	22/23 Outputs	Budget Allocation					Staff Lead
					n	Q1	Q2	Q3	Q4	
Commissioners	Commissioners meetings	3000			3000	1000	1000	750	250	Hamish Trench
	Commissioners training and developmen	1500			1500	500	500	500		Hamish Trench
	Commissioners travel and subsistence	8000			8000	2000	2000	2000	2000	Hamish Trench
	Commissioners fees	58600			58600	14650	14650	14650	14650	Hamish Trench
Total		71100								
Staffing	Staff payroll/on-costs	980000	Incl Training Co-ordinator & Research Officer, comms support and contingency		980000	245000	245000	245000	245000	Hamish Trench
	Recruitment	2000			2500					Hamish Trench
	Staff travel and subsistence	5000			5000	1000	1500	1500	1000	Hamish Trench
	Staff training and development	54180	Org Dev Programme and T&D budget		54180	16000	16000	16000	6180	Posy MacRae
Total		1041180								
Communications	Communications campaigns	37000	Myland campaign	Young person engagement (£7k), MyLand push (£20k) Workstream campaigns (£10k)	37000	5000	11000	15000	6000	Posy MacRae
	Communications Support	25000	Comms contract (£23640) + additional support		25000	6250	6250	6250	6250	Posy MacRae
	Design and Printing	10000	Contract	Annual report	10000		8000	2000		Posy MacRae
	Digital	7000		Podcasts, animation, website (£1500), planable	7000					Posy MacRae
	Events	10,000		RHS, event sponsor, public meetings, NC Discussion, Zoom licences	10000	1400				Posy MacRae
	Communications monitoring and review	6000		PRGloo, Kantar, NLA, CLA	4500				4500	Posy MacRae
Internal Communications	500		Stepcount						Posy MacRae	
Total		95500								
Organisational Development	Climate Action	500			500	500				Posy MacRae
	External Meeting Costs	1000			1000					Posy MacRae
	HR Service	14432	HR shared services agreement with CNPA	HR policies and procedures continue to be brought in house	14432	3608	3608	3608	3608	Posy MacRae
	Health, Safety, Environment & Quality	1500		DSE & HSE compliance	1500					Posy MacRae
Insurance and bank charges	1600			1600				1600	Posy MacRae	

IT Service		65000	Support Contract with tecnica		21600	5400	5400	5400	5400	Posy MacRae
			Leased line		4400	1100	1100	1100	1100	Posy MacRae
			Mobile phones		1800	450	450	450	450	Posy MacRae
			IT systems & Software		32200	8050	8050	8050	8050	Posy MacRae
			IT equipment	New laptops and phones	5000		1000	3000		Posy MacRae
Legal Advice		14400	General/TFC legal advice		14400	3600	3600	3600	3600	Posy MacRae
Office Accommodation		42625		Occupation Agreement	41710	10427.5	10427.5	10427.5	10427.5	Posy MacRae
				Office Equipment	1125					Posy MacRae
				Telephone						Posy MacRae
				Photocopiers/Printers						Posy MacRae
Office Supplies		2000			2000					Posy MacRae
Organisational Financial Performance		49000	Audit	Internal Audit	18000	4500	4500	4500	4500	Posy MacRae
				External Audit			5000			Posy MacRae
				External Accountant	6000					Posy MacRae
Research Capacity Building		1000		National Student Award	1000	1000				Posy MacRae
Subscriptions and memberships		1600		Living wage, SCDI etc	1600					Posy MacRae
Total		194657								
Tenant Farming	Mediation	5000		Mediation Scheme	5000	2500	2500			Sarah Allen Sarah Allen
Total		5000								
Responsible Land Ownership and Use	Strengthening practical implementation of Land Rights and Responsibilities	10000	Training programme additional costs	Support the delivery of good practice through guidance, advice, training	10000	2500	2500	2500	2500	Emma Cooper
		6000	Community engagement baseline survey contract	Publish evidence on the extent of community engagement in decisions relating to land	6000	6000				Emma Cooper
		10000	Cairngorms Heritage Horizons Project	Project Contribution for LRRS workstream	10000			10000		Emma Cooper
Total		26000								Emma Cooper
Reforming land rights	Advice & Research to support Land Reform bill	22000	Research & Evidence	Research and analysis	22000			10000	12000	Hamish Trench
	Diversifying the pattern of land ownership	55000	Project Manager role with additional £10k budget	Support capacity working with land owners	55000	10000	15000	15000	15000	Hamish Trench
Total		77000								
Reforming land markets	Natural Capital, land market & a just transition	89000	Rural land market analysis; windfall research; policy advice; community benefit contract	Market analysis report; research contract; support capacity	89000	16000	29000	29000	15000	Hamish Trench

Land Development & Regeneration

24000 DTAS partnership completion
(8779); research

DTAS project report;
Research next steps

24000 9000

5000

12000

Hamish Trench

Total	113000
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TOTAL EXPENDITURE	1623437
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5% over programmed = 1.62M

**Commissioners Meeting
1st March 2022**

PAPER 5

For Information: Community Wealth Building and Land Guidance

Purpose:	To be aware of the next steps in our work to develop guidance on the land and property pillar of community wealth building and Land Rights and Responsibilities
Business Plan context:	Embedding responsible land ownership and use: Support public bodies in adopting a more proactive approach to estate management, consistent with the LRRS
Previous board papers:	n/a
Action required:	Note report

1. Context

Our business plan sets out our objective to put accountable and responsible approaches at the heart of land ownership and use. This aligns with the intention in our Strategic Plan 2020-23 to look at ways to further include land rights and responsibilities in public policy and responsible conduct across all sectors. To help us to support public bodies who own, manage, use and influence the use of land to adopt more proactive approaches to estate management, in line with the [Scottish Land Rights and Responsibilities Statement \(LRRS\)](#), we have made the connection between land rights and responsibilities and community wealth building.

A community wealth building approach to land management, underpinned by the principles of the LRRS, offers a helpful framework for how land can support the delivery of a wellbeing economy - one that promotes inclusive economic growth, reduces inequality, supports a just transition, and empowers people and communities to bring about positive changes.

Community wealth building is a people-centred approach to local economic development, which focusses on keeping wealth in the local economy, and making sure that control of assets and resources, and the benefits they generate, are in the hands of local people.

It is based on [five core principles](#):

- *Spending* – Maximising community benefits through procurement and commissioning, developing good enterprises, fair work and shorter supply chains.
- *Inclusive Ownership* – Developing more local and social enterprises which generate community wealth, including social enterprises, employee owned firms, and co-ops.
- *Workforce* – Increasing fair work and developing local labour markets that support the wellbeing of communities.
- *Finance* – Ensuring that flows of investment and financial institutions work for local people, communities, and businesses.
- *Land and Property* – Growing the social, ecological, financial and economic value that local communities gain from land and property assets.

The fifth pillar – land and property - is about owning and managing land and buildings in ways that grow the social, ecological, financial and economic value that local communities gain from the assets. There is a strong connection between this pillar and the work we do at the Commission.

Our guidance has been developed for public bodies across Scotland who own, manage, use, and influence the use of, land and buildings, and it is intended to support them to take actions that support this approach. We see this guidance as a strategic way to embed land rights and responsibilities in the public sector.

The Scottish Government is developing guidance that covers all five of the pillars of community wealth building and will signpost those interested in the land and property pillar to our guidance.

This paper considers the key areas for action in the guidance and the stakeholder engagement undertaken and invites Commissioners to note the plans for publication and dissemination of the guidance.

2. Stakeholder engagement

a) Audience

Anchor institutions play a key role in community wealth building, making an impact on the local economy through their spending, investment, employment and use of land and buildings. Anchor institutions can include public bodies, (including local authorities, colleges and universities, NHS boards, enterprise agencies, emergency services), housing associations, community organisations, and major landowners and employers in an area.

To date, public bodies have taken a lead role in piloting a community wealth building approach in Scotland. Therefore, we have developed guidance for public bodies that own, manage, use, and influence the use of, land and buildings in urban and rural Scotland, to support them to take actions that support this approach.

b) Steering Group

We established an expert steering group to support the development of the guidance. The group includes representatives from:

- Scottish Government
- Economic Development Association for Scotland (EDAS)
- Association of Chief Estate Surveyors (ACES)
- Royal Institute of Chartered Surveyors (RICS)
- Audit Scotland
- North Ayrshire Council
- Glasgow Centre for Population Health / Glasgow City Region Project Management Office.

c) Other stakeholders

We have spoken to all of the bodies who are part of the Scottish Government's community wealth building pilot:

- Comhairle nan Eilean Siar
- Clackmannanshire Council

- Fife Council
- Glasgow City Council
- North Ayrshire Council
- South of Scotland Enterprise.

Draft guidance was shared with the Good Practice Advisory Group and additional stakeholders identified by the steering group members. We received written feedback on the draft guidance from:

- Architecture and Design Scotland
- Centre for Local Economic Strategies (CLES)
- Moray Council
- National Trust for Scotland (NTS)
- Royal Town Planning Institute (RTPI)
- Scottish Government Property Division
- Scottish Futures Trust
- Scotland's Towns Partnership
- Scottish Land and Estates
- The Ayrshire Community Trust.

We have already spoken at a number of events, workshops, and meetings about the Commission's work on community wealth building and land rights and responsibilities:

- Aberdeenshire Council Community Planning Partnership
- Ayrshire Community Wealth Building Commission
- Clackmannanshire Council Place Masterplanning Group
- CLES Summit
- Glasgow City Council Corporate Climate Liaison Group
- Moray Council (Planning).

3. Content of guidance

The guidance has been shaped by the expectations set out in our LRRS protocols, the recommendations made by the Vacant and Derelict Land Taskforce, and feedback gathered from our expert steering group and other stakeholders.

The guidance sets out actions that support good practice. They outline the measures and activities that can be taken to support a community wealth building approach to managing land and buildings.

There are six headline areas for action:

- a) Supporting net-zero ambitions and sustainable development: Taking and implementing decisions, use and management in ways that promote good stewardship
- b) Positive management of land and assets: Proactively managing your estate
- c) Productive re-use of land and buildings: Proactively addressing vacant and derelict land
- d) Supporting economic growth and community aspirations: Promoting and enabling diversified ownership and management of land and buildings, including community ownership
- e) Collaboration and partnership: Engaging with your community and involving others in decisions about land and buildings

- f) Sharing information: Being open and transparent about land and buildings and about decision-making processes and plans.

The guidance will be supported by case studies, a resources list, and an animation.

4. Future opportunities

The Scottish Government is committed to exploring the potential for community wealth building as an approach to delivering inclusive growth across Scotland. They have been working with six pilot areas across Scotland to explore how community wealth building can be applied in a variety of contexts, including urban and rural areas. They have also indicated a desire for all local authorities in Scotland to develop plans for community wealth building.

A Community Wealth Building bill will be introduced during this parliament, which will reflect changes in practice and enable anchor institutions to use their economic leverage to deliver more for local people. There is an opportunity to consider elements of the Commission's work that could be reflected in the bill, for example on Common Good land and buildings.

Through the engagement that has taken place we have identified a potential risk / opportunity. While community wealth building has been heavily driven by the public sector to date, it should be acknowledged that some landowners can and do play an important role in local economies, for example through spending power and provision of employment opportunities. There is an opportunity to explore how private landowners can be involved in community wealth building and whether large private estates could have a role to play as anchor institutions.

5. Next Steps

Our proposed next steps are as follows:

- a) The report will be launched by Tom Arthur MSP, Minister for Public Finance, Planning and Community Wealth on 24th March as part of Land Re-Use Month.
- b) We will carry out a structured programme of training and dissemination and target resources to ensure that we reach a broad audience. We will do this through strategically focussing on professional and membership organisations, including EDAS, RICS and ACES. including workshops with EDAS for their members in Q1 2022/23.
- c) We will continue to liaise with colleagues at the Scottish Government about opportunities related to the upcoming Community Wealth Building Bill.
- d) We hope to use the guidance and the contacts we have made during its development to recruit a cohort of public bodies to undertake self-assessments.
- e) Look into the opportunity to work with stakeholders to explore the role of large private estates as anchor institutions.

6. Discussion

Commissioners are asked to note the proposed next steps, with particular reference to:

- a) **Our plans to target our resources to ensure the guidance has maximum impact.**
- b) **The opportunity to continue working with stakeholders, including Scottish Government, to take this work forward and shape the upcoming Community Wealth Building Bill.**

Gemma Campbell, Land Rights and Responsibilities Manager