



SCOTTISH LAND COMMISSION
COIMISEAN FEARAINN NA H-ALBA

BUSINESS PLAN

2022 to 2023

INTRODUCTION

How we own and use Scotland's land is central to driving action on some of Scotland's big public policy challenges. It matters to economic renewal, tackling inequalities, realising human rights and to making a just transition to net zero.

As we plan our work for 2022-23 we remain in a challenging time, responding to the public health, economic and wellbeing impacts of the pandemic. The ability to flex and adapt how we operate through the year will therefore remain important to supporting staff wellbeing and to our delivery.

Our current [Strategic Plan](#) sets out our strategy for the period from September 2020-2023. At this mid-point in that plan, we are publishing a refreshed [Programme of Work](#) that updates the priorities we expect to work on through to 2023. The priorities outlined in our Programme of Work focus on where the Commission can add value and have most impact over the coming 18 months.

This annual Business Plan sets out how we will use our resources to deliver on these priorities for the Commission over the coming year.

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.'

Our outcomes

We work to achieve the following 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 Scotland's land creates public value and economic wellbeing

We achieve these outcomes by focusing on change in three ways:



OUR 2022-23 PRIORITIES AT A GLANCE

Our Strategic Plan objectives are:

- 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

We achieve these objectives by advising on reforms to land rights and land markets, and on responsible land ownership and use.

In 2022-23 we will deliver on our Programme of Work by:

Providing advice and evidence to Scottish Government, Parliament and stakeholders on the proposed Land Reform Bill and other Bills where relevant (e.g. Community Wealth Building, Agriculture, Human Rights).

Providing advice for policy and practice in relation to:

- The land market and a just transition
- Diversification of land ownership
- Land development & regeneration.

Strengthening implementation of Land Rights and Responsibilities (LRRS) through our Good Practice Programme:

Delivering Protocols, casework, guidance, advice and training to support practical implementation of the LRRS principles.

Supporting the functions of the Tenant Farming Commissioner (TFC):

Promoting good relations between agricultural landlords and tenants through Codes of Practice and Guidance, casework, TFC mediation scheme, engagement with stakeholders and policy advice.

Communications & Engagement

Open and accessible engagement with the public and stakeholders.
Communicating and engaging on land reform opportunities with people across Scotland.

Organisational Development

Supporting staff wellbeing and effective management.
Implementing with staff an organisational development programme.
Ensuring good governance and sound financial management.

WHAT WE WILL DELIVER

The sections below set out what we will deliver in 2022-23 against the objectives and priorities in our [Strategic Plan](#) and refreshed [Programme of Work](#).

Reforming land rights

Priority	Activity	Planned Outputs
Providing advice and evidence to Scottish Government, Parliament and stakeholders on the proposed Land Reform Bill and other Bills where relevant	Provide advice drawing on the Commission's published evidence and analysis to support Scottish Government and Parliamentary engagement	<ul style="list-style-type: none"> 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
	Convening of the Commission's Land and Human Rights Advisory Forum	<ul style="list-style-type: none"> Advice on human rights context for the Land Reform Bill and other key aspects of work
Providing advice for policy and practice on diversifying the pattern of land ownership	Advising on finance options to complement the Scottish Land Fund	<ul style="list-style-type: none"> Advice to Ministers and commissioned report
	Provide support for development of innovative approaches to diversifying ownership in practice	<ul style="list-style-type: none"> Support for implementing and learning from diversification approaches in practice Guidance on governance options Advice for policy implications
	Collaboration with Registers of Scotland and partners to make better use of land ownership data	<ul style="list-style-type: none"> Data to inform policy and monitoring

Embedding responsible land ownership and use

Priority	Activity	Planned Outputs
Strengthening practical implementation of the Land Rights and Responsibilities Statement (LRRS)	Support the delivery of good practice through guidance, advice, training, self-assessments and casework for landowners, managers and communities	<ul style="list-style-type: none"> • Support delivery of good practice through guidance, advice, and casework for landowners, managers and communities • Programme of training for landowners, managers, communities and other key stakeholders to influence practice on the ground • Self-assessments for landowners and managers supporting change in practice • Increased awareness of the LRRS and good practice in the development and regeneration sectors • LRRS delivery through Cairngorms Heritage Horizons Project • Publish outcomes of Good Practice Programme impact review • Publish updated evidence on extent of community engagement in decisions relating to land
	Review and revise the LRR Protocols in response to feedback and the Scottish Government review of the LRRS	<ul style="list-style-type: none"> • Updated suite of LRRS Protocols
	Provision of LRRS Guidance	<ul style="list-style-type: none"> • Publish a guide to LRR land management plans supported by good practice case studies • Guidance supporting community wealth building and a just transition
	Work in partnership with public bodies to further LRRS through practice and policy, including conditionality	<ul style="list-style-type: none"> • Advice and Guidance

Reforming land markets

Priority	Activity	Planned Outputs
Providing advice for policy and practice on natural capital, the land market and a just transition	Develop evidence and understanding of the implications of carbon and natural capital value in the land market	<ul style="list-style-type: none"> • Completion of rural land market natural capital analysis and future reporting approaches • Ongoing engagement and monitoring of land market implications
	Advising on options to ensure community benefit from emerging carbon and natural capital value	<ul style="list-style-type: none"> • 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
	Advice on key public policy implications for managing natural capital value in the public interest	<ul style="list-style-type: none"> • 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
Providing advice for policy and practice on land development and regeneration	Targeted advice to support implementation of the Vacant and Derelict Land (VDL) Taskforce recommendations	<ul style="list-style-type: none"> • Participation in VDL Investment Programme Advisory Board • Advice on Clyde Mission long term VDL strategy • Completion of DTAS partnership
	Review land development research and advice to develop agenda for next steps in reform	<ul style="list-style-type: none"> • Stakeholder engagement • Agenda for research and advice priorities
	Review land development research and advice to develop agenda for next steps in reform	<ul style="list-style-type: none"> • Policy advice

Tenant Farming Commissioner

Priority	Activity	Planned Outputs
Tenant Farming Commissioner (TFC)	Publish & promote TFC Codes of Practice and Guidance	<ul style="list-style-type: none"> • Use of TFC Codes of Practice and Guidance • Responses to associated casework • Investigations into alleged breaches of Codes
	Statutory appointment of valuers as per Relinquishment and Assignment legislation	<ul style="list-style-type: none"> • Appointment of valuers
	Provide advice to Scottish Government to support enactment of 2016 Act and on the implications in the Agriculture Bill for the tenanted sector	<ul style="list-style-type: none"> • Advice
	Promotion of mediation opportunities	<ul style="list-style-type: none"> • Up to five mediations
	Tenant Farming Advisory Forum	<ul style="list-style-type: none"> • Positive stakeholder engagement on key issues

Communications

Priority	Activity	Planned Outputs
Communications and engagement	Public engagement	<ul style="list-style-type: none"> 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 the MyLand channels
	Campaigns to support key delivery priorities	<ul style="list-style-type: none"> Targeted campaigns and stakeholder engagement for natural capital, diversification of land ownership and land rights and responsibilities workstreams
	Implement the first phase of the long-term strategy of engagement with young people	<ul style="list-style-type: none"> Begin delivery of young people engagement strategy
	Internal communications	<ul style="list-style-type: none"> Deliver internal communications plan to support organisational operations, new ways of working and the organisational development programme

Organisational Development

Priority	Activity	Planned Outputs
Organisational Development	Co-creation and implementation of organisational development programme to create a culture of shared purpose, responsibility and leadership, building skills and personal development opportunities	<ul style="list-style-type: none"> Organisational Development Programme
	Deliver sound governance and financial management supported by a culture of improvement with the implementation of audit recommendations	<ul style="list-style-type: none"> Financial management and annual accounts Effective internal and external audit programmes and response tracker
	Performance monitoring and evaluation	<ul style="list-style-type: none"> Develop reporting on business plan KPIs, impact of the Commission, and delivery against LRRS
	Effective corporate support and operational systems with continuing review and improvement including business resilience and cyber security	<ul style="list-style-type: none"> Organisational resilience
	Support staff wellbeing with implementation of new ways of working	<ul style="list-style-type: none"> Regular pulse surveys, wellbeing campaign and monitoring of new ways of working
	Review office requirements	
	Deliver year on year reductions in carbon emissions against the Climate Action Plan	<ul style="list-style-type: none"> Climate plan reporting
	Strategic Plan evaluation and preparation for engagement on new Strategic Plan 2023-26	<ul style="list-style-type: none"> Evaluation of current Strategic Plan and engagement plan for developing next plan

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 and Reputation	Project evaluations identify impact and change in approach by stakeholders as a direct result of the Commission's work 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	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>
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

2022-23 Annual Budget

Overall Budget Allocation

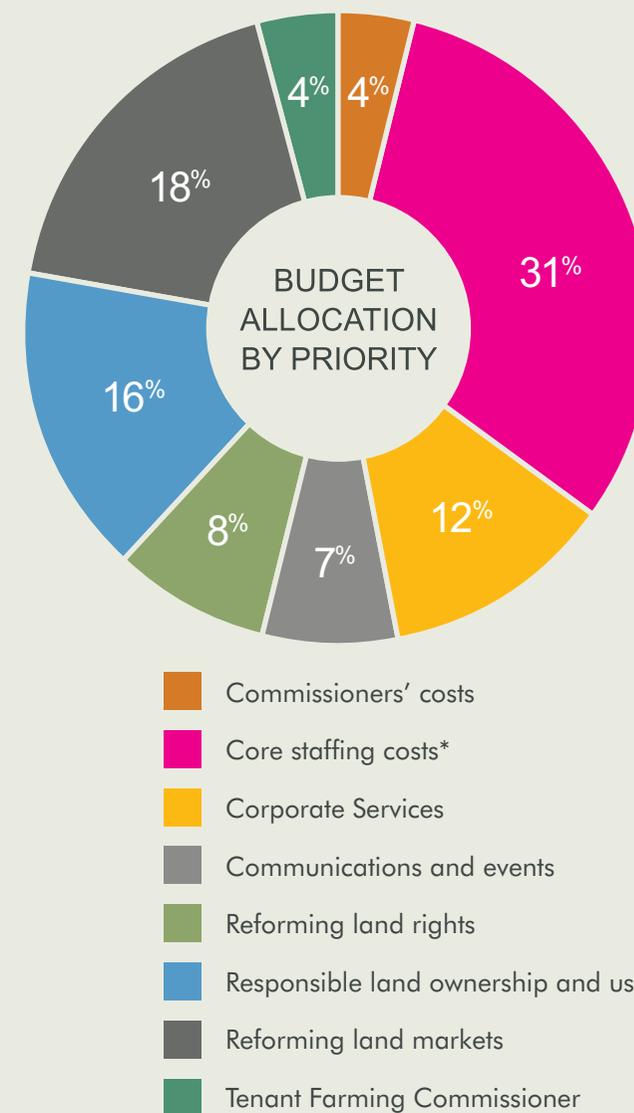
Income	£000
Grant-in-aid	1,550
Expenditure*	£000
Commissioners' costs	71
Staffing costs	1,041
Corporate Services	196
Communications and events	96
Research and project costs	221
Total Expenditure	1,625

* Includes 5% planned over-programming

Budget Allocation by Priority*

Income	£000
Grant-in-aid	1,550
Expenditure	£000
Commissioners' costs	71
Core staffing costs*	505
Corporate Services	195
Communications and events	115
Programme and project costs	
Reforming land rights	131
Responsible land ownership and use	257
Reforming land markets	289
Tenant Farming Commissioner	61
TOTAL EXPENDITURE	1,625

* Relevant staffing and project costs allocated against Programme of Work priorities





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