



SCOTTISH LAND COMMISSION
COIMISEAN FEARAINN NA H-ALBA

Meeting of the Commissioners

Tuesday 1st November 2022, An Lochran

AGENDA

Item no	Item	Paper no	Action	Lead
	Welcome/Apologies			Andrew Thin
	Declarations of Interest			Andrew Thin
1.	Minutes of the previous meeting: 4 th October 2022	1	For agreement	Hamish Trench
2.	Annual report and accounts 2021/22	2	For approval	Hamish Trench
3.	Quarterly Progress Report	3	For discussion	Hamish Trench
4.	Good Practice Quarterly Casework Report	4	For information	Gemma Campbell
5.	AOB			

Actions from Board Meetings - Update of actions to date

Action number	Date Raised	Context	Action Detail	Responsible	Date Required	Date Closed	Comments
22100401	04/10/2022	Crown Estate Scotland collaboration	Hamish to include consideration of joint board engagement with Crown Estate Scotland in planning future board programme	HT			Raised with CES Chief Executive - both organisations will consider in 2023 board planning.



SCOTTISH LAND COMMISSION
COIMISEAN FEARAINN NA H-ALBA

**Commissioners' Meeting 1st November
An Lochran, Inverness**

PAPER 2

2021/22 Annual Report and Accounts

Purpose:	To approve the Commission's annual report and accounts for 2021/22
Business Plan context:	N/A
Previous board papers:	N/A
Action required:	For approval

Subject to a recommendation from the Audit and Risk Committee at its meeting on 31st October, Commissioners are invited to approve the annual report and accounts for the financial year 2021/22.

In doing so Commissioners are asked to consider the annual audit report and opinion provided by our external auditors, Audit Scotland, in particular the key messages and recommendations.

The accompanying papers include:

- Audit Scotland covering report
- Annual Audit Report
- Draft SLC Annual Report and Accounts

If approved by the board, the annual report will be signed on behalf of the Commission and our external auditor, before submitted to Parliament.

Hamish Trench
Chief Executive



**Commissioners' Meeting 1st November 2022
An Lochran, Inverness**

PAPER 3

Quarterly Progress Report

Purpose:	To review quarterly progress for Qtr 2
Previous board papers:	Business Plan 2022/3 March 2022
Action required:	For discussion

The quarterly progress reports are intended to maintain oversight of progress through the year. This report covers the second quarter of the 22/23 Business Plan.

	KPI MEASUREMENT	2022/23 TARGET	STATUS	PROGRESS	
DELIVERY	Delivered 95% of outputs as identified in the annual business plans for the three-year period.	Delivered 95% of outputs identified in the annual business plan.		On track	95%
				Delay/changed	5%
				Annex A	
IMPACT AND REPUTATION	Project evaluations identify impact and change in approach by stakeholders as a direct result of the Commission's work	Project evaluation surveys identify over 60% of respondents as acting on what they have learnt through event/engagement or able to identify a positive impact arising as a result of our work.	Ongoing	Monitoring & Evaluation report for Strategic Plan being prepared.	
		Communications KPIs identified in the communications	Ongoing	Annex D	

		strategy and reported on annually.		
STAFF WELLBEING & SATISFACTION	Increase of 15% by 2023 of staff feeling valued and recognised for their work from the 2020 baseline in the annual staff survey	Increase of 5% of staff feeling valued and recognised for their work from the 2020 baseline in the annual staff survey	Pulse survey in May average of 43% agree or strongly agree that feel valued and recognised. (April, Oct and Feb survey average was 46%)	Next pulse staff survey issued Oct 2022
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.	For % uncommitted against budget see annex B	Annex B

The report comprises four annexes:

- a) **Delivery Progress:** Annex A sets out the RAG assessment and progress commentary for delivery against our 22/23 Business Plan.
- b) **Finance Review:** Annex B provides a summary of the budget at the end of the second quarter. This has been reprofiled for Quarters 3 and 4. Committed spend is ahead of previous years and the focus for the next two Quarters is on managing the remaining spend as planned to reach the target outturn.
- c) **Audit and Risk:** The updated Strategic Risk Register is provided at Annex C for consideration. Please note proposed new risk on board succession planning.
- d) **Communications:** Annex D provides a summary of communications activity over quarter 2 and a look ahead.

Other Updates

Staffing

During Quarter 2 Charlie Davis, Lisa Busby and Hanna Wheatley joined the organisation. Posy MacRae left on 16th September and interim management arrangements are in place pending the new Head of Communications and Corporate Services starting. Following recruitment, Nikki Nagler will be starting in this post at the start of January. As part of the interim arrangements, Andrew MacIver joined in September for a period of 3 months to provide temporary support on communications campaigns.

Hamish Trench
Chief Executive

ANNEX A: Delivery Report

*RAG Status:	Delivery on track	Delivery delayed or changed	Risk of non-delivery
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Theme	Priority	Activity	Planned Outputs	Progress Commentary	RAG	
Reforming land rights	Providing advice and evidence to Scottish Government, Parliament and stakeholders on the proposed Land Reform Bill and other Bills where relevant	Provide 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	SLC submitted consultation response. Ongoing liaison with SG to support consideration of key issues		
			Short-term research to address further evidence/analysis requirements where identified	Research on experience of French SAFER model planned to inform consideration of PIT and notification		
		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	Human Rights Advisory Forum 4 meetings to date incl recent focus on LR Bill and food security		
	Providing advice for policy and practice on diversifying the pattern of land ownership	Advising on finance options to complement the Scottish Land Fund	Provide support for development of innovative approaches to diversifying ownership in practice	Advice to Ministers and commissioned report	Commissioned report complete. Headline advice incorporated in Natural Capital Advice. To progress through re-established Community Ownership Leadership Group	
				Support for implementing and learning from diversification approaches in practice	Diverse Ownership Project Manager started. Board discussion held October ‘22. Collaboration with Crown Estate Scotland underway.	
				Guidance on governance options	Guidance in drafting	
				Advice for policy implications	To follow from ongoing work	
				Collaboration with Registers of Scotland and partners to make better use of land ownership data	Data to inform policy and monitoring	Engaged with RoS on improved land market reporting for 2022 update.

Reforming land markets	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	Completion of rural land market natural capital analysis and future reporting approaches	2021 Land market insight and data reports published; Advice to government published.	
			Ongoing engagement and monitoring of land market implications	Stakeholder workshop held 7 th June; 2022 update on land market insight tendered.	
		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	Contract in place (Community Enterprise & Eunomia); case studies and literature review drafted	
			Stakeholder good practice advisory group on community benefit approaches	Stakeholder invitations issued. First meeting Oct '22.	
			Research into previous natural resource windfall and community benefit approaches	Planned work being done by others. Resource redirected to collaboration with Dark Matter Labs to explore natural resource governance options	
	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	Land Focus briefing paper and 2 Landlines Discussion papers published. Discussion event with Dieter Helm held October.		
		Advice to Ministers on realising community benefit from natural capital value to support a just transition	Initial advice included in Natural Capital & Land advice. Further advice to follow informed by contract above.		
	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	Participation in VDL Investment Programme Advisory Board	SLC involved in each project assessment round	
			Advice on Clyde Mission long term VDL strategy	Advice provided	

			Completion of DTAS partnership	Project completed July. Success recognised by project winning 3 awards at 2022 UK Brownfield Awards	
		Review land development research and advice to develop agenda for next steps in reform	Stakeholder engagement	Recent engagement with RTPI, Homes for Scotland, Scottish Property Federation	
			Agenda for research and advice priorities	Reviewed existing proposals and priorities for further research identified in publications to date; Board paper 5 th July. Research brief on transparency of options prepared	
		Provide policy advice to support National Planning Framework 4 and Scottish Planning Policy	Policy advice	Recent engagement with SG on rural housing action plan, town centre living, CPO reform	
Responsible land ownership and use	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	Support delivery of good practice through guidance, advice and casework for landowners, managers and communities	Advice and guidance provided for 16 new cases in Q2 (16 in Q1)– casework report attached.	
			Programme of training for landowners, managers, communities and other key stakeholders to influence practice on the ground	Training Coordinator inducted. Training delivered on new protocol and on engagement for Scottish Forestry. Land@Lunch programme scheduled.	
			Self-assessments for landowners and managers supporting change in practice	Public sector cohort recruited and sessions scheduled Q3; CNPA leadership programme stakeholder group convened.	

			Increased awareness of the LRRS and good practice in the development and regeneration sectors	Discussions held with Homes for Scotland and Scottish Property Federation but plans not yet agreed.	
			LRRS delivery through Cairngorms Heritage Horizons Project	LRRS training delivered to CNPA staff team; relationship with CNPA communications team established; 3 events planned but postponed due to national mourning period – rescheduled for Q3.	
			Publish outcomes of Good Practice Programme impact review	Evaluation report complete.	
			Publish updated evidence on extent of community engagement in decisions relating to land	Survey designed and published. Closing date end October.	
		Review and revise the LRR Protocols in response to feedback and the Scottish Government review of the LRRS	Updated suite of LRRS Protocols	Advised Scottish Government on the revised principles and vision; drafted LRRS advisory notes; prepared new supporting case studies. Natural Capital Protocol published and disseminated.	
		Provision of LRRS Guidance	Publish a guide to LRR land management plans supported by good practice case studies	Stakeholder meeting to be convened in Q4	
			Guidance supporting community wealth building and a just transition	Further training provided with EDAS.	
		Work in partnership with public bodies to further LRR through	Advice and Guidance	Advice provided on policy for 8 organisations (4 in Q1).	

		practice and policy, including conditionality		LRRS referenced in NHS sustainability strategy.	
Tenant Farming	Tenant Farming Commissioner (TFC)	Publish & promote TFC Codes of Practice and Guidance	Use of TFC Codes of Practice and Guidance	Land Court hearing held in Sept on S38 application. Advice to CES on draft policy on tenant led tree planting	
			Responses to associated casework	9 new contacts	
			Investigation into alleged breaches of Codes	No breaches reported	
		Statutory appointment of valuers as per Relinquishment and Assignation legislation	Appointment of valuers	1 NIR received this quarter. No named preferred valuer so tenders sought from TFC panel. Valuer appointed in Oct	
		Provide advice to Scottish Government to support enactment of 2016 Act and on the implications in the Agriculture Bill for the tenanted sector	Advice	Continue to garner/provide advice on provisions in the Agri Bill. Has the Introduction of the Fixed Duration Tenancy saved the Tenanted Sector in Scotland? – Report by the TFC posted on website and subject of Bob’s July Blog	
		Promotion of mediation opportunities	Up to five mediations	Focus on mediation in Bob’s September Blog & article published in Scottish Mediation’s newsletter - Collaborate	
		Tenant Farming Advisory Forum	Positive stakeholder engagement on key issues	Meetings held in July & Oct	

Date:17/10/2022 Annex B BUDGET MONITORING												
Reference	Name	Budget Holder	Original Budget Allocation	Revised Budget Allocation	Actual Spend	Variance Actual spend against budget	Percentage still to be spent	Committed spend	Uncommitted Spend	percentage of budget uncommitted	planned - not committed	Comments
	Commissioners											
MEETINGS	Commissioners meetings	Hamish Trench	3,000.00	1,000.00	273.36	726.64	72.66%	0.00	726.64	72.66%		
TRAINDEVELP	Commissioners training and developmen	Hamish Trench	1,500.00	500.00	340.00	160.00	32.00%	0.00	160.00	32.00%		
TRAVELSUBS	Commissioners travel and subsistence	Hamish Trench	8,000.00	10,000.00	6,004.96	3,995.04	39.95%	0.00	3,995.04	39.95%	4000.00	
FES	Commissioners fees	Hamish Trench	58,600.00	58,000.00	28,770.21	29,229.79	50.40%	28,987.20	242.59	0.42%		
	Staffing											
PAYROLL	Staff payroll/on-costs	Hamish Trench	961,000.00	900,000.00		449,209.91	49.91%	429,735.50	19,474.41	2.16%	10000.00	Committed spend based on 3 month gap in comms and corporate services role, 2 month gap in good practice adviser and 10 month secondment of Kathie Pollard.
					450,790.09							
RECRUITMENT	Recruitment	Hamish Trench	6,000.00	6,000.00	2,680.69	3,319.31	55.32%	1,926.00	1,393.31	23.22%		
STAFFTRAVEL	Staff travel and subsistence	Hamish Trench	20,000.00	20,000.00	9,277.21	10,722.79	53.61%	493.10	10,229.69	51.15%	10000.00	
TRAINDEVELOP	Staff training and development	Posy MacRae	54,180.00	46,900.00	6,056.40	40,843.60	87.09%	25,826.40	15,017.20	32.02%	15000.00	Training Plan in place within planned spend
	Communications											
CAMPAIGNS	Communications campaigns	Posy MacRae	37,000.00	40,215.00	8,302.95	31,912.05	79.35%	31,912.00	0.00	0.00%		
	Communications Support	Posy MacRae	25,000.00	24,000.00	7,879.66	16,120.32	67.11%	19,759.36	360.36	1.30%		
DESIGN	Design and Printing	Posy MacRae	10,000.00	10,000.00	2,993.50	7,006.50	70.07%	2,321.00	4,685.50	46.86%	4000.00	
DIGITAL	Digital	Posy MacRae	7,000.00	7,000.00	3,233.96	3,766.04	45.23%	2,810.00	356.04	5.09%	1000.00	website maintenance
EVENTS	Events	Posy MacRae	10,000.00	7,000.00	3,784.50	3,215.50	45.94%		3,215.50	45.94%	3000.00	
MONITOR	Communications monitoring and review	Posy MacRae	6,000.00	9,000.00	4,052.87	4,947.13	54.97%	4,198.00	749.13	8.32%		
INTERNAL	Internal Communications	Posy MacRae	500.00	100.00	0.00	100.00	100.00%	0.00	100.00	100.00%		
	Organisational Development											
CLIMATEACTIO	Climate Action	Posy MacRae	500.00	534.00	534.00	0.00	0.00%	0.00	0.00	0.00%		
EXTMEETINGS	External Meeting Costs	Posy MacRae	1,000.00	500.00	269.08	230.92	46.18%	0.00	230.92	46.18%		
HRSERVICE	HR Service	Posy MacRae	14,432.00	14,432.00	3,522.52	10,909.48	75.59%	10,567.56	341.92	2.37%		
HRSG	Health, Safety, Environment & Quality	Posy MacRae	1,500.00	800.00	344.81	605.19	75.65%	0.00	605.19	75.65%		
INSURANCE	Insurance and bank charges	Posy MacRae	1,600.00	1,600.00	819.50	784.50	49.03%	200.00	584.50	36.53%		
ITSERVICE	IT Service	Posy MacRae	65,600.00	70,000.00	51,720.00	18,270.00	26.10%	18,027.00	243.00	0.35%	9000.00	9k for new mobiles
LEGALADVICE	Legal Advice	Posy MacRae	14,400.00	14,400.00	7,093.68	7,306.32	50.74%	6,000.00	1,306.32	9.07%		
OFFICEACCOMM	Office Accommodation	Posy MacRae	42,625.00	55,000.00	20,848.71	34,151.29	62.09%	34,130.97	20.32	0.04%		Includes transition to An Lechran
OFFICESUPPLI	Office Supplies	Posy MacRae	2,000.00	1,000.00	216.81	783.19	78.32%	500.00	283.19	28.32%		
ORGFINANPERF	Organisational Financial Performance	Posy MacRae	50,000.00	50,000.00	4,526.40	45,473.60	90.95%	44,176.00	1,297.60	2.60%		
RESEARCHCAPA	Research Capacity Building	Posy MacRae	1,000.00	1,000.00	0.00	1,000.00	100.00%	0.00	1,000.00	100.00%		
SUBSCRIPTION	Subscriptions and memberships	Posy MacRae	1,600.00	2,000.00	1,756.99	243.01	12.15%	210.00	33.01	1.65%		
	Resnet Farming											
GOODPRACTICE	Mediation	Sarah Allen	5,000.00	6,000.00	0.00	6,000.00	100.00%	3,000.00	3,000.00	50.00%		Reallocated within TFC spend
	Responsible Land Ownership and Use											
IMPLAR	Strengthening practical implementation of Land	Emma Cooper	26,000.00	26,000.00	13,439.00	12,561.00	48.31%	0.00	12,561.00	48.31%		Planned spend within GP programme
	Reforming land rights											
LANDREF	Advice & Research to support Land Reform bill	Hamish Trench	22,000.00	22,000.00	143.40	21,856.60	99.35%	0.00	21,856.60	99.35%	20000.00	20k international research
DIVERSIFYING	Diversifying the pattern of land owne	Emma Cooper	55,000.00	45,000.00	9,846.11	35,153.89	78.12%	24,250.14	10,903.75	24.23%		available for reallocation
	Reforming Land Markets											
LANDDEV	Land development & regeneration	Hamish Trench	24,000.00	24,000.00	10,092.78	13,907.22	57.95%	0.00	13,907.22	57.95%	15000.00	15k option agreement research
NATCAP	Natural Capital, land market & a just transition	Hamish Trench	89,000.00	89,000.00		77,473.90	87.05%	58,745.00	18,728.90	21.04%	20000.00	20k land market analysis
					11,526.10							
Totals			1625037.00	1562981.00	671596.27	891384.73		743775.23	147609.50		111000.00	

minimum target
1563000

Total Committed	Total Committed	743775.23
Spend to date	Spend to date	671596.27
Total	Total	1415371.5
Uncommitted	Uncommitted	147609.50
Total Percentage uncommitted against revised budget	Total Percentage uncommitted against revised budget	9.44%
Total Percentage uncommitted against grant in aid	Total Percentage uncommitted against grant in aid	8.69%

DrawDown Budget	1550000
Total spend + committed	1415371.5
Uncommitted	134628.5
Total percentage uncommitted	8.69%

Risk ID	Risk Description	GROSS RISK			Controls in Place	Control Effectiveness	NET RISK			Risk Movement	Risk Appetite	Action Taken/Planned	Target Risk	Target Review Date	Risk Owner	
		Untreated Impact	Untreated Likelihood	Untreated Risk Score			Current Impact	Current Likelihood	Current Risk Score							
VISION: Fair inclusive and productive system of ownership management and use of land that delivers greater benefit for all the people of Scotland																
RISK CATEGORY: DELIVERY																
1	Catastrophic loss of systems resulting in the Commission not being able to operate as an organisation	5	4	20	Business continuity plan in place, cloud based IT system accessible outside of the office environment, cyber essentials plus accreditation, improved cyber security for log in to the network.	Effective	2	2	4	→	Static	Averse	Working closely with IT service provider to ensure cyber security. Continuity arrangements effective in COVID-19 response. Cyber incident response plan approved by ABC. Increased risk due to war in Ukraine. Achieved Cyber Essentials Plus for 2022. Multi factor authentication implemented for network access, updated antivirus software aligned to SG recommendations. Testing made to network in new office.	1	Nov-22	Head of communications and corporate services
2	Ability to react quickly in matching resources to changes in priorities	3	3	8	Maintain team approach to delivery enabling staff to draw on capacity and expertise across the team as required. Quarterly progress reporting to Board	Effective	3	3	9	↑	Increasing	Cautious	Continuously monitor, review capacity and resources and reprioritise as necessary through regular team meetings. Resources planning carried out alongside development of Strategic Plan. Effective cross-team working with delivery tracker monitoring. New posts filled with fixed term contracts, recruitment underway for Head of C&CS with interim cover organised.	4	Nov-22	CEO
RISK CATEGORY: REPUTATIONAL																
3	Emerging issues result in reactive policy making, and relationship management.	5	4	20	Proactive horizon scanning to anticipate future issues, work closely with stakeholders and put internal processes and measures in place for handling.	Partial	2	3	6	→	Static	Minimalist	Working closely across policy areas and with stakeholders to identify potential issues/cases in advance and take action to mitigate. Clear case handling and internal communications procedures. Working with SG on Land Reform Bill, Agri Bill and where we can feed in for CWB and human rights bills. Land Reform Bill consultation open and indicates direction bill.	3	Nov-22	CEO
4	Consistently joining up the Commission's outputs in a clear narrative and linking to the wider land reform agenda	4	3	12	Develop strong narrative between role of land in economic recovery and delivering wellbeing economy, climate action, and reducing inequalities. Implement strategic communications plan, including maintaining strong digital and media presence; regular performance monitoring	Effective	3	1	3	→	Static	Minimalist	Strategic Plan, Programme of Work and Business Plan provide clear vision, purpose & priorities; 22/23 Communications strategy approved with focus on increasing awareness of land and role in everyday life. Workstream campaigns focus on leading raising profile of LR Bill consultation and Commissioners, LRRS campaign being planned to show impact on the ground Commission's work is having to shape the future direction of the organisation and show independence from the LR Bill.	2	Nov-22	Head of communications and corporate services
5	Effective management of strong relationships with key stakeholders in policy development and also identify opportunities for collaboration, maximising the potential of relationships with a broad range of stakeholders.	5	4	20	All relevant stakeholders are identified and a clear engagement strategy put in place, Commission presence at key stakeholder events, regular liaison meetings with stakeholders and periodic review of stakeholder analysis	Effective	3	3	9	↑	Increasing	Open	Regular engagement with key stakeholders; wide stakeholder engagement through policy development and communications. - Ongoing LRR engagement, natural capital partnerships EC/HT. Board sessions with stakeholders. Specialist advice group established for human rights HT. Relations and dynamics may change with the LR bill and need to taken into consideration.	4	Nov-22	CEO
6	Manage relationship across Scottish Government so that Commission's work is understood and recommendations are well received.	5	4	20	Ensure regular engagement between the Commission Chair and the Land Reform Minister, and between the Tenant Farming Commissioner and the Cab Sec for Rural Affairs. Ensure regular engagement between the CEO and the SG Sponsor and Policy Teams.	Effective	3	3	9	→	Static	Open	Regular sponsorship & policy team liaison in place, strategic plan aligned to economic strategy. Strong links in with VDL, housing - HT Ongoing. Good comms around natural capital. Need to ensure joined up policy areas within SG and new land reform, community wealth building, human rights and agri bills and clarity of Commission's role by SG	4	Sep-22	CEO
RISK CATEGORY: COMPLIANCE																
7	Failure to have in place or adhere to statutory or non-statutory corporate governance policies or procedures.	4	4	16	Ensure internal control system in place; Work to the production timetable for completion of all documents, and disseminate widely to ensure maximum awareness.	Effective	2	1	2	→	Static	Minimalist	Using checklist of assurance controls; 22/23 Internal Audit agreed. Revised arrangements for finance and year end accounts with flexibility for extended timescales from Audit Scotland. Annual audit planning in progress. Internal governance refreshers delivered. PM	1	Nov-22	CEO
8	The Commission fails to deliver to its allocated budget, resulting in reputational, administrative and governance failures.	5	4	20	Agree both a Corporate and Business plan which set appropriate budget allocations. Work to specified monitoring cycles, reporting requirements, and guidelines set out in the SPFM. Ensure correct adherence to authorisation procedures and delegated limits. Close monitoring of spend and profligate spend.	Effective	2	3	6	→	Static	Averse	Internal Scheme of delegation in place; 22/23 Annual Business Plan implemented with budget. Quarterly board monitoring in place. Monthly profiling to manage spend evenly through the financial year and to be kept under review. Budget has been reallocated by MT and brought forward to Q2 & Q3 HT/EC.	1	Nov-22	CEO
RISK CATEGORY: STAFFING																
9	Individual members of staff are absent 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. Continuously seek to improve the working environment by monitoring and improving staff satisfaction and absence levels.	Partial	3	3	9	→	Static	Cautious	Internal policies prepared and series of desk instructions for critical tasks prepared. Project Co-ordinator in post and 3 new staff started. Continued review of HR policies & staff engagement, organisational development programme being rolled out. Careful monitoring of priorities and capacity by MT and regular staff communication in place. Staff survey action plan in place. PM Ongoing absence under review and in discussion with HR/Staff	4	Nov-22	Head of communications and corporate services
10	Change in work priorities, competing expectations or insufficient prioritisation impacts on staff wellbeing	5	4	20	Open and transparent - hold regular staff meetings, keep all staff informed of big picture direction, changes in priorities/focus. Overview through management team. Strong internal comms and leadership from managers to ensure wellbeing of staff and manage move to new ways of working.	Effective	3	3	9	→	Static	Cautious	Regular team catch ups, monthly staff meetings and regular overview and resource planning through management Team. Monthly conversations, effective line management. Review current capacity. Regular pulse staff surveys. Organisational development programme in place with training and development throughout the year. Action plan from pulse surveys - PM	3	Nov-22	CEO
11	Disruption to delivery and business systems as a result of some staff moving to more permanent options of home working	4	3	12	Preparing new policies, ways of working and adapting internal processes to ensure staff remain well connected across teams and the organisation. Organisational policy that no member of staff should be disadvantaged due to where they work.	Partial	2	3	6	↓	Decreasing	Cautious	Home working policy outlines expectations for home working and monthly all staff team meetings to take place face to face. Office has hot desking and flexible working patterns in place. Closely monitoring and reviewing working practices, and adapting where needed. Office move planned for 1 Sept with staff encouraged to meet face to face, routine of monthly in person all staff meetings. Roles identified that need to be based in Inverness.	4	Feb-22	Head of communications and corporate services



Communications Quarterly Report

SCOTTISH LAND COMMISSION
COIMISEAN FEARAINN NA H-ALBA

1 July 2022 – 30 September 2022

MEDIA

165

Articles

96

Land Commission generated

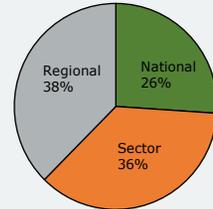
96%

Positive coverage

20

Articles about TFC

Coverage breakdown



WEBSITE

11680

Visits

25%↑
% change against previous quarter

1.8 1.4m

Average page views

Spent on site

1526

Blog views

Top pages: Work for us / Land Reform Bill / News-events

- LAHRAF guest blog – Prof John A. Lovett
- LRRS – updated for our changing times
- TFC Guidance on Carbon Credits
- Op-eds as blogs
- TFC What future for agricultural tenancies?

SOCIAL MEDIA

Followers



5391

Change to previous quarter

9.6%↑

Total number of engagements

3661

% change against average for 2021/22

15%↓

Highest number of impressions or reach for post

7790

Launch of SG Land Reform consultation



1630

3.6%↑

2901

133%↑

13411

VPM Fraserburgh, Peterhead & Huntly post



1005

8.1%↑

Natural Capital & Land events



Our Linked In followers have increased in the year to date

79%

EVENTS

Public Meetings

02

Attendees

59

Webinars

02

Natural Capital & Land Sessions

02

Speaking Events

06

186 Attendees

Series of seven SG Land Reform Bill consultation events

DTAS Annual Conference

Turcan Connell & Galbraith lecture 'Are we on the road to net zero?'

Environment Link - Land Justice seminar

CAMPAIGNS

Natural Capital July-Sept

Publication of Protocol, general release, release calling for case studies, social media campaign, 2x webinars.

Land Reform Bill Op-ed Series 1x Aug, 1x Sept; 4x Oct

Holyrood PR releasing to press, blogs on Commission website, social media campaign.

COMING UP

- Virtual Public meetings – Western Isles, Renfrew & East Renfrewshire
- 'Land @ Lunch' series – phase one
- MyLand competition winners announced and projection event in Edinburgh



SCOTTISH LAND COMMISSION
COIMISEAN FEARAINN NA H-ALBA

Paper 4

Good Practice Quarterly Report Casework and Enquiries Q2 2022

Purpose:

To update Commissioners on new Good Practice enquiries and casework handled between the 1st of April 2022 and the 30th of June 2022.

Definitions:

Enquiries are defined as contact that requires a response that provides information or signposts to another organisation.

Cases are defined as contacts where we are notified of or identify a possible breach of a protocol, which requires further investigation or additional action, including speaking with landowners and other stakeholders.

Enquiries and Casework Overview

The Commission recorded 21 total cases and enquiries in Q2, which is a slight reduction from Q1, in which 23 total cases and enquiries were recorded.

In Q1, there was a roughly even split between cases and enquiries. However, in Q2 more enquiries (13) were recorded than cases (8).

July saw 7 new cases and enquiries recorded, whereas 6 were recorded in August, and 8 in September. It should be noted that this report has not included ongoing cases from previous quarters – only new cases/enquiries from the current quarter. We are looking to improve our reporting processes so that the Q3 report will contain information on open cases and enquiries from previous quarters, better reflecting the total workload from each quarter.

There were 10 contacts from various community organisations, including 3 community councils. 3 private companies contacted the Commission this quarter, and all of their enquiries related to natural capital investment schemes of different kinds, detailed further in table 2. The 4th natural capital-related enquiry came from the University of Edinburgh, who were seeking advice and collaboration on community benefit related to their planned carbon offsetting scheme. 4 individuals contacted the Commission, two of which were concerned about vacant and derelict land in their local communities. A student carrying out dissertation research on natural capital and food security also contacted the Commission looking for stakeholders relevant to their research.

Contact mainly concerned private landowners (11), whilst 4 concerned land held by a public body. There was 1 contact about an intermediary. Only 1 contact concerned an unknown landowner and sought to clarify ownership – they were signposted to the Sasines register. Other enquiries related to various (4) landowners, as their enquiries were not focused on specific plots of land, but broader aspects of land management in Scotland (mainly in relation to natural capital).

Contact this quarter came from all across Scotland, with several contacts relating to Scotland-wide or general issues. In Q1, the bulk of contact came from Aberdeenshire (6) and the Highland council (3). In Q2, 6 contacts concerned Scotland-wide activity, 3 concerned the Highlands, 2 enquiries came from the City of Edinburgh, and 2 from North Ayrshire. Single enquiries and cases came from each of the following local authority areas:

- **Aberdeenshire**
- **Argyll & Bute**
- **Dumfries & Galloway**
- **East Ayrshire**
- **East Lothian**
- **Na h-Eileanan Siar (Outer Hebrides)**
- **West Dunbartonshire**
- **West Lothian**

Contact related to several different issues:

Issue	Number of Enquiries/Cases
Community Engagement	4
Diversification of Ownership and Tenure	1
LRRS (General)	1
Natural Capital	6
Negotiated Transfer to Communities	5
Transparency	1
Vacant and Derelict Land	3

Table 1: Cases and Enquiries related to land-use issues.

Outcomes

Of the new cases and enquiries recorded, 9 were resolved, while 12 remain active, to be monitored, followed up, or updated to reflect further collaboration.

Of the those resolved, most were provided with information or advice direct from the Commission, whilst 3 were signposted to other relevant organisations – Registers of Scotland in one instance, and DTAS and Scottish Forestry in the others.

The enquiry from the University of Edinburgh resulted in interest for future collaboration and meetings on community benefit and responsible land management in relation to the University's offsetting plans. Bi-monthly meetings are taking place with the University into 2023 and advice will be given from SLC and contractors (Community Enterprise and Eunomia) as part of our community benefit project.

Table 2: Good Practice Cases and Enquiries

Contact From	Date	Landowner Type	Issue	Locality	Status	Outcome	Next Steps	Description
Community Council	July 2022	Unknown	Diversification of Ownership and Tenure	West Lothian	Active	Signposted	Monitor	Lack of clarity over playing field ownership, leading to lack of investment/maintenance. Signposted to RoS Sasines register for clarification of ownership.
Individual	July 2022	Private	Vacant and Derelict Land	East Ayrshire	Active	Information provided.	Monitor	Vacant land near Whitelee Windfarm in East Ayrshire. A local resident is looking to take over ownership. Information provided on negotiated transfer, transparency, and legislative routes.
Student	July 2022	Various	Community Engagement	City of Edinburgh	Resolved	Information provided.		Dissertation student - Natural capital and food security - looking for stakeholders to get in touch with. Emailed with links to key stakeholders.
Community Organisation	July 2022	Private	Negotiated Transfer to Communities	Argyll & Bute	Active	Ongoing	Monitor	Community has learned that the owners of the local estate wish to sell up. Community is interested in purchase of land and looking for support. Working with SLF and HIE on options appraisal and acquisition funding.
University	July 2022	Various	Natural Capital	Scotland Wide	Active	Ongoing	Continue to work with UofE, providing advice with assistance from contractors.	Advice sought on new project to offset unavoidable emissions produced by the University. University intends to create new woodland and restore peatland. They will purchase some land and partner with others for further offsetting projects. Interested in protocol and working with us to explore community benefit options. They will conduct own baseline, monitoring and validation process.

Private Company	July 2022	Various	Natural Capital	Scotland Wide	Resolved	Information provided.		Ecosystems Knowledge Network are contracted to update NatureScot guidance on nature-based finance for land managers. Approached Commission for advice. Advice sent by email.
Public Body	July 2022	Various	LRRS (General)	Scotland Wide	Resolved	Information provided.		Advice requested on alignment of woodland benefits tool with LRRS and protocols.
Individual	August 2022	Private	Vacant and Derelict Land	East Lothian	Resolved	Information provided.	Monitor	Following up on Twitter query regarding VDL and bringing it into reuse. Emailed to follow up. Gave some info and asked for more details.
Individual	August 2022	Public Body	Vacant and Derelict Land	City of Edinburgh	Resolved	Information provided, and signposted .		Looking to take over use of vacant council-owned land in area to turn it into a small nature reserve. Advice sent via email on community asset transfer requests and signposted to DTAS' COSS.
Public Body	August 2022	Public Body	Natural Capital	Scotland Wide	Resolved	Information provided.		NatureScot contacted us for advice on a potential collaboration with private bank. Written response on risk assessment, assessment against natural capital protocol, & draft partnership agreement sent.
Community Organisation	August 2022	Private	Negotiated Transfer to Communities	North Ayrshire	Active	Information provided - ongoing	Monitor	Landowner has put an island up for sale. Community-led company has expressed an interest but was having difficulty with the closing date for the sale. Referred to COSS, CSS & follow up with estate agents.

Community Organisation	August 2022	Private	Community Engagement	North Ayrshire	Resolved	Information provided		Community got in touch about engagement in relation to forestry and our case study and work with the Timber Transport Forum to ensure they had right information before approaching a new landowner about engagement.
Community organisation	August 2022	Public body	Community Engagement	Highland	Ongoing	Information provided	Monitor	Community raised concerns over transfer of publicly owned asset to private individual and asked for guidance / advice. Information was provided. Case is ongoing and community are still concerned about potential impact of sale.
Individual	Sept 2022	Private	Transparency	Na h-Eileanan Siar (Outer Hebrides)	Active	Information provided.	Monitor	Contacted via email regarding owner of island delaying sale of house. Owner of house worried that this is a deliberate tactic. Provided information on LRRS and suggested his solicitor send this on to landowner's solicitor. Also suggested community council may be of help here.
Community Council	Sept 2022	Private	Negotiated Transfer to Communities	Dumfries & Galloway	Resolved	Information provided.		Secretary from community council forwarded on a letter they had sent 8 days prior to the local development trust about a proposed community buyout. The CC had not yet received a response and had reached out to HIE, SLF and SLC to complain and ask for information. Followed up with another email to say the DT had just published a newsletter containing the information they required, resolving the issue.

Private Company	Sept 2022	Private	Natural Capital	Scotland Wide	Active	Ongoing	Monitor and provide further advice as needed	An investor contacted us for advice on natural capital protocols. Focus on peatland and native woodland (not commercial forestry). They plan to launch their scheme Jan 2023 and will seek sites. Carbon credits will be used for investors to offset, and criteria will be set for to avoid greenwashing. Potentially a mix of outright ownership of land and some partnerships/leasing.
Private Company	Sept 2022	Private	Natural Capital	Scotland Wide	Active	Ongoing	Monitor and provide further advice as needed	A project developer is working with private landowners on peatland restoration. Following Peatland Code and using Peatland ACTION grants. Advice on community benefit approaches. They have made an informal commitment to a community benefit fund.
Community Organisation	Sept 2022	Public Body	Negotiated Transfer to Communities	Highland	Active	Ongoing	Monitor	Community trust, with support from local authority, applied to lease a campsite from public body but their bid was rejected in favour of private bid. SLC advised the trust should engage further with concerned public body to identify reasons bid may have been rejected but likely cannot intervene further.
Community organisation	Sept 2022	Intermediary (funder)	Negotiated Transfer to Communities	Aberdeen-shire	Resolved	Signposted		Community would like to purchase building that they currently lease but they do not meet SLF eligibility requirements. Encouraged to explore the options and signposted to alternative funders.

Community Council	Sept 2022	Private	Community Engagement	West Dunbartonshire	Active	Contact with other parties	Monitor	Contact from community council member – initially about shipwrecks in river (which is part of Common Good) but mainly about engagement in relation to a path development on private land. Concerns raised around transparency and engagement. Council initiated project but all development will be on private land and taken forward via planning system (path development required as part of other developments).
Community Organisation	Sept 2022		Community Engagement	Highland	Active	Ongoing	Monitor	Contact following on from CWB workshop. Community has concerns about neighbouring landowner applying to forestry grant schemes and what is required in terms of community consultation. Hoping to put together group of representatives from public and community bodies to explore issues and solutions.