



## Scottish Land Commission

### Head of Practice and Advice

#### Job description and person specification

**Salary: £56,382 - £69,018**

**Location: Inverness, with regular attendance required in the office and hybrid working available**

**Hours: 35 hours per week, flexible and part-time working can be considered**

**Contract: permanent**

**Reports to: Chief Executive Officer**

#### Context

As well as working to inform changes to law and policy, the Commission provides leadership and advice to shape good practice, supporting delivery of Scotland's Land Rights and Responsibilities Statement on the ground. The Commission delivers a Good Practice Programme that includes a suite of Protocols, Guidance, Advice and Case Studies.

This is backed by a casework capacity that responds to approaches from land owners, communities or individuals seeking advice. Sometimes we are approached by people seeking information proactively on good practice, sometimes we are contacted about examples of poor practice or where communications or relationships have broken down. Our role is to support the parties involved reach a resolution in line with the principles of the LRRS.

Our advice spans a range of topics including community engagement, transparency, community benefits from land and natural capital. The Good Practice Programme also draws on sector experience through a stakeholder advisory group.

A significant recent focus has been to provide leadership in community benefits from land and natural capital. The Commission has published Guidance, convenes a national advisory group, has engaged with and informed development of market standards, and provides advice through casework.

We also undertake casework to support the Tenant Farming Commissioner functions and there is synergy in the skills and approach needed to ensuring we operate in a robust, objective and transparent way.

Looking ahead, the Land Reform Bill currently being considered by Parliament includes measures that, if passed, would bring new functions for the Commission, including the establishment of a Land and Communities Commissioner to oversee new provisions for large land holdings. If the Bill is passed, the Commission and this post holder can

expect over the next 12-24 months to be developing new work to support and prepare for the implementation of new functions.

## **Purpose of role**

This is a leadership role with responsibility for the Commission's advice and casework to support good practice and responsible land ownership.

You will lead our Good Practice Programme, supporting the practical implementation on the ground of Scotland's Land Rights and Responsibilities Statement (LRRS).

You will lead proactive work to influence practice and you will oversee effective casework to support the LRRS Good Practice Programme and the Tenant Farming Commissioner. You will also be closely involved in preparing for the delivery of possible new functions for the Commission in relation to large land holdings that may arise from the Land Reform Bill currently being considered by Parliament.

The role requires innovative and dynamic thinking as the Commission evolves, learning from experience and creating a cultural shift in attitudes and behaviours in land ownership, management and use that contribute to a more successful Scotland through land reform.

You will provide direction and line management for a team comprising the Good Practice Manager, Tenant Farming Manager, Good Practice Advisers and the Community Benefits from Nature Adviser.

As a member of the management team, you will also have an organisational leadership role working closely with the Chief Executive to ensure the Commission is an effective and influential organisation.

## **Key duties of the role**

### **Delivery**

- Lead a programme of work to support and embed a culture of responsible land ownership, management and use across Scotland, realising in practice the principles of Scotland's Land Rights and Responsibilities Statement.
- Lead and oversee an effective and robust approach to casework supporting the Good Practice Programme and the Tenant Farming Commissioner, ensuring the Commission is a credible and trusted source of advice and guidance.
- Provide advice directly to land owners, managers and communities, handling sometimes sensitive situations and relationships.
- Take lead responsibility for development, delivery and reporting of agreed programmes within the business plan.
- Lead the advice and reporting to the board on the organisation's strategic approach and delivery to strengthen practical implementation of the Land Rights and Responsibilities Statement.
- Lead and develop the Commission's strategic approach to voluntary good practice and its interaction with evolving statutory measures.

- Lead engagement with external partners, seek collaborations to extend the impact of the Commission's work, build stakeholder support and ensure our advice is rooted in a sound understanding of experience and evidence.

### **Management Team and Organisational**

- Motivate, empower and support the team to deliver effectively against the strategic and business plans, creating a culture of learning and development. Provide direction, guidance and line management for the Good Practice team.
- Build a strong reputation and profile for the Commission including representing the Commission regularly at a senior level with stakeholders, Scottish Government, Parliament, public meetings and events.
- As a part of the management team, co-ordinate the strategic planning, resourcing, reporting and strategic risk management to ensure sound governance.
- As part of the management team lead an effective system of organisational performance monitoring, evaluation and reporting.
- Hold delegated budget responsibility ensuring that expenditure is planned in accordance with the Commission's budget requirements and procurement principles.
- Be proactive in professional development by maintaining an active interest in relevant policy developments and committing to regular continuing professional development.
- Support the professional development of colleagues by providing constructive feedback where appropriate.
- Lead by example a staff culture that promotes empowerment, accountability and wellbeing and brings our organisational values to life.
- Seek and share opportunities to be creative and realise continuous improvement in our delivery and impact.

## Person specification

Criteria	Essential	Desirable
<b>Qualifications and professional experience</b>	<p>A relevant degree or equivalent professional experience.</p> <p>Experience of working in a relevant sector with awareness of the land reform policy environment</p>	<p>Experience of the land and/or community development sectors</p> <p>Experience of using mediatory approaches</p>
<b>Advisory skills</b>	<p>Proven ability to lead a programme of advice and guidance influencing practice</p> <p>Ability to manage casework in a rigorous and transparent way</p> <p>Proven ability to manage conflicting views &amp; sensitive relationships with tact</p> <p>Proven ability to articulate complex messages clearly to a variety of audiences.</p>	<p>Experience of regulatory duties or similar functions</p> <p>Established professional networks spanning public, private and voluntary sector interests.</p>
<b>Corporate management</b>	<p>Strong management skills and the ability to lead and empower a staff team.</p> <p>Ability to work as part of a management team providing organisational leadership and direction.</p> <p>Experience of business planning and budget management.</p>	
<b>Professional development</b>	<p>Willingness to learn and take on new areas of responsibility.</p>	<p>Evidence of on-going commitment to continuous professional development.</p>
<b>Other</b>	<p>Willingness to travel to fulfil requirements of the post.</p>	<p>Knowledge of Gaelic.</p>