



## Scottish Land Commission

### Head of Practice and Advice

#### Job description and person specification

- **Salary: £60,690 - £74,291**
- **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

The Commission provides practical advice to landowners, managers and communities to support the delivery of Scotland's Land Rights and Responsibilities Statement on the ground. Our Good Practice Programme includes protocols on responsible practice, guidance, advice and case studies, supported by casework that responds directly to approaches from communities, landowners, managers and individuals.

This work is varied, high-profile and often complex. We may be approached proactively by people seeking guidance on good practice, or by those involved in situations where relationships have broken down, communication has failed, or concerns have been raised about poor practice. Our role is to provide clear, constructive and credible advice that helps the parties involved move towards resolution in line with the principles of the LRRS.

Our advice spans a wide range of issues, including community engagement, transparency, community benefits from land and natural capital. The Good Practice Programme also draws on sector expertise through a stakeholder advisory group, helping ensure our work is practical, informed and influential.

The Commission is now preparing for a significant new phase of work through the creation of the Land and Communities Commissioner, set out in the Land Reform Act 2025. The new Commissioner will have an enforcement function in relation to the new community engagement obligation on large landholdings, and an advisory function in relation to the potential lotting of large landholdings.

We expect the Land and Communities Commissioner to be appointed in spring 2027. The Commission is already developing the systems, relationships, evidence and ways of working needed to support these new functions. This will be a major programme of organisational development and delivery over the next two to three years.

## **Purpose of role**

This is a pivotal leadership role with responsibility for shaping, leading and delivering the Commission's advice and casework function to support responsible land ownership in Scotland.

You will lead and oversee our programme of advice and support for landowners, managers and communities, ensuring the practical implementation of Scotland's Land Rights and Responsibilities Statement. You will also play a central role in preparing the Commission for the new Land and Communities Commissioner functions, particularly in relation to the community engagement obligation on large landholdings.

We are looking for an experienced manager and confident leader who can bring direction, pace and focus to a complex and evolving area of work. You will need to be comfortable making decisions, setting priorities, leading through change and delivering results through others. This role requires someone who can combine strategic judgement with practical delivery, and who can work effectively in an environment where influence, credibility and clarity matter. You will also represent the Commission regularly at senior level with government and stakeholders.

You will provide strong leadership and line management to a team currently comprising the Land Rights and Responsibilities Manager, Good Practice Advisers and the Community Benefits from Nature Adviser. You will be responsible for supporting, developing and directing the team, ensuring they are clear on priorities, confident in their roles and able to deliver high-quality advice and casework.

As a member of the management team, you will also have a wider organisational leadership role. Working closely with the Chief Executive and senior colleagues, you will help ensure the Commission is effective, focused and influential, with the capability to deliver both its current responsibilities and the significant new functions ahead.

## **Key duties of the role**

### **Delivery**

- Lead and direct 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 direct an effective and robust approach to advice and casework, ensuring the Commission is a credible and trusted source of advice and guidance.
- Provide advice directly to landowners, managers and communities, handling sometimes sensitive situations and relationships.
- Lead development of the Commission's support for the new Land and Communities Commissioner role in enforcement of the community engagement obligation on large land holdings.
- Take lead responsibility for directing the 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, represent the Commission at a senior level, 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 direct 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>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 leadership and people skills and proven 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>