

Chief Executive



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A message from the Chair

Thank you for your interest in the position of Chief Executive with the Scottish Police Authority

This is a unique opportunity to lead one of the most important public bodies in Scotland through a period of significant transformation and change. With oversight of the second largest police service in the UK, the SPA has a key role to play in developing this vital public service to ensure that policing adapts to meet the needs of a changing Scotland.

It is just five years since Police Scotland was established as a single national police service – the biggest public sector reform since the creation of the Scottish Parliament in 1999. In that time, much progress has been made but there is much more to do – not least to develop effective governance and scrutiny of policing in Scotland and to build public confidence and trust.

The Chief Executive of the SPA will have a key role to play in leading the SPA in this next phase of its development. We are currently embarked on a major programme of improvement and change and are looking for a leader who can drive this work forward in the years ahead.

For the right person, this role offers an excellent opportunity to shape and develop a major public body and to work together with a range of people and organisations to develop our police service and to help keep Scotland's communities safe. If you think you have the skills, experience and commitment for this important role, we would welcome your application.



Susan Deacon, CBE
Chair
Scottish Police Authority



Advertisement

The Scottish Police Authority is seeking an exceptional leader for one of Scotland's most important public bodies to lead the organisation during a period of significant transformation

With a recently strengthened Board and an ambitious programme of organisational improvement under way, we are looking for a Chief Executive who can take the SPA to the next level of performance and build public trust and confidence in this important national public body.

The successful candidate will be an influential and collaborative strategic leader, with the ability to drive and deliver change within the SPA itself and across the wider policing environment. You will thrive on challenge and will bring a track record of leading change in a complex environment, along with demonstrable ability to build strong relationships and deliver results. As well as leading and developing the SPA as a highly professional and influential organisation, you will be the principal advisor to the Board and will be accountable for £1.1 billion of public expenditure on policing in Scotland. You will work closely with the leadership team in Police Scotland.

This is a high profile leadership role with significant levels of public scrutiny and engagement at the most senior levels. It offers a unique opportunity to support the development of policing to meet future demands and to improve the safety and well-being of communities across Scotland.

For further information and an information pack, please visit: www.spa.police.uk

If you are interested in learning more please contact our recruitment partner, Badenoch & Clark on **0141 220 6460** or email dawn.jackson@badenochandclark.com

Closing date for applications: **noon Monday 25 June 2018.**

We are committed to developing a diverse workforce and to promoting an organisational culture where everyone is treated with dignity, fairness and respect. We particularly welcome applications from groups currently under-represented in Scotland's senior leadership roles.

Scottish Police Authority

The Scottish Police Authority (SPA) was established in 2013 as the national organisation to support, oversee and hold to account Scotland's single police service

With a workforce of more than 22,000 police officers and staff and an annual budget of £1.1 billion, Police Scotland is the second largest police service in the UK and serves a population of over five million people, in cities and towns and across rural and island communities.

The main functions of the SPA are to maintain, keep under review and hold to account Police Scotland, and to promote the primary purpose of policing in Scotland which is to improve the safety and well-being of people places and communities. The SPA has additional responsibilities, including as the employer of all police staff and in relation to police officers, including the recruitment of senior police officers. It currently has around 40 staff, and is now undertaking a major programme of organisational improvement and restructuring to increase its capacity and capability to carry out its core responsibilities.

In addition, the SPA is responsible for forensic services and independent custody visiting.

Job Specification

Job Purpose

- To lead the Scottish Police Authority (SPA) through a period of significant transformation and change within the SPA and Police Scotland, and to build the SPA's reputation as an effective and trusted national public body.
- To act as principal advisor to the SPA Board, ensure that the SPA carries out its statutory functions to high levels of performance, and lead the SPA executive team's engagement with Police Scotland and with local and national partner organisations .
- To act as Accountable Officer for £1.1 billion of public money spent on policing in Scotland. This brings a personal accountability to the Scottish Parliament for the propriety and regularity of this expenditure, and for the value for money delivered.

Key Responsibilities

Working with the Chair and Board, the Chief Executive will build the reputation of the SPA as a national public body which commands public confidence, and which is successful in providing effective scrutiny and oversight of Police Scotland and the SPA itself. The Chief Executive will establish and embed a clear vision, values and purpose within the organisation, and will develop a professional and performance-driven organisational culture.

Through effective, authoritative and knowledgeable engagement and dialogue, the Chief Executive will influence national policy and public debate on matters affecting the development and operation of policing in Scotland. The Chief Executive will be an advocate of policing reform, and will be able to articulate complex issues clearly and accessibly.

The Chief Executive will have particular responsibilities in the following key areas:-

Strategic change and transformation

- Leading and delivering organisational change and improvement of the SPA, including in governance, financial stewardship and performance in relation to the SPA's statutory responsibilities.
- Improving the SPA's engagement with the Police Scotland Executive, the public, partner organisations and stakeholders, and with policy makers.
- Overseeing and supporting the strategic development of Police Scotland in line with its 10 year strategy, and a major programme of change and transformation currently being delivered.

Leadership and governance

- Providing strategic leadership of the SPA and supporting the Board to fulfil its functions as set out in the Police and Fire Reform (Scotland) Act 2012, and ensuring that the best available professional advice is provided to the Board and its Committees when making decisions.
- Supporting the SPA Chair in improving Board effectiveness and establishing high standards of corporate governance.
- Leading and motivating the SPA executive team to ensure that corporate objectives are delivered, including implementing a new organisational structure which delivers increased capability, embedding a culture of high performance and continuous improvement, and enabling the SPA to perform in line with a new strategic direction set by the Board.

Strategy and delivery

- Leading the development of the SPA's corporate strategy and ensuring that its Improvement Plan is fully delivered in line with the priorities agreed by the Board.
- Working collaboratively with senior leaders across a multi-agency environment, including through the Scottish Government's Justice Board, to develop system-wide improvements and the delivery of shared outcomes.
- Leading with Police Scotland the review and renewal of the 10 year strategy 'Policing 2026: Serving a Changing Scotland' and supporting the effective implementation of that strategy in line with the agreed timescales.

Relationships and communication

- Building trusted relationships at the most senior levels with key stakeholders including the Chief Constable and the senior executive team of Police Scotland, Scottish Government Ministers and officials, MSPs, local government Elected Members and officials, and a wide range of partner organisations across Scotland, the UK and internationally.
- Communicating effectively and building shared understanding of strategic priorities for policing in Scotland.

Financial accountability

- Fulfilling the requirements of the role of Accountable Officer for £1.1 billion of policing expenditure in Scotland to ensure that the public funds for which you are responsible are properly managed and safeguarded.
- Ensuring the development of appropriate systems of assurance and financial control within policing which meet the requirements of the Scottish Public Finance Manual.
- Leading the financial governance of expenditure in the SPA itself, ensuring that budgeting, financial control and financial management are carried out effectively.

Person Specification

Previous Experience

You must have a proven track record in senior and strategic management and leadership roles, not necessarily in a public sector or not-for-profit organisation. You will have senior executive or Board level experience gained within an organisation undergoing extensive change where finance and governance were significant factors. You will also be able to demonstrate an understanding of, and sensitivity to, the public policy process and the wider environment within which the SPA operates. In addition the successful candidate will be able to demonstrate significant experience across the following areas:

Area	By demonstrating
Strategic Change and Transformation	Successful turnaround and transformational change leadership in a complex environment.
Leadership and Governance	Successful delivery of good corporate governance and demonstration of promoting a culture of continuous improvement.
Strategy and Delivery	Sharp intellect and the ability to align people and resources to organisational priorities, establish high professional standards and ensure robust performance management.
Relationships and Communication	The ability to foster collaborative relationships; build trust, respect and confidence; and communicate in a compelling and accessible way with a wide range of stakeholders.
Financial Accountability	A high level of financial literacy and previous significant budgetary accountability.

Skills and attributes

- Excellent strategic thinking and the ability to shape the wider environment and influence at the most senior levels.
- The ability to translate broad strategic ambitions into clear performance objectives which drive large scale improvement and operational effectiveness.
- Strong people management skills, and the ability to develop and motivate teams.
- Exceptional oral and written communication skills, able to articulate complex ideas and analysis effectively and accessibly to a range of audiences.
- Ability to build collaborative relationships within an ambiguous and complex environment.
- A track record of developing an inclusive culture of professionalism and high performance.
- High levels of self-awareness and personal resilience, and the ability to operate under high levels of scrutiny in a fast-paced and politically sensitive environment.
- Selflessness, integrity and objectivity, underpinning strong judgement and decision making skills.
- Authenticity and gravitas to create and lead a strong, confident and influential front-facing organisation.

Salary and Conditions of Appointment

Salary Range

The salary range for this post is between **£110,000 - £120,000** depending on experience. There will be no bonus payable.

Duration of appointment

This is a permanent full time appointment.

Terms of appointment

The successful candidate will be appointed on the Scottish Police Authority terms and conditions of employment. Appointment will be subject to Security and Medical clearance in addition to appropriate reference checks.

Working Location

The majority of work will be conducted from the Scottish Police Authority Head Quarters, Pacific Quay, Glasgow. However, the nature of the work will also require travel throughout Scotland and across the UK.

Working Hours

Working hours will be 35 hours per week (Monday to Friday). Given the seniority of this role, out of office hours working is likely to be required.

Holiday and Public Holidays

Entitlement to annual leave is 24 working days each year, or 29 working days after completion of two years reckonable service at the start of the leave year, and 32 working days each leave year after completion of three years reckonable service at the start of the leave year. This entitlement is proportioned for those who work less than full-time hours.

There is also an entitlement to 8 public holidays, proportioned for staff who work less than full-time hours. Not all of these public holidays will be on fixed days.

This will be reviewed as part of the ongoing harmonisation of the SPA terms and conditions.

Security Clearance

Appointment is subject to satisfactory completion of a vetting process (management level).

Pension

You will be eligible to join the Local Government Pension Scheme.

Guidance Notes and further information

If you would like to have an informal and confidential discussion about this role, please contact in the first instance our recruitment partner, Dawn Jackson at Badenoch & Clark on **+044(0)141 220 6460** or email **dawn.jackson@badenochandclark.com**

Application Timeline

Advert Closes: **Noon Monday 25 June 2018**

Interviews: **19 and 20 July 2018**

Links to key documents

[Our 10-year Strategy for Policing](#)

[3 year Financial Plan](#)

[3 Year Implementation Plan](#)

[Police Scotland Annual Police Plan 2018-19](#)

[Police and Fire Reform \(Scotland\) Act 2012](#)



Badenoch & Clark has been helping clients and candidates make the right connections since 1978. Our executive search, permanent, temporary, interim, contract and RPO recruitment solutions unite professional talent with top employers across a vast range of sectors and functions, from procurement & supply chain, project management, accountancy, legal and business change, to banking, marketing and communications fundraising and HR.

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SCOTTISH POLICE
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