

**POLICING IN THE
PUBLIC INTEREST**

**SCOTTISH POLICE
AUTHORITY**

**DIRECTOR OF
FORENSIC SERVICES
RECRUITMENT
PACK**



EXCEPTIONAL LEADER SOUGHT FOR THE **SCOTTISH** **POLICE** **AUTHORITY**

03

A MESSAGE FROM
THE CHAIR

04

POST ADVERT -
DIRECTOR OF
FORENSIC SERVICES

05

SPA FORENSIC SERVICES

09

ROLE PROFILE

11

PERSON SPECIFICATION

13

KEY COMPETENCIES

14

BENEFITS AND CONDITIONS

15

RECRUITMENT PROCESS,
GUIDANCE NOTES AND LINKS
TO KEY INFORMATION



Martyn Evans
Chair,
Scottish Police Authority

A MESSAGE FROM THE CHAIR

Thank you for your interest in the position of Director of Forensic Services for the Scottish Police Authority.

This is an exciting opportunity to lead the largest public sector forensic services organisation in the UK, providing a unique crime-scene-to-court service to Police Scotland, the Crown Office and Procurator Fiscal Service, and the Police Investigations and Review Commissioner.

The Scottish Police Authority was established in 2013, under the Police and Fire Reform (Scotland) Act 2012 as the oversight and review body for policing in Scotland. The Authority provides funding for and, governance of Police Scotland and has responsibility for the management and delivery of Forensic Services to policing.

The Director of Forensic Services reports to the Chair of the Authority and reports regularly on service performance in public at Authority and committee meetings. This is a high profile role for an excellent scientist with outstanding leadership and management skills who is comfortable with demanding service standards and public scrutiny.

The successful candidate will deliver the Forensic 2026 Strategy which builds on the current strengths of Forensic Services, driving greater value from our unique crime-scene-to-court model. The application of science in the interpretation of evidence is at the core of the strategy. It will improve the timeliness of our service, invest in detection techniques, and track our progress to demonstrate the value.

It is a fantastic opportunity to shape and develop a major public body and to work with a range of organisations to help keep Scotland's communities safe. If you have the skills, experience and commitment for this important role, I would welcome your application.

POLICING IN THE PUBLIC INTEREST

DIRECTOR OF FORENSIC SERVICES

The Scottish Police Authority is seeking an exceptional scientific leader to join its senior management team to lead Forensic Services in Scotland. As an experienced senior leader, you will play a key role in building capacity, performance and improvement through progressing the phases of the Forensic 2026 Strategy.

Reporting directly to the Chair of the Scottish Police Authority, you will hold responsibility for the strategic direction and performance throughout Forensic Services. You will show commitment to Scientific Excellence and be able to lead in providing independent, impartial specialist forensic services to Police Scotland, the Crown Office and Procurator Fiscal Service (COPFS), and the Police Investigations and Review Commissioner (PIRC).

As the Senior Responsible Officer for the delivery of strategic outcomes, you will ensure appropriate relationships and engagement with key partners and stakeholders – as well as Forensic Science bodies and academia. You will be responsible for leading on a capital investment and replacement programme and you will manage a revenue budget of circa £30m.

Educated with a scientific Honours degree or with equivalent qualifications/experience, along with substantial transferable experience of working at a senior management level. You will have proven experience in leading a corporate agenda, strategic planning and performance delivery in a complex, high-profile Forensic Science environment. In addition, you will have excellent communication and influencing skills, with a track record of building strong relationships with a wide range of internal and external stakeholders.

For further information, please visit:
www.spa.police.uk/forensic-services

If you are interested in learning more please contact our recruitment team by emailing:
RecruitmentTeam2@scotland.pnn.police.uk

Closing date for applications:
12noon on 7 July 2021.

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.



SPA FORENSIC SERVICES

SPA Forensic Services is the largest public sector forensic organisation and among the largest forensic organisations in the UK.

Using scientific approaches and delivering a world-leading forensic service, SPA Forensic Services supports the delivery of justice and helps to keep Scotland's communities safe through the provision of independent, impartial specialist services to policing and the wider criminal justice system.

Under the Police and Fire Reform (Scotland) Act 2012, "The Authority must provide forensic services to the Police Service, the Police Investigations and Review Commissioner (PIRC) and the Lord Advocate and procurators fiscal."

The publicly accessible SPA Forensic Services Committee, provides oversight and scrutiny to the work undertaken by Forensic Services. A yearly review of Forensic Services' strategic performance is published as part of the SPA's Annual Report and Accounts and laid before Parliament.

SPA Forensic Services reports to the Scottish Police Authority, with the Director of SPA Forensic Services reporting directly to the Chair of the SPA. This reinforces the independence and impartiality of our service which are key values in delivering forensic services throughout the criminal justice system.

Our people are at the heart of our ability to deliver forensic services for the people of Scotland. Forensic Services has over 500 highly-trained and skilled scientists and staff, committed to Scientific Excellence and working to our values of Integrity, Professionalism and Impartiality. We invest in developing our people and business areas to ensure continued improvement in the service we deliver to our justice partners.

The majority of the work of Forensic Services has been accredited by the United Kingdom Accreditation Service (UKAS) for more than 20 years – this provides third party quality assurance on the technical and managerial standards in place.

FORENSIC 2026 STRATEGY

[The Forensic 2026 Strategy](#) was approved by the SPA Board on the 2 May 2018 following consultation with staff and stakeholders.

The Forensic 2026 Strategy builds on the current strengths of Forensic Services, driving greater value from our unique Crime-Scene-to-Court model. It aims to increase scientific excellence so we can continue to prevent, detect, and investigate crime. The strategy's aims are aligned with the Scottish Government's Justice Outcomes as well as the Strategic Aims of Police Scotland and the Crown Office and Procurator Fiscal Service.

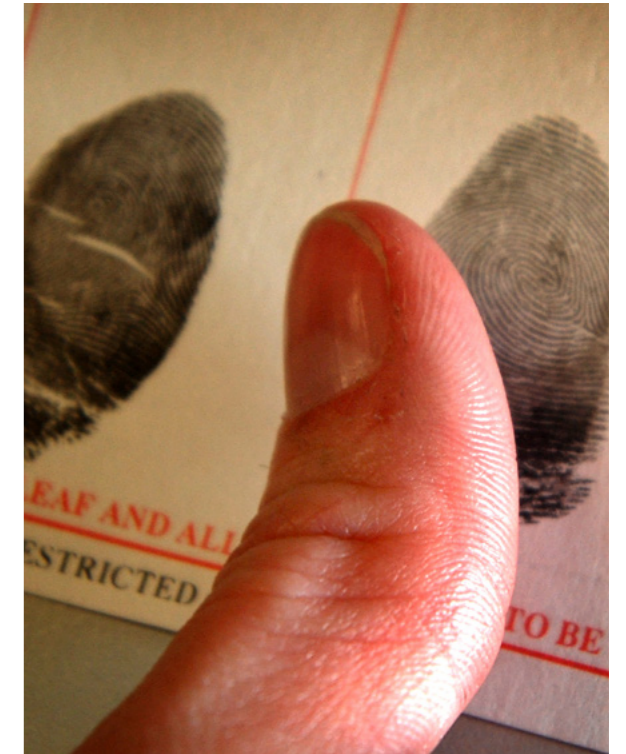
We are taking a phased approach to improve our services:

- Phase 1, 2018-20: Increasing Capacity, Improving Utilisation, and Demonstrating Value
- Phase 2, 2020-23: Transitioning to an Enhanced Operating Model and Enabling Infrastructure
- Phase 3, 2023-26: Investment and Innovation, introducing new forensic science techniques

Forensic Services business plans reflect these priorities and demonstrate our commitment to strategic delivery. As well as tracking progress through our management reporting, we will evaluate our progress, the external environment and then develop a plan for the next phase as we near completion of each phase.

The application of science in the interpretation of evidence is at the core of the strategy. It will improve the timeliness of our service, invest in detection techniques, and track our progress to demonstrate the greater value we will deliver.

Our people remain at the heart of our ability to deliver forensic services and the strategic outcomes we have set. Investment in our people is as important as investing in technology and are a key aspect of our plans.



SPA FORENSIC SERVICES

Recognising the value Forensic Science brings to the Justice Sector assists all our partners to deliver on their own outcomes - with the potential to make savings.

Each strategic phase will work from the strategic objectives, ensuring these common objectives focus activity and provide the necessary driver for change. Realising change, through the delivery of our strategic outcomes, will allow us to work towards achieving our vision: Scientific Excellence for Safer Communities.

Forensic 2026 Strategy Strategic Objectives:

- Value and develop our people, mainstreaming equality and promoting wellbeing
- Deliver faster, more responsive and smarter forensic science
- Advance the benefits and value derived from quality forensic science and supporting operations
- Transition to an efficient operating model, delivering measurable improvements
- Enhance the profile and commercial potential of Forensic Services

Forensic 2026 Strategy Strategic Outcomes:

- Positive and vibrant workplace for all of our people
- Responsive provision of science from crime scene to court
- Effective demand management, maximising the value we add
- Deployment of cutting edge techniques in forensic science
- Maintained quality standards and assurance across multi-faceted forensics expertise
- Commercial capability and value for money



ROLE PROFILE

The Director of Forensic Services is a critical role within the Authority's senior leadership team. You will be responsible for the strategic direction and performance of Forensic Services, reporting directly to the Board of the Scottish Police Authority (SPA). Your line manager will be the Chair of the SPA Board.

You will lead SPA Forensic Services in Scotland, a world-leading national crime-scene-to-court organisation of more than 500 staff. Forensic Services is the largest public sector forensic organisation and among the largest forensic organisations in the UK.

You will be committed to scientific excellence and be responsible for providing independent, impartial specialist forensic services to Police Scotland, the Crown Office and Procurator Fiscal Service (COPFS), and the Police Investigations and Review Commissioner (PIRC). The majority of the work of SPA Forensic Services has been accredited by United Kingdom Accreditation Service (UKAS) for more than 20 years.

A yearly review of Forensic Services strategic performance is published as part of the SPA's Annual Report and Accounts and laid before Parliament.

You will have responsibility for appropriate reporting to the Forensic Services Committee (FSC) and engagement with its members, who are all members of the SPA Board and will represent Forensic Services in Scotland across strategic platforms in the UK and internationally.

You will lead day-to-day operational activity in line with the organisation's objectives and business plan and always aligned with the Forensic Services' values of Integrity, Professionalism, and Impartiality and be the Senior Responsible Officer for the delivery of the organisation's strategic outcomes managing a revenue budget of circa £30m and lead on a capital investment and replacement programme.

You will be required to ensure appropriate relationships and engagement with Forensic Services' key partners and stakeholders – as well as Forensic Science bodies and academia, this will include the Scottish Government, Scottish Parliament and its Committees, and other justice and public and private sector organisations.

KEY AREAS OF RESPONSIBILITY WILL INCLUDE:

- Assume full accountability to the SPA Board for Forensic Services operation.
- Lead the provision of Forensic Services in Scotland across the laboratories and scene examination sites throughout Scotland with more than 500 staff – key workers in the Justice Sector.
- Provide a world-leading responsive forensic service from the crime scene to the court and investigate all crime - including the most serious offences committed within Scotland.
- Ensure services to Police Scotland and COPFS are prioritised accordingly to meet the most urgent business requirements and deliver on the SPA's requirements in the Police and Fire Reform (Scotland) Act 2012: "The Authority must provide forensic services to the Police Service, the Police Investigations and Review Commissioner and the Lord Advocate and procurators fiscal."
- Maintain the corporate dialogue between key stakeholders; Police Scotland, COPFS and PIRC – to ensure customer requirements are met.

- Engage with the SPA Board and Scottish Government to ensure demonstration and adherence to required statutory requirements.
- Represent Forensic Services at the Forensic Services Advisory Council, on required Home Office Boards including the Home Office Biometrics Programme.
- Work with key stakeholders to shape both operational activity and strategic development. Lead on the delivery of the Forensic 2026 Strategy acting as SRO. Embed the long-term strategy and implement a delivery plan.
- Ensure adherence to financial set targets and that the annual revenue budget is balanced. Also make sure that other agreed targets and business goals are met. Identify opportunities to reduce overhead costs while maintaining quality services.
- Value employees and keep staff motivated. Drive a strong and positive work ethic throughout the organisation. Our people are at the heart of our ability to deliver forensic services for the people of Scotland and investment in our people is as important as investing in technology.
- Ensure UKAS quality accredited standard 17025 is maintained and developed.



PERSON SPECIFICATION

ESSENTIAL

EDUCATIONAL/OCCUPATIONAL

Educated in science to honours degree level.
Educated in business with a management qualification.

OR

Where no formal qualifications exist extensive experience in a senior leadership position within a Forensic Services environment.

PERSONAL QUALITIES

Excellent relationship management skills, including the ability to engage professionally with people operating at all levels of the organisation.

Ability to work with the SPA Board and senior management team to set, develop and deliver current operational plans and future strategic development.

Maintain an ambitious vision within the organisation to continue to drive and sustain higher levels of delivery and performance.

Maintain excellent relationships with external partners / stakeholders, including staff associations, as relevant.

Define the culture and set the tone through effective leadership, management and decision making skills.

Able to demonstrate full commitment to exceptional customer care and service in all activities.

Ability to work under pressure and manage a number of tasks simultaneously.

Ability to understand the overarching design of the organisation to ensure delivery of business as usual objectives of Forensic 2026 strategy work are appropriately aligned.

Handles difficult personnel situations directly, using appropriate discretion, HR advice, and respect for the individual.

SPECIAL APTITUDES

Can see through complexity to develop solutions, offer insights and create value. Has a mind-set of change representing opportunity.

DESIRABLE

EDUCATIONAL/OCCUPATIONAL

Membership of a recognised professional scientific body.

Experience in Health and Safety management.

KEY COMPETENCIES

As well as assessment against the essential and desirable criteria for the role, candidates will be expected to demonstrate and evidence a high level of competence and effectiveness against the six competencies detailed within the Forensic Services Competency and Values Framework at level 3.

1. We are emotionally aware
2. We take ownership
3. We are collaborative
4. We deliver, support and inspire
5. We analyse critically
6. We are innovative and open-minded



BENEFITS AND CONDITIONS

We offer a competitive benefits package that includes:

- A competitive salary
- Annual salary increments
- Local Government Pension Scheme
- 28 days annual leave and 6 public holidays on appointment
- Wide range of family-friendly policies
- Modern, spacious working environments
- Employee Assistance Programme
- Access to a range of staff associations
- Scottish Police Recreation Association
- Scottish Police Credit Union
- Cycle 2 Work Scheme

STARTING SALARY

The salary for this post is £128,200.
There will be no bonus payable.
Salary is paid on a monthly basis.

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 Crime Campus, Craignethan Drive, Gartcosh. However, the nature of the work will also require regular 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, some out of hours working is likely to be required. Individuals working, or applying for a flexible working arrangement who wish to apply for this post will have their flexible working arrangement considered in line with the current policy, as well as both personal and organisational needs.

DIVERSITY

The Scottish Police Authority is committed to promoting a diverse workforce and to achieving and promoting an organisational culture where staff and officers are treated with dignity, fairness and respect.

To assist us monitor the effectiveness of our equality and diversity practices, we would encourage you to complete and submit the Equality and Diversity monitoring form, which will be separated from your application form prior to the selection process. The information you provide will be treated as sensitive under the Data Protection Act 2018.

SECURITY CLEARANCE

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

GUIDANCE NOTES AND FURTHER INFORMATION

HOW TO APPLY

Applicants must be a British citizen, a member of the EU or other states in the EEA, a Commonwealth citizen or a foreign national free of restrictions. You should also have been resident in the UK for a minimum of five years immediately prior to application.

To be considered for this opportunity please click apply to upload your details.

Applications will be assessed against the essential and desirable criteria in the person specification and the specified competencies.

Closing date: 12noon on **7 July 2021**.

INTERVIEW GUARANTEE

The Scottish Police Authority is committed to positive action in the recruitment and selection of people with disabilities. We guarantee an interview to any applicant who has a disability, as defined under the Equality Act 2010, and who meets the essential criteria for the post. Please regard this as an opportunity to let us help you. Tell us of any aspects which could present difficulties and any suggestions for overcoming these.

LINKS TO KEY INFORMATION

- [SPA website](#)
- [Forensics 2026 Strategy](#)
- [SPA 3-Year Corporate Plan](#)
- [SPA Annual Business Plan](#)
- [Strategic Police Plan](#)
- [Annual Police Plan](#)
- [Budget and finance](#)
- [Performance Framework](#)
- [Police & Fire Reform \(Scotland\) Act 2012](#)

