



**POLICE
SCOTLAND**

Keeping people safe

POILEAS ALBA

**SCOTTISH POLICE
AUTHORITY**

Director of Human Resources

Candidate Information Pack November 2025

LHH



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Welcome from Jo Farrell

Chief Constable, Police Scotland

Thank you for your interest in the position of
Director of Human Resources for Police Scotland.

Since joining Police Scotland in 2023, I have been immensely proud to lead one of the most important and complex public service organisations in the country. Across Scotland, our officers, staff and volunteers work with professionalism and compassion to deliver on our purpose - to improve the safety and wellbeing of people, places and communities.

At the heart of that purpose lies our people. We depend on their skill, integrity and resilience to deliver for Scotland every day. The Director of Human Resources will play a pivotal role in ensuring we have the right culture, capability and leadership to meet the evolving needs of policing and the communities we serve.

This is a unique opportunity to shape and deliver a progressive people strategy for one of the UK's largest and most diverse organisations, with a workforce of 23,000 colleagues who are dedicated to public service. The successful candidate will bring strategic vision and proven expertise in leading complex people and organisational change programmes, ensuring that Police Scotland remains a modern, inclusive and high-performing organisation.

As a key member of the Force Executive, you will provide leadership across all aspects of Human Resources - from workforce planning and leadership development, to equality, diversity, wellbeing and culture. You will also work closely with the Scottish Police Authority and our partners to ensure that our people strategies and practices are aligned with the highest standards of public accountability and best practice.

I am looking for an influential and collaborative leader - someone who combines strategic insight with genuine empathy, and who can inspire confidence across all levels of our service. If you are passionate about making a difference through people, I would be delighted to receive your application.'

Jo Farrell,
Chief Constable





Advertisement

Director of Human Resources

Salary – £145,650 - £155,442

Location – Glasgow/Hybrid with regular travel throughout Scotland

Police Scotland and the Scottish Police Authority make a real difference to people's lives - improving the safety and wellbeing of people, places and communities across Scotland.

Established on 1 April 2013, Police Scotland is responsible for policing across the whole of Scotland - some 28,168 square miles, covering a third of the United Kingdom's landmass and serving a diverse range of urban, rural, island and remote communities. With around 23,000 officers and staff, we are the second largest police service in the UK, united in our purpose of Keeping People Safe.

We are seeking an exceptional Director of Human Resources to join the Police Scotland Executive - a visible and influential leadership position at the heart of one of Scotland's most significant public service organisations.

Reporting directly to a Deputy Chief Constable, you will shape and deliver a progressive, inclusive and high-performing people strategy. This is a rare opportunity to lead transformation across the Human Resources directorate, embedding modern, evidence-based practice that supports the evolving needs of policing in Scotland.

The successful candidate will be a strategic and collaborative leader, with a proven ability to influence organisational culture, design and capability. You will inspire confidence, drive innovation and ensure that our people feel valued, supported and equipped to deliver an outstanding service to Scotland's communities.

Working across both Police Scotland and the Scottish Police Authority, you will lead the integration and future development of the HR and Training & Development functions, oversee workforce planning, talent and succession management, and drive initiatives to strengthen engagement, diversity, wellbeing and inclusion.

If you have the leadership ability, resilience and strategic insight to shape the future of Scotland's national police service - whether your background is in policing, the wider public sector or private industry - we would be delighted to hear from you.

We particularly welcome applications from groups currently under-represented in Scotland's senior leadership roles.

Applications in the form of a tailored CV and covering letter (no longer than two pages) outlining your relevant skills, experience and motivation for applying, should arrive no later than, **midnight, 30 November 25**.

For an informal, confidential discussion about the role, please contact LHH on **+44 (0)141 220 6460** or email **ScotlandExecutive@LHH.com**





Background

Our purpose is to improve the safety and wellbeing of people, places and communities in Scotland, focusing on Keeping People Safe in line with our values of integrity, fairness and respect and with human rights at the heart of everything we do.



Police Scotland was established on 1 April 2013 and is responsible for policing across the whole of Scotland - some 28,168 square miles covering a third of the United Kingdom's landmass with a unique range of urban, rural, island and remote communities.

It is the second largest police service in the UK, with around 23,000 officers and staff working together for the people of Scotland.

Our purpose is to improve the safety and wellbeing of people, places and communities in Scotland, focusing on Keeping People Safe in line with our values of integrity, fairness and respect, and with human rights at the heart of everything we do.

The next phase of police reform is now underway as we continue to deliver our 2030 vision of a thriving workforce - police officers, staff and volunteers who make communities safer; reduce crime and support victims effectively.

The Director of Human Resources will serve as a senior executive leader within Police Scotland, providing expert direction on people strategy, organisational design and workforce capability across one of Scotland's most significant public bodies.

Operating at executive level, the role involves influencing key organisational decisions and contributing to wider leadership goals through the Force Executive and the Scottish Police Authority.

The Director will lead on strategic people management, learning and development, employee relations, equality, diversity and inclusion, wellbeing and reward, ensuring that our people are supported, developed and valued throughout their careers.

The successful candidate will also drive modernisation across the HR and Training and Development functions, embedding best practice, digital transformation and professional excellence across all areas of People and Development.

Working closely with colleagues across policing, government and partner agencies, the Director will ensure that Police Scotland continues to attract, retain and develop a workforce that reflects and serves Scotland's communities, and that our people feel supported, respected and inspired to give their best every day.

The service is led by Chief Constable Jo Farrell, supported by a command team of Deputy Chief Constables, Assistant Chief Constables and Directors.

There are 13 local policing divisions, each headed by a Chief Superintendent who ensures that local policing is responsive, accountable and tailored to community needs. Each division encompasses response officers, community policing, local crime investigation, public protection and intelligence.

These are supported by national specialist divisions, including the Specialist Crime Division and the Operational Support Division, alongside corporate functions such as People and Development, Finance and Corporate Communications.

The headquarters of Police Scotland is located at Tulliallan Castle in Fife, also home to the Scottish Police College.

As a public service organisation, we must understand and respond to the accelerating pace of change in society. As Scotland changes, policing must do the same - and this role provides a rare opportunity to shape the people, culture and leadership that will define the future of Police Scotland.

Sustained Excellence in Service and Protection

Deliver the best possible service for the public and communities of Scotland through effective community policing.

Our purpose:

- To improve the safety and wellbeing of people, places and communities in Scotland.

Our focus:

- Keeping people safe.

Our values:

- Integrity, fairness, respect, and a commitment to protecting human rights.

Our vision:

- Our 2030 vision is safer communities, less crime, supported victims and a thriving workforce.

To achieve this, we will:

- Support reductions in overall crime in Scotland.
- Respond effectively to threats to public safety.
- Deliver the best possible service for the public and communities of Scotland through effective community policing.
- Ensure that victims are fully heard and supported, with our service more tailored to victim needs through our trauma-informed approach.

- Work with partners to ensure vulnerable people are able to access appropriate care at the right time.
- Be an inclusive, anti-racist and anti-discriminatory organisation that takes a firm stance on inappropriate conduct.
- Improve employee welfare and wellbeing, ensuring our diverse workforce is more supported in doing their best work each day.

We will do this by:

- Being clear on our responsibilities in safety and justice and how we contribute to system reform and improvement.
- Investing in focused prevention: engaging with our communities on their priorities and ensuring that our approach to community policing draws on the best evidence-based practice that reduces crime.
- Reshaping our training and development to ensure everyone is ready and equipped to deliver on our vision and objectives including better investigative outcomes.
- Striving to become one of the most digitally enabled police services with the aim of improving effectiveness and efficiency.

- Becoming a more data-driven organisation, using data insights and evidence ethically in our decision-making to prevent harm and keep our communities safe.
- Being more efficient in what we do, removing barriers in daily work that undermine productivity, so we can invest more in frontline policing and deliver best value.
- Engaging, listening and responding to public, community, colleague and stakeholder insights to better inform our services.

Learn [more](#) about our story and journey.





The Role

Set the strategic direction for HR across Police Scotland and the SPA.

As a key member of the Police Scotland Executive, the Director of Human Resources provides strategic leadership of all People & Development activity for both Police Scotland and the Scottish Police Authority. The role shapes and delivers a progressive people strategy that strengthens culture, capability and leadership across one of the UK's largest public service organisations, ensuring our workforce is supported, developed and equipped to serve Scotland's communities.

Accountabilities and Key Responsibilities:

- Set the strategic direction for HR across Police Scotland and the SPA, leading the development and implementation of a service-wide HR strategy through appropriate consultation and approval routes.
- Contribute as a Force Executive member on corporate performance and planning, including preparation of the Annual Policing Plan.
- Integrate and optimise HR and Training & Development, establishing a viable operating model from interim through to steady state to meet SPA and Police Scotland requirements.
- Provide executive oversight of people policies and processes across both organisations, ensuring consistency, compliance and impact.
- Lead HR support for organisational change, enabling major transformation across SPA and Police Scotland, and ensuring people risks and opportunities are well managed.

- Build a modern Training & Development infrastructure that strengthens leadership, skills and future capability.
- Own succession and talent management, ensuring robust pipelines, business continuity and targeted development.
- Develop recognition and reward approaches that reinforce performance, values and engagement.
- Strengthen engagement and retention through evidence-based initiatives that improve the colleague experience.
- Lead equality, diversity and inclusion strategy, meeting the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 and embedding equality outcomes across the service.
- Ensure Health, Safety and Wellbeing strategies, resources and support are embedded and effective.
- Develop resource management systems for effective planning and deployment across the service, supporting SPA where required.
- Lead performance review systems for officers and staff across SPA and Police Scotland.
- Play a lead role in national pay and conditions negotiations (Scottish Standing Committee of PNB, UK PNB, Staff JNCC), advising SPA and Police Scotland and progressing pay modernisation.
- Drive HR functional change and digitisation, integrating common information platforms and best-fit systems.
- Provide senior advice on employment best practice, ensuring standards are met and risks are managed.
- Represent SPA and Police Scotland at parliamentary scrutiny, inquiries or committees as appropriate.

- Own risk management across all HR policy, process and practice areas.
- Consult widely with government, partners and other policing bodies to align with current thinking and best practice.

Skills and Attributes

- CIPD corporate membership (Chartered Fellow or Member).
- Degree (or equivalent) or significant, relevant experience in a comparable role.
- Proven executive-level delivery in a large, complex organisation.
- Strategic People & Development leadership, with a strong track record in major restructuring and change.
- Experience integrating multiple P&D functions to deliver organisational goals.
- Policy and strategy expertise across HR strategy, plans and programmes aligned to corporate objectives.
- Continuous improvement and transformation experience within and beyond HR.
- Matrix leadership: delivering through direct reports and wider influence beyond line control.
- Financial acumen: management of significant budgets and contribution to corporate financial strategies through People & Development.

Desirable

Demonstrable impact progressing a strategic agenda mindful of the Equality Act 2010 (Specific Duties) (Scotland).





Benefits and conditions of employment

The successful candidate will be appointed on the Police Scotland's terms and conditions of employment.

Salary

£145,650 - £155,442

Police Scotland offers a competitive benefits package that includes:

- Competitive salary and guaranteed allowances.
- Annual salary increments within salary scales.
- Local Government Pension Scheme.
- Salary sacrifice shared cost Additional Voluntary Contribution.
- 28 days annual leave and 6 public holidays on appointment.
- Wide range of family-friendly policies.
- Employee Assistance Programme.
- Access to a range of diversity staff associations.
- Benefits platform and access to discount schemes.
- Cycle 2 Work Scheme.

Terms of appointment:

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

Working location:

As this role is a member of the Force Executive and has responsibility for visibly leading a team who are based throughout Scotland, there is a requirement to work across the country, although the majority of 'in person' meetings will likely be in Scottish Police College, Tulliallan, and the Police Scotland Headquarters, Dalmarnock, Glasgow. Hybrid working is available where online meetings are appropriate.

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. Flexible working arrangements will be considered in line with the current policy, as well as personal and organisational needs.

Security clearance:

Appointment is subject to satisfactory completion of a vetting process.

Nationality:

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.





How to apply

To apply for the post, please send a tailored CV and covering letter to: ScotlandExecutive@LHH.com

Please note that the covering letter should be no more than two pages of A4 and should summarise your relevant skills and experience and motivations for applying for this role.

If you would like a confidential, informal discussion about the role then please contact LHH directly on **+44 (0)141 220 6460** or email the above address.

Should you require any modifications or wish to speak with a member of our team to discuss any particular circumstances, please email the above address.

Equality and Diversity:

Police Scotland is committed to an appointment process which promotes, demonstrates and upholds equality of opportunity and treatment for all applicants. To help us monitor the effectiveness of our equality and diversity practices, we would encourage you to complete the monitoring form. This will be separated from your application prior to the selection process. Both documents should be emailed to: ScotlandExecutive@LHH.com

Key Dates - Assessment and Interview

Shortlisted candidates will be invited to participate in an assessment event which will include a variety of assessments and tasks.

Deadline for applications: – **Midnight Sunday 30 November 2025.**

Assessment Event: – **W/C Monday 15 December 2025.**

Interview: – **W/C Monday 05 January 2025.**

Relocation

A relocation package may be available to the successful candidate should relocation be required because of this appointment.

**LHH Recruitment is Scotland's leading Executive Search team.
We connect Scotland's top businesses with exceptional candidates –
and we do it really well.**

We count innovators, creatives and leaders among the professionals we work with, and our clients and candidates span a diverse range of sectors and functions. From procurement and supply chain, medical, engineering, project management, accountancy, legal, transport and business transformation, to banking, the arts, government, technology, marketing and communications, not-for-profit and HR, our expertise is wide-reaching and our reach unparalleled.

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