

SCOTTISH POLICE  
AUTHORITY

Meeting	Finance and Investment Committee
Date and Time	Monday 8 February 2016
Location	Pacific Quay, Glasgow
Title of Paper	Estate Strategy Update
Item Number	5
Presented By	Ch Supt Billy Gordon, Head of Physical Resources
Recommendation to Members	FOR NOTING
Appendix Attached	NO

**PURPOSE**

To invite members to:

1. Note the progress made to implement the Estate Strategy

*This paper is being submitted to the Committee in accordance with Section 9 of the Scheme of Administration.*

**1. BACKGROUND**

- 1.1 The Scottish Police Authority approved the Police Scotland Estate Strategy at its meeting on 24 June 2015. This established the Strategic Objectives to develop an estate which was *Demand-led, Collaborative, and Modernising*. Since then, action has been ongoing to develop the estate and to introduce systems, processes and structures to support implementation of the strategy.

**2. FURTHER DETAIL ON REPORT TOPIC**

- 2.1 The police estate has been subject to ongoing change since the introduction of Police Scotland. A limited amount of development was made prior to introduction of the Estate Strategy, but once the Strategic Objectives were established this has been accelerated. Whilst a longer term assessment of needs must be completed before a more detailed Implementation Plan can be developed, a range of opportunities has been, and will continue to be, progressed.

- 2.2 The Estate Strategy identified the potential to significantly reduce the floor space occupied by the police. This reflected changes to police deployment models and service delivery, which provided opportunities to make more effective use of space. There is ongoing activity currently being progressed which seeks to address this, recognising the Strategic Objectives and final Estate Strategy.
- 2.3 A process of rationalising non operational functions into fewer premises has allowed a reduction in leased premises. Since the Strategy was approved, three further leases have been terminated.
- 2.4 Similarly, a number of premises which are owned by police and were required by legacy forces are no longer required for Police Scotland/SPA. The sale of five further premises has been completed since the Strategy was approved.
- 2.5 In addition to the action which has been completed in respect of these premises, considerable activity is ongoing in relation to other parts of the estate which have been deemed surplus:
- 10 offers have been agreed for property disposal, lease termination or for new leases where these reduce cost;
  - 2 valuations instructed for possible sales to public sector partners;
  - 6 properties are for sale on the open market;
  - 5 properties are subject to staff relocation prior to progress with disposal; and
  - 3 properties are subject to their marketing strategy being finalised before being placed for sale.
- 2.6 Whilst progress is currently being made on these more obvious opportunities, maximum benefit requires progress on the long term proposals and development of a more detailed Implementation Plan.
- 2.7 This will require further assessment of the policing requirements to evaluate the demand for space. The resources required in each location will be considered, having due regard to emerging workspace principles. Once the space demands are established, the suitability of supply options will be considered. Where existing premises are inadequate or inappropriate, alternatives can be considered. Depending on requirements and availability, this may include collaboration with partners, or to lease or purchase new premises.
- 2.8 Delivering these products will enable the Implementation Plan to be continually updated. The potential scale of opportunity was assessed in the Estate Strategy as realising capital receipts of up to £34M and annual revenue savings of up to £18M. Development of the Plan will be a significant undertaking, requiring the allocation of appropriate resources.

- 2.9 To assist the progress of activity, in November 2015, an Estate Strategy Governance Group was established which includes Scottish Police Authority and Scottish Government representation. This group will oversee delivery of the Implementation Plan, scrutinise proposals and provide guidance to the delivery team. Introduction of this group will deliver clarity and consistency of process and help to accelerate the pace of progress.
- 2.10 Early direction from this Group supported work with six local policing divisions to capture the additional demand data referred to in Paragraph 2.7 by way of a **Function Requirement** template. Data obtained is now being subjected to the described assessment, which will allow completion of a **Divisional Estate Proposal** for each area. These proposals will support completion of a prioritised and time-scaled Implementation Plan. These proposals will be reported to the SPA in due course for consideration and approval.
- 2.11 Whilst initial work has focused on identified local policing divisions to prove that the proposed products will deliver what is required, this will now roll out to other local policing divisions as well as specialist and support functions. This will support assessment of regional and national requirements, which are key to some of the most significant strategic opportunities for collaboration and rationalisation.
- 2.12 Efforts are focussed on gathering further detail which will continue to provide greater granularity for the Implementation Plan and support delivery of the Estate Strategy. Once progress is made on delivery of the first Divisional Estate Proposals, the resource necessary to deliver this product will become clearer and more definitive timescales for established. The Implementation Plan will be continually updated and reported to F & I Members at appropriate intervals to monitor progress.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 There are no financial implications introduced by this paper. In due course, implementation of the Strategy will have significant financial implications, both in terms of investment required and also the savings and capital receipts to be delivered.

### **4. PERSONNEL IMPLICATIONS**

- 4.1 There are no personnel implications associated with this paper. Development of the products described in this paper will allow an assessment of the resource necessary to deliver the Implementation Plan. In due course that may require additional resources to be engaged. As regards the impact of future estate change on staff, the processes being established will ensure that

appropriate consultation is undertaken with relevant staff during development of proposed estate changes.

## **5. LEGAL IMPLICATIONS**

- 5.1 There may be legal implications arising from future proposed estate changes. These will be considered as part of the planning for each opportunity. Legal representatives will be involved in all relevant discussions.

## **6. REPUTATIONAL IMPLICATIONS**

- 6.1 Any proposed estate change carries reputational risk through criticism of that change. This will be mitigated by ensuring that a Community Impact Assessment is completed at an early stage for all estate change proposals. A clear communication strategy and stakeholder consultation process will be followed to ascertain and address any community concerns. A key message will be the Police Scotland commitment to maintaining a visible and accessible service to all communities. This will be a key part of all location specific business cases which are developed.

## **7. SOCIAL IMPLICATIONS**

- 7.1 The potential impact on a local economy resulting from the movement of police personnel will be considered as part of research and engagement during development of business cases.

## **8. COMMUNITY IMPACT**

- 8.1 As outlined in Section 8, there are community impact issues where changes are made to the police estate. Communication and consultation with stakeholders will be critical to ensure that community expectations of service delivery are met. This forms part of the existing templates used by the Estate Strategy Team and will be reported to F & I Members whenever there is an estate change being proposed.

## **9. EQUALITY IMPLICATIONS**

- 9.1 There are no equality implications associated with this paper.

## **10. ENVIRONMENTAL IMPLICATIONS**

- 10.1 There are no environmental implications associated with this report, however, there are opportunities through the Estate Strategy for Police

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Scotland/SPA to reduce their carbon footprint and this information is collated as part of any estate change proposal.

**RECOMMENDATIONS**

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