

Meeting	Authority Meeting
Date	23 March 2022
Location	Video Conference
Title of Paper	Housing Strategy
Presented By	James Gray, Chief Financial Officer
Recommendation to Members	For Approval
Appendix Attached	Appendix A – Draft Housing Strategy (Estates)

PURPOSE

This purpose of this paper is to provide members with an update on the proposed Housing Strategy (Estates) and members are asked to approve the Housing Strategy (Estates).

This paper is submitted to Members for approval.

1. BACKGROUND

- 1.1 Scottish Police Authority (SPA) inherited a number of residential properties from the Legacy Forces.
- 1.2 As at October 2021, SPA's residential estate comprises 104 properties across 12 local authority areas and is a mixture of houses adjoined to operational stations, stand-alone houses and hostels. Around a fifth of these are surplus to requirements, because the properties are in the wrong location, not fit for purpose, or not currently used as police housing. The remaining 83 properties are currently being used for police housing, and most of these are located in the Highlands and Islands, Argyll and Bute, Arran and Cumbrae. The estate is comprised of mainly owned properties which generally have a high level of investment need.
- 1.3 The Estate Strategy (2019) did not include a detailed review of residential property which was intended as a follow-on outcome, and there is no consistent Housing Approach in place. It is clear that there is an ongoing need for a certain level of Police Housing. Through Police Scotland's Hard to Reach Areas Working Group the risks associated with Police Officer resourcing in island, rural and remote areas have been identified and the need to have housing which supports the wellbeing of our staff. In many of these areas, housing availability and cost can be at a premium, making home ownership or rental a severe challenge for our officers where the SPA needs to step in to provide affordable officer accommodation to serve these communities. However, the current operating model is no longer sustainable in financial, physical or environmental terms in that our housing stock is ageing, in need of significant repair/refurbishment and is not operating to the benefit of tenants or the environment. Due to changes in population and communities, we also recognise that in some cases, the SPA's housing stock no longer matches requirement with over provision in some areas and under provision in others.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 The Estates Department appointed Hall Aitken/Indigo Housing Group to review our current 'offer' and to work with us to develop a modernised Housing Strategy. This has been prepared in consultation with key stakeholders including Senior Divisional Officers, Scottish Police Federation, People and Development and through detailed interviews with police officer residents.

- 2.2 Having undertaken a Strategic option appraisal, the Housing Strategy, attached at Appendix A, identifies that, due to the diverse nature of the SPA's residential properties and the housing markets in island, rural and remote areas, there is no 'one size fits all' model. The Strategy therefore proposes to deliver a "Blended Housing Delivery Model" combining disposal of surplus properties for those in wrong locations, leasing of additional properties where locational demand is higher than existing provision, and a combination of disposal of existing residential properties with provision of leased alternatives, or where opportunities for rental accommodation is not present, properties in these areas have been identified for retain and invest, e.g. Shetland.
- 2.3 A tailored and strategic asset management approach is required which will replace low value, poor quality, high investment housing over a reasonable 5-year timeframe. It will provide higher value, modern, energy efficient homes with reduced ongoing maintenance requirements, reduced carbon footprint, and most significantly vastly improved standards for enhanced welfare, health, and wellbeing of residing officers and their families.

The model must also be flexible so that police housing supply can adjust as operational demand shifts up and down. Taking into consideration financial and non-financial criteria, our option appraisal concluded that wherever possible, leasing with local housing providers should be pursued. An optimum blended 5-year delivery model has been identified which suggests:

- Retain and Invest - 54 houses/hostels;
- Existing leases - 6 houses;
- Dispose of existing and enter new lease - 23 houses;
- New leases - 15 houses;
- Total supply over 5 years – 98 houses/hostels.

- 2.4 As part of this blended model, the draft Housing Strategy sets out how this will be implemented by the Estates Department in an investment decision framework and action plan (detailed in pages 15-17). Depending on operational demand for residential property and supply in particular communities this includes:

- Disposal of existing surplus properties where there is no demand.
- Where there is demand requirement, in the first instance, develop relationships with housing providers and seek to lease

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suitable residential property to meet this demand where this is available. In the last 3 months approval has been obtained and leases concluded for two flats in Fort William and to lease up to 4 two bedroom flats in the Wick/Thurso area (2 leases have already been concluded in Wick). In addition, the West Highland Association in December 2021 has agreed that up to 4 residential properties can be made available in Oban. The HHP (the Local Housing Association covering the Western Isles), has indicated that it is willing to lease to the SPA a newly built house in Stornoway which will enable an owned existing police house to be declared surplus to requirements. These accommodation upgrades are supporting operational policing in these communities, as having this improved residential provision in these areas is assisting in attracting officers and retaining officers, including probationers and secondees, to work in these island, rural and remote locations. The Estates Department has made contact with a number of other Housing Associations to maximise similar opportunities.

- Where there is demand being met through an existing police house (and no available leased option), to retain and invest in those properties to take them up to Scottish Quality Housing Standard (SQHS) and Energy Efficiency Standard for Social Housing standards (ESSH). A 5 year programme of works has been estimated for upgrade to retained housing stock, with the largest proportion within N Division. Conditional and feasibility reports for all housing on Shetland Islands and priority 1 housing in Highlands & Islands, totalling 25 properties, were commissioned by Police Scotland Estates Transformation in 2021, and a full business case is currently being finalised to propose a 'whole house' upgrade approach to these houses in line with meeting the Scottish Government's Energy Efficiency Standard for Social Housing (ESSH). This standard stipulates the aim that all social housing meets an Energy Performance Certificate rating of band B by 2032, with our current residential estate significantly below this and the majority at a rating of E and F. The full business case is anticipated to be taken through governance in April/May 2022, and subject to this we aim to commence the upgrade works to N Division Phase 1 for Shetland housing by Q3 of next financial year 2022/23. Further condition and feasibility studies are due to be undertaken prior to the end of the current financial year for all remaining housing stock nationally identified for retain and invest, and these will form further programmes of work in the forthcoming financial years.

- In the last resort scenario, where there is demand which cannot be met either through leasing or investing in existing properties, we will consider a new build option.
- 2.5 This paper was presented to the SPA Resources Committee on 10 March 2022, where Members made a recommendation to the Authority to approve its contents.

3. FINANCIAL IMPLICATIONS

- 3.1 There are financial implications associated with this paper.
- 3.2 It is estimated that the net capital outlay of upgrading the identified as retained Housing Stock (after deducting the anticipated capital receipts from additional surplus properties arising from the implementation of the Strategy), will be £2.4M over the next 5 years. The first Phase of investment in houses relates to Shetland properties and these will form part of a business case and a bid for Estates Transformation Capital Funding to carry out upgrade works to these houses over FY's 2022/23 and 2023/24. Additional Capital funding will be sought for all other houses to be retained and upgraded as feasibility studies for these properties are developed.
- 3.3 Revenue savings will be generated through the reduction in required maintenance and running costs as the housing stock improves. This improvement will also reduce the utility bills for officers as the stock is taken up to EESSH standard.
- 3.4 As part of a Sustainable Policing Strategy for Rural & Remote Areas of Scotland, it is intended that Police Scotland will, as part of a Residential Property Allocation & Charging Policy and in conjunction with a review of allowances, consult with stakeholders on the introduction of a new, transparent and consistent charging policy for police houses. This will take account of the intended improvement to the Housing Stock. Finance will lead on developing this charging policy that is both tax compliant and seeks to recover costs through the setting of charges comparable to those offered by social landlords. It is the intention to work with P&D to develop allowances that ensure officers are appropriately incentivised to relocate to remote and rural locations where necessary.

4. PERSONNEL IMPLICATIONS

- 4.1 There are no personnel implications associated with this paper.
- 4.2 The delivery of the Housing Strategy combining retain and invest, lease, disposal and new build will be delivered using the existing staff resource within Estates Transformation.

5. LEGAL IMPLICATIONS

- 5.1 There are legal implications associated with this paper.
- 5.2 Police Scotland's Legal Services Department will be required to conclude any new residential leases entered into, staff occupancy agreements or conveyancing in relation to any residential property disposals.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There are positive reputational implications associated with this paper, both internally and externally with the investment in the residential portfolio and the enhanced living conditions being provided to our officers.

7. SOCIAL IMPLICATIONS

- 7.1 There are no social implications associated with this paper.

8. COMMUNITY IMPACT

- 8.1 There is positive community impact associated with this paper.
- 8.2 Through the Police Scotland Hard to Reach Areas Working Group, the risks associated with Police Officer resourcing in island, rural and remote areas has been identified. This proposed Housing Strategy provides a long term solution to the provision of housing for officers in remote and rural areas which will assist us with officer recruitment/retention and in turn will have a positive community impact. An IsRAA (Island and Remote Area Assessment) has been completed.

9. EQUALITIES IMPLICATIONS

9.1 There are positive equality, diversity and human rights implications associated with this paper, in relation to Police Scotland's duty of care to its officers and staff, as well as the positive impact on wellbeing and morale, no matter where they are located across the country. An EqHRIA has been completed.

10. ENVIRONMENT IMPLICATIONS

10.1 There are environmental implications associated with this paper.

10.2 An EIA (Environmental Impact Assessment) has been completed.

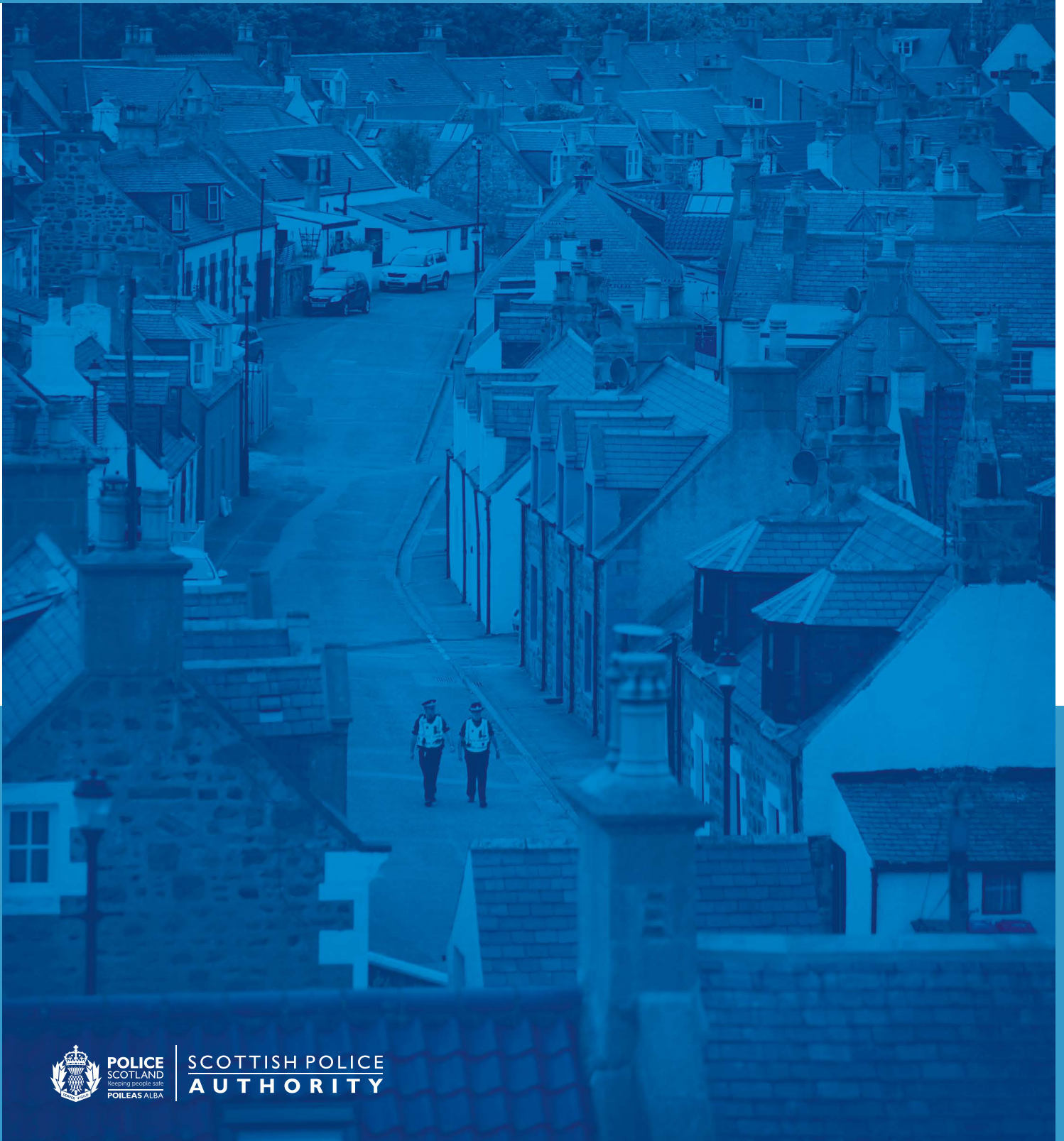
10.3 There are positive environmental implications associated with this paper as the Strategy will meet the objectives of the Scottish Government's Energy Efficiency Route map as well as the Scottish Housing Quality Standard and the Energy Efficiency Standard for Housing (EESH). The Strategy also aligns to Police Scotland's Environmental Strategy and will result in reduced carbon emissions of the estate.

RECOMMENDATIONS

Members are asked to approve the Housing Strategy (Estates).

Police Scotland

Housing Strategy (Estates) 2022



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Chief Constable's Foreword



I am pleased to introduce Police Scotland's Strategy to providing appropriate housing for our officers and staff, a Strategy which has been developed as a key deliverable of our wider Estate Strategy.

Access to affordable, safe housing is a basic human right. Quality housing provides the foundation to living a happy, and healthy life.

Over many years, accommodation has been made available for officers across the country, mainly in island, rural and remote areas by legacy Police Boards, unitary authorities or more recently, Scottish Police Authority (SPA).

The accommodation SPA provides is an important aspect of our estates and policing functions. In many remote areas, housing is at a premium, making home ownership or affordable renting a severe challenge for our officers. Providing affordable accommodation will help us to expand opportunities for officers to take up fulfilling roles in very remote and island areas, and to maintain a high quality service for their communities.

The benefits of this Strategy are clear. By removing some of the barriers, we can encourage officers to stay in or move to locations with inaccessible housing markets. As full time residents, our officers, and their families, become part of the communities they serve, contribute to

local economies, and support the stability and fabric of rural communities. In areas with seasonal tourist trades, our hostels provide extra accommodation for additional officers during peak times without further impacting on housing supply for local residents in these communities.

Our people are our most important asset and their safety and well-being is paramount. This includes the quality of the estate SPA provides, whether that be operational police stations, offices, training or housing accommodation. Since becoming Chief Constable, I have visited colleagues across the length and breadth of Scotland, including island, rural and remote locations, and seen the immense value of the relationships between our local officers and their communities.

We recognise SPA's housing stock requires improvements, including upgraded fabric and energy infrastructure. Until such time as any new housing legislation is introduced, Police Scotland will endeavour to achieve the housing standards applicable to local authorities and housing associations, namely the Scottish Quality Housing Standard (SQHS) and the Energy Efficiency Standard for Social Housing (ESSH) in respect of the SPA's housing

This strategy sets out how Police Scotland intend to undertake this work. We recognise that it will take time and collaboration with relevant organisations to provide a blended model of housing improvement and supply that meets applicable regulatory standards as well as the supporting the residential infrastructure to support our officers in rural and remote communities.

Executive Summary

The Police Scotland Housing Strategy sets out a roadmap to provide a fully sustainable residential portfolio which contributes to the long-term requirements for high quality policing services that meet the needs of the public and communities in Scotland. Our vision is that high quality, warm and energy efficient police housing will enable us to attract and retain Police Officers in island, remote and rural areas. The Housing Strategy is set in the context of our Joint Strategy for Policing 2020 'Policing for a Safe, Protected and Resilient Scotland', our Estate Strategy, our Environmental Strategy, and the Scottish Government's housing vision for Scotland – Housing to 2040.

The vast majority of Police Officers in Scotland find their own housing arrangements through the housing market or rented options. In some parts of the Scottish islands, and rural and remote areas, housing options are extremely restricted and properties are owned or leased by the SPA in order to attract and retain Police Officers.

As at 2021, SPA's residential estate comprises 104 properties across 12 local authority areas. Around a fifth of these are surplus to requirements, because the properties are in the wrong location, not fit for purpose, or not currently used as police housing. The remaining 83 properties are currently being used for police housing, and most of these are located in the Highlands and Islands, Argyll and Bute, Arran and Cumbrae. The estate is comprised of mainly owned properties which have significant investment requirements. Six properties are leased from housing associations in the Western Isles and on Arran. These leasing arrangements work well as the properties meet the SQHS and ESSH requirements, and are professionally managed and maintained.

We are clear that there is an ongoing need for police housing. Through our Hard to Reach Areas Working Group we have identified the risks associated with Police Officer resourcing in island, rural and remote areas. Our recruitment experience shows that rural areas require more intensive focus to maintain resilience compared to urban areas. We have identified recommendations that include the provision of a housing offer that is reflective of our strategic aims and which supports the wellbeing of our people. The interviews with Police Officers currently occupying police houses showed that more than 70% would not have applied for their job without the police housing being available. The vast majority said that suitable affordable housing is extremely hard to find in their area, and police housing is essential to attract officers to apply for a post. Other stakeholders have also identified the contribution that our housing can make to local community policing and attracting families that make a wider contribution to fragile island, remote and rural communities.

There are shortages of police housing in the Shetland Islands, Orkney Islands, the Caithness corner, Fort William, Oban and Campbeltown. We have identified the short to medium term housing supply requirements for the next 5 years. This concludes that a total residential portfolio of 98 properties is required, which is a planned increase in current housing provision of 15 properties or 18% over the next 5 years, from the 83 residential properties currently used as police housing.

The need for change in the current police housing model is driven by significant investment requirements in the existing estate; the need for professional and long-term property management; and common dissatisfaction from resident Police Officers with the current housing offer, particularly in relation to energy costs.

The high investment requirement of the existing Police Housing reflects the backlog of investment, the current poor condition of many of the houses relative to recognised standards (the SQHS and EESSH), the rural and remote location of the properties, and the increased costs arising as a result of labour and material supply chain issues currently being experienced across the UK.

The future Strategy to Police housing will be underpinned by the key principles of our Estates Strategy:

- **Housing-need led** – ensuring flexibility and resilience for attraction and retention of Police Officers. This will ensure a variety of types and sizes of housing which meets the needs of single people, couples and families to contribute to long term retention, including qualified and senior officers.
- **Collaboration first** – seeking partnership with the local housing providers. Wherever possible the SPA will lease from partners, rather than owning. Police houses attached to stations and purpose built hostels will continue to be owned by the SPA with ongoing investment.
- **Housing quality and best value** – providing consistent house condition standards, including energy efficiency for Police Officers, and securing best value for the SPA.

Through strategic option appraisal we have identified a **new blended housing delivery model** combining **retain and invest, lease, disposal and new build**. A tailored and strategic asset management Strategy is required which replaces low value, poor quality, high investment housing over a reasonable 5-year timeframe, and which provides higher value, modern, energy efficient homes. The model must also be flexible so that police housing supply can adjust as operational demand shifts up and down. Taking into consideration financial and non-financial criteria, option appraisal concluded that where-ever possible leasing with local housing providers should be pursued. An optimum blended 5-year delivery model has been identified which suggests we should:

- Retain and invest in 54 houses/hostels
- Retain/renew existing leases for 6 houses
- Dispose of 23 existing properties and enter into new leases for 23 houses
- Enter into new leases (or new build) for an additional 15 houses

Total supply over 5 years – 98 houses/hostels.

The Strategy acknowledges that there is no 'one size fits all' across the different housing markets and police Divisions. A high-level action plan sets out our priorities for the next 5-years. Police Division housing investment plans will be developed and regularly reviewed to identify the optimal local blended model, and a housing investment decision making framework has been put in place to aid systematic decision making with each Division. Effective implementation of the Strategy requires development of ongoing partnerships with local housing providers so that opportunities for new supply can be identified timeously.

Background and context

We need a Police Housing Strategy which supports a future focused sustainable policing service, especially in island, rural and remote areas of Scotland where housing choices are often limited.

This Housing Strategy is set in the context of our Joint Strategy for Policing 2020 'Policing for a Safe, Protected and Resilient Scotland', our Estate Strategy, and the Scottish Government's housing vision for Scotland – Housing to 2040.

The vast majority of Police Officers across Scotland find their own housing arrangements through the housing market or rented options. However, in some parts of the islands, rural and remote areas of Scotland the housing options are much more limited, and our operational requirements mean we have to secure housing for Police Officers to live in these areas.

We experience challenges to attraction and retention in some islands, rural and remote areas, and we know the availability of good quality, warm and affordable housing can act as a key enabler to attract police officers.

Legal Framework and Current Residential Portfolio

With the coming into force of the Police and Fire Reform (Scotland) Act 2012, the SPA acquired the heritable estate of the former Joint Police Boards and unitary authorities including Police housing. In terms of the 2012 Act, SPA has the power to acquire and dispose of land and property for the purposes of maintaining the Police Service of Scotland (Police Scotland). Such an obligation may extend to the provision of Police housing where that is required in connection with the delivery of operational policing.

The SPA has a small residential estate of 104 individual houses and hostels across the most rural and remote and islands areas of Scotland – mainly in the Highlands, Argyll and Bute, and the islands including Shetland Islands, Orkney Islands, the Inner and Outer Hebrides, Arran and Cumbrae.

Since the creation of SPA, occupancy of Police housing (whether that be a house or hostel accommodation) has been and continues to be governed by an occupancy agreement granted to an individual officer by the SPA.

The SPA is not a Registered Social Landlord in terms of the Housing (Scotland) Act 2010 nor a private residential landlord in terms of the Private Housing (Tenancies) (Scotland) Act 2016. However, the SPA does require to register as a "landlord" for the purposes of landlord registration under the Antisocial Behaviour etc. (Scotland) Act 2004. The SPA also has to apply for House in Multiple Occupation (HMO) licences for its hostel accommodation. The statutory regime which governs the obligations of SPA as a housing provider and consequently the standards required of Police housing are therefore unclear. As part of this strategy, it is proposed that consultation takes place with the Scottish Government to ensure greater clarity on SPA's position as a housing provider.

Strategic outcomes

Our strategic outcomes set out the impact that Police Scotland aims to make to the lives of people in Scotland. All of these are of relevance to the Housing Strategy, and in particular those outcomes

which are centered on the **needs and confidence of local communities**, and the **support we provide to our people through positive working environments**.

Image 1. Police Scotland Strategic Outcomes

Threats to public safety and wellbeing are resolved by a proactive and responsive police service

The needs of local communities are addressed through effective service delivery

Public, communities and partners are engaged, involved and have confidence in policing

Our people are supported through a positive working environment, enabling them to serve the public

Police Scotland is sustainable, adaptable and prepared for future challenges

Estate Strategy

The principles in Police Scotland's Estate Strategy 2019 underpins our Housing Strategy. **The long-term estates vision is to create a property network that maximises local visibility, presence and public confidence across our urban, rural and remote communities.**

The Estate Strategy sets four key design principles ([Appendix 1](#)). A summary of the relevant aspects for this Housing Strategy are:

Demand led – shaped by local demand, fit for the future while maintaining resilience and flexibility.

Collaboration first – collaborating in partners' properties is the preferred option.

Modernised – our people will work in compliant modern workplaces which support well-being, productivity and recruitment and retention.

Commercially driven and best value – only strategic and specialist properties should be owned by the SPA. Inefficient and/or under-utilised buildings are targeted for disposal in compliance with the Scottish Government's commitment to reduce environmental impact.

Environmental Strategy

The Police Scotland Environmental Strategy 2021 commits us to improving the energy efficiency and consumption of our built assets.

We recognise that even though the SPA does not pay for fuel consumed in residential houses, the fabric and energy assets of these buildings can present a barrier to energy efficiency and impact on issues of thermal comfort and health and wellbeing. Police Scotland's Estate Department is responsible for the Energy Performance Certification (EPC) of these buildings and so will comply with the guidance set out in the Scottish Government's Energy Efficiency Routemap. This sets an expectation of EPC rating improvements in the domestic and non-domestic sectors over the next 10-20 years. General improvement in EPC ratings for operational sites are built into our Estates and Environmental Strategies.

We need to address the SPA's housing stock in a similar strategic manner as we do in our operational sites. Although the SPA is not a Registered Social Landlord, our intention is that SPA's residential properties will comply with the evolving requirements of (ESSH), and any future amendments to that Standard. This will help us ensure that we provide warm, affordable to heat, low carbon housing for SPA's occupants by achieving a minimum EPC rating of C for all our housing stock.

Housing 2040

The Scottish Government's long term vision for housing is set out in its recent 'Housing to 2040' Strategy. The most relevant aspects for this Police Housing Strategy are:

More homes – Scottish Government will fund 100,000 additional affordable homes over the next 10 years that are high quality and zero emission. There will also be funding for existing homes. There will be specific action to support housing development in island, rural and remote communities to help stem rural depopulation and support communities to thrive.

Affordability and choice – the aim is to drive improvements in the rented sector, and the housing market so it operates fairly and provides affordable housing options in all communities.

Affordable warmth – the aim is for housing to contribute to tackling climate change by ensuring homes are warm, affordable and where possible net zero. The draft Heat in Buildings and the Heat Network Bill sets out a pathway for net zero by 2045. The Police Scotland Environmental Strategy 2021 sets out our commitment to improving the energy efficiency and consumption of all our built assets.

Improving the quality of homes – the aim is for all homes to be good quality whether existing, leased, or new build regardless of housing tenure. There will be a new Scottish Housing Standard introduced which will also cover tied accommodation and homes provided with employment such as Police houses. Consultation on new legislation started in December 2021 through the Scottish Government's "A New Deal for Tenants" consultation paper, with resulting legislation to be brought forward in 2023. We recognise that providing high quality, energy efficient homes is an important element of supporting our people, and prioritising their wellbeing.

Purpose of the Housing Strategy

The purpose of this Housing Strategy for Police Scotland is to provide a roadmap to a fully sustainable residential portfolio. Police houses provided or funded by the SPA must provide the right living environment for officers to support their ability to deliver high quality policing services in the community. The Strategy sets out:

SPA's existing residential estate, and the need for change – The current SPA housing estate and model of delivery, the ongoing need for police housing in specific areas, and opportunities for partnership in future approaches to housing supply.

A vision for police housing provision
– The principles to be pursued through the Strategy.

Our future Strategy to police housing

– Outlining the strategic options, and optimum model of delivery and financial appraisal.

Implementation – An action plan on how change is to be achieved over the next 5 years of the Strategy.

Housing is a long-term asset, and this Strategy sets out a clear and comprehensive framework for decisions over the short, medium and long term reaching across a 30 year period. The action plan concentrates on implementation over the next 5 years and the first phase of implementation.



Image 2. Stock image of housing

SPA's existing residential estate and the need for change

The SPA's current residential properties

The SPA has a residential estate of 104 properties across 12 local authority areas in island, rural and remote locations. The majority of Police houses are located in the Highlands and Islands, Argyll and Bute, Arran and Cumbrae.

The estate includes a mixture of owned and leased properties. The majority of the owned properties are over 50 years old and have significant investment requirements.

Ownership – The SPA owns 98 residential properties, but about a fifth of these are surplus to requirements. Some have been marketed for sale, others are part of the wider Estate Strategy (e.g. flats above stations, or properties within Tulliallan).

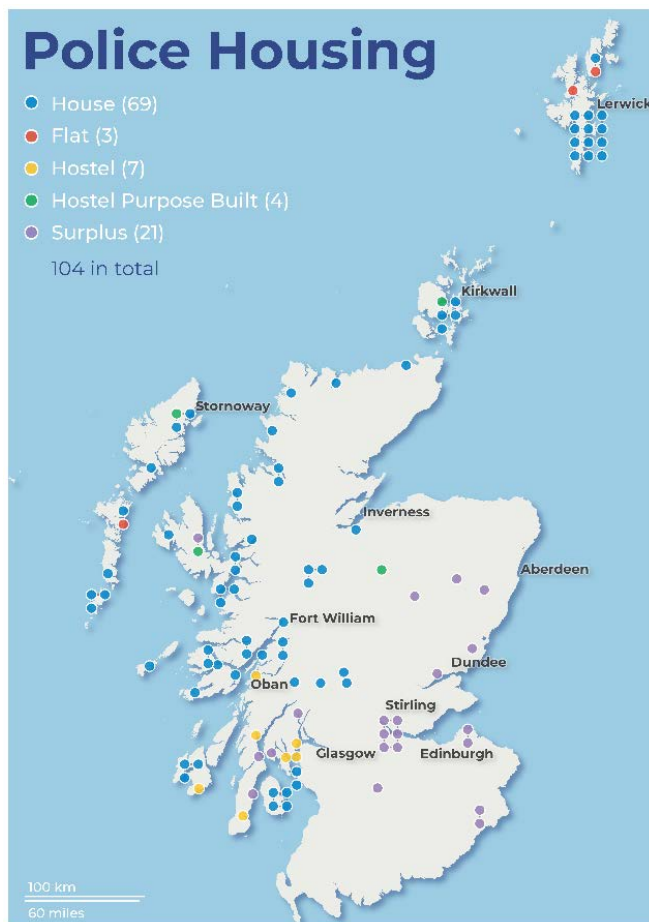
Over the last 5 years there have been disposals of 50 residential properties which were surplus to requirements as they were not fit for purpose, or in the wrong location.

The SPA lease 6 properties from housing associations – The properties were carefully selected to meet location and wellbeing requirements. These meet (SHQS) (ESSH). For leased properties, SPA enters into a Lease with the housing provider and separate occupancy agreements with occupying Police Officers which enables the appropriate oversight and accountability.

Property type – Of the 83 properties currently used for Police housing, and that were subject to detailed review as part of this housing strategy for police housing:

- 69 are houses – most are 3-bedroom family homes;
- Over a third are attached to or are in the grounds of a police station;
- 11 are single person hostels – 4 are owned, modern purpose-built hostels and 7 are owned residential properties converted to hostels (Houses in Multiple Occupation, HMOs).

Map 1 Current Police Housing Portfolio



Revenue expenditure on police housing over the past 5 years has averaged around £0.390M per annum. There has been extremely limited capital investment and no planned programme of maintenance works which has been recognised as a key risk. Reactive repairs costing over £1m have been spent on police houses over the last 5 years, which is around £0.200M per annum.

In terms of new housing provision, 3 purpose-built hostels have been built over the last 6 years in Stornoway, Portree and Kirkwall at a total investment cost of £1.3M.

Investment requirements – The SPA’s residential properties are currently not required to meet either of the Scottish private and social rented housing quality standards. However, it is anticipated that new legislation will be introduced for a new Scottish Housing Standard and will likely include housing used for policing purposes.

Recent stock condition surveys show evidence of significant maintenance backlog in the police houses which we own.

Under the ‘carry on as you are’ scenario where the SPA continues to retain and invest in this current portfolio, investment of £90,000 to £150,000 per property is expected to be required over the next 30 years to bring the existing properties up to an appropriate standard and to meet all compliance and sustainability standards. This compares to expenditure levels of around £30,000 to £45,000 in the affordable rented sector which are required to meet the SQHS and EESSH.

Stakeholders confirm the underinvestment in the owned properties with **Police Officer occupants showing common dissatisfaction with high heating costs** – often £300 per month (see [Appendix 4](#) and [Appendix 5](#)). Senior Police Officers, and external stakeholders including local authorities and housing associations are also aware of the lack of investment in Police housing. The poor standard is commonly compared to the SHQS and EESSH and the fact that Councils or housing associations could not feasibly bring these properties up to standard within their funding framework.

“If the Police were private landlords then many people would be in dispute with them. The Police are not accountable therefore improvements don’t happen. If this was a housing association they would manage the properties better. The Police need to make investments to benefit over the long term rather than just do patch up jobs.” (Police Officer occupant).

“The house is not in good condition – would score at zero if possible. Heating is horrendous and I am paying £336 for December, £350 for January for electricity only. The engineer who checked it said “it’s one of the worst heating systems you can get.” We only have 12 hours a day at cheaper rate. Poor insulation – none in the walls, roof is poor... all the heat goes straight out.” (Police Officer occupant).

Service delivery – Property management and reactive repairs are managed centrally by Police Scotland Asset Management with an external contractor utilised for carrying out repairs across the whole of Scotland. **Just under half of Police Officer consultees said the repair service was poor or very poor.** The key reason for this assessment is related to delays in repairs being undertaken or tradesman arriving unprepared. Many felt that local tradesmen sourced directly locally would be better.

Charges for accommodation – There is currently no charge for individual Police houses. The charge for hostels per occupant is £169 per month. As part of an ongoing review, the Rural & Remote Tactical & Co-ordination Group (as part of a Property

Allocation and Charging Policy) and in conjunction with a review of allowances intends to consult with relevant stakeholders on the introduction of a transparent and consistent charging policy for police houses.

“If this house was for rent, I wouldn’t stay in it. For the level of maintenance for the property..... I would expect certain things from landlord. Although, as I don’t pay rent, I can’t argue with the deal here, it’s a lovely place to live.” (Police Officer occupant).

Image 3. Police houses, Lerwick, Shetland Islands



The ongoing need for Police housing

Access to Police housing is essential in rural and remote areas attract and maintain officer retention and provide a future focused, sustainable policing service.

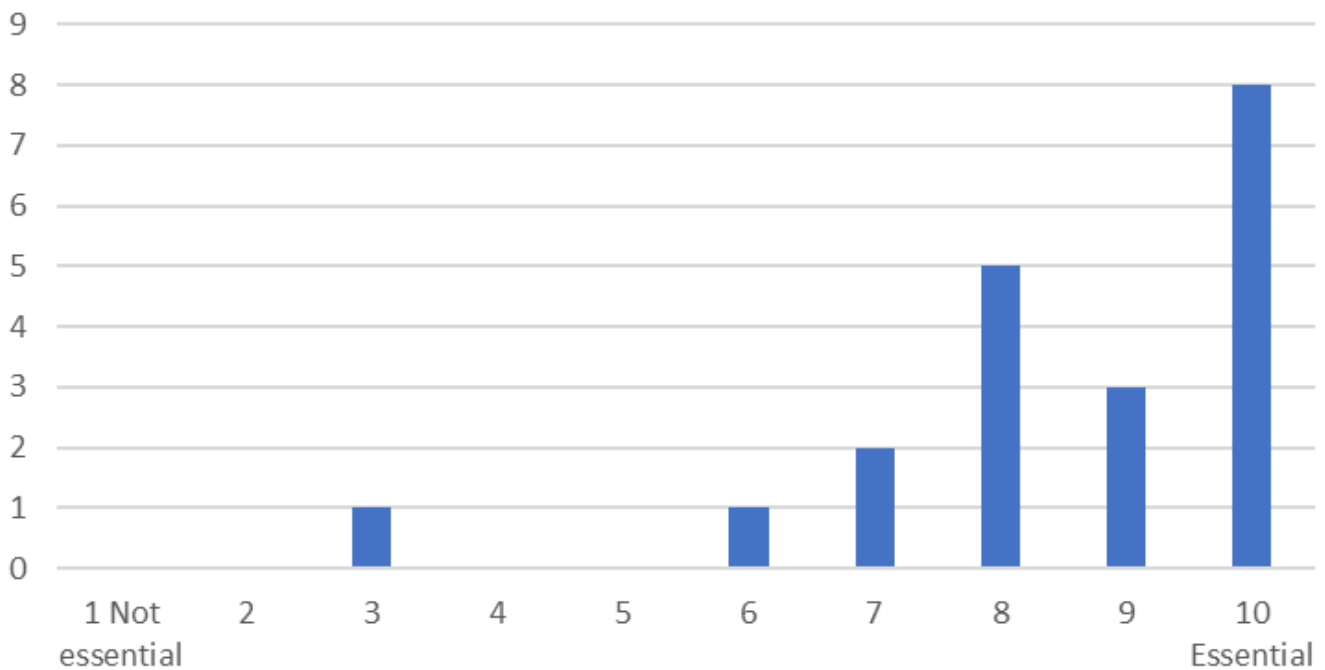
We have identified the risks associated with police officer resourcing in island, rural and remote areas, with seven recommendations recently proposed by the Hard to Reach Areas short life working group. Recommendations include the provision of a housing offer that is reflective of our strategic aims and supports the wellbeing of our people and sustainability objectives.

The vast majority of Police Officers in urban areas meet their own housing requirements through the housing market or other housing options. But in the majority of these island, rural and remote housing markets, there is very limited housing supply for sale and rent. This limited supply can be unaffordable in the private market.

Many stakeholders also commented on the contribution that police housing can make to local community policing, and attracting families that make a wider contribution to fragile island, remote and rural communities.

Figure 1. Chart detailing Importance of available housing

Availability of police housing to attract officers



“My wife is from this island and she was a teacher on maternity leave. We decided on a change so we asked for a transfer to the area. She is now working at the local school and we are pleased with our move.” (Police Officer occupant)

The importance of tourism is likely to continue in these rural economies. The reduction of the international tourism market as a result of the Covid-19 pandemic is likely to be replaced in the short to medium term with ‘staycations’ from the domestic UK market. Tourism in island, rural and remote Scotland has the combined effect of increasing operational policing demand, and reducing access to local housing supply as it shifts to the short-term let holiday market.

The interviews with Police Officers showed that more than **70% would not have applied for a job without the police housing being available**. The vast majority say that suitable affordable accommodation is extremely hard to find in their area, and police housing is essential to attract officers to apply for a post.

“Every other house is a holiday house - prices are rocketing. A young officer with a family probably couldn’t afford to buy a house up here. The rental market - there are local authority houses but it’s impossible to get one, and what is there is being used for people with higher needs.

For private rentals, the holiday market, Airbnb etc. has made housing very expensive and its becoming increasingly so with the increase in tourism. Houses rarely come on the market; it’s very difficult to find one to buy.” (Police Officer occupant)

The Police Officers’ opinion is confirmed by Police Scotland’s recruitment experience. L and N Divisions have higher turnover than the Force average. Much positive work has been achieved to recruit new starts, with both divisions now having larger probationer ratios than the Local Policing average. However, on a longstanding basis, these areas require more intensive focus to maintain resilience, particularly in Oban, Fort William, Caithness, and Orkney and Shetland Islands. This was demonstrated for 2020/21 where 85% of all Scotland’s Local Policing recruitment was focused on L and N Divisions for only 6.6% of the total Force police officer establishment. This reflects the requirement for physical relocation, whereas most Police Officer posts can be filled flexibly and quickly in urban areas without the need for force-wide recruitment and any relocation.

Apart from the challenges of turnover and recruitment, these locations have different operational requirements than found in urban Scotland. These include extensive travel distances and time (including ferries) to respond to incidents, and rural divisions have more limited central support infrastructure including criminal justice staffing to manage people in custody. This all increases the risk posed by having less than the required number of officers to ensure safe resource levels.

Given the risks we have identified to police officer resourcing in key areas, enabling access to housing by Police Scotland will continue to be an integral part of our resilience planning.

Additional police housing

Consultation across C, L, N and U divisions confirmed that the **current volume of police housing provision is the minimum required** in the short to medium term (with the exception of 9 properties already identified as surplus).

There are **current shortages of housing** in the Shetland Islands, Orkney Islands, the Caithness corner, Fort William, Oban and Campbeltown. Much of the demand here is for seasonal or surge requirements.

While probationers and secondees provide an important additional resource in periods of operational surge/seasonal high demand, there must be a balance with attracting and retaining qualified and senior officers for the longer term. Due to the extremely restricted housing market in some of these areas, there are also shortfalls of housing suitable for couples and family accommodation.

This Strategy must therefore facilitate access to wider housing options to retain qualified Police Officers in these areas for the medium and longer term. Therefore, a mixture of housing is needed in areas of shortage – one-bedroom properties for single officers whose partners may wish to join them and possibly attract people to stay in rural areas for longer, and three bedroom homes for family accommodation.

Opportunities for partnership

The SPA currently works in partnership with two housing associations – Hebridean Housing Partnership in the Western Isles and Trust Housing Association on Arran. The SPA enters into leases for 12 months or more with the housing association and Police Officers enter occupancy agreements the SPA. The SPA also has a short-term leasing arrangement for 6 months with a private landlord on Arran which provides Police Scotland with added resilience for the summer months.

Leasing arrangements work well because this option provides:

- An opportunity to find the best location for operational requirements and well-being of Police Officers;
- Flexibility and resilience – As demand increases or decreases, the supply of housing can be adjusted up and down through leasing;
- Quality housing standards – Properties from housing associations are provided to a consistent quality and energy efficiency standard, and private landlords also have minimum housing quality standards to reach; and
- Financial appraisal shows that leasing provides the best value for money when compared against the retention and new build model.

Leasing will not be possible in all areas due to lack of supply/housing pressure, or it will take a long lead in time to identify suitable properties for leasing.

There is also the potential for Social landlords to provide property management services including local repair services.

Stock transfer of properties from the SPA to housing associations was also explored. However, given the police housing property type and condition, there was little appetite for this option from external stakeholders.

There are 7 local authorities, 12 housing associations and hundreds of private landlords in the island, rural and remote areas where police housing is required. This means that pursuing potential partnership for leasing or contracting will require time in developing partner relationships so that opportunities for new or additional housing supply can be identified well in advance of need.

Strategic vision and principles

Our vision for the housing strategy

Our Housing Strategy contributes to the long-term requirements for high quality policing services to meet the needs of communities in Scotland.

We will support the well-being of our people by enabling access to housing which is high quality, warm and energy efficient. Our housing offer will enable us to attract and retain Police Officers in island, remote and rural areas to support local communities.

Key principles

The key principles of the Housing Strategy align to the Estate Strategy. Like the Estate Strategy, the Housing Strategy reflects our partnership culture, and requirement for long term sustainability and best value.

This strategic vision, and principles have been developed following the widescale consultation with internal and external stakeholders, and through strategic option appraisal ([Appendix 2-5](#)).

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Table 1 Key principles of our housing strategy

<p>Housing Needs Led</p> <ul style="list-style-type: none"> The number and type of police houses provided by SPA (owned or leased) will be determined by the following criteria: <ul style="list-style-type: none"> whether it is a rural location where it is more difficult than the Scottish average to attract and retain police officers where the local housing market (supply and/or lack of affordability) means Police officers are unable to access their own housing, timeously according to operational requirements. There will be a variety of types of police housing provided to meet the needs of different types of police officer households (single people, couples and families) which will contribute to long term attraction and retention in Island, remote and rural areas for a range of officers. The model and supply of police housing should contribute to the flexibility and resilience of workforce planning, as demand shifts up and down over time. 	<p>Collaboration First</p> <ul style="list-style-type: none"> The SPA will lease police housing from partners where-ever possible (public, private and third sector housing providers), rather than owning. Where residential properties are leased, The SPA will lease from partners, with follow on occupancy agreements with Police Officers to provide necessary operational oversight and accountability. There will be clear criteria for leasing around location and quality to satisfy operational requirements and well-being of officers. Police houses attached to stations, and purpose built police hostels will continue to be owned by the SPA with ongoing investment. If station requirements change, the attached police housing requirement will be reviewed. We will work with local partners to support Police Officers to find their own long-term accommodation in island, remote and rural housing markets.
<p>Housing Quality and Best Value</p> <ul style="list-style-type: none"> Police housing will be provided to the relevant Scottish Government Housing Standard including the energy efficiency standard, aiming for net zero where possible. This will involve the replacement of the low value, poor quality, high investment need housing over a reasonable timeframe of 5 years. Police Scotland will develop a Sustainable Policing Strategy for Rural & Remote areas of Scotland. Part of this Sustainable Strategy will be to consult on the charging policy for housing which in conjunction with a review of police officer allowances may include the imposition of a charge in respect of Police housing brought up to the relevant housing standard. The hostels charge is £169 per month and will continue to be reviewed to cover running costs of Council Tax and utilities in these hostels. To secure best value, the SPA will lease housing from partners where-ever possible where the financial, operational and location criteria align, and where local partners are receptive to leasing directly to the SPA. Other options include retain and invest, dispose, and new build by the SPA where no leasing alternatives exist in the required timeframe. Investment in SPA owned housing will be protected through life cycle planned maintenance programmes, and securing high quality response repair services. We will develop a letting and property management standard so that Police Officers know what they can expect from the property, and the ongoing property management service. 	

Our future Strategy to Police housing

The future strategy to Police housing will be underpinned by the key principles of

- **Housing-need led** – ensuring flexibility and resilience for attraction and retention
- **Collaboration first** – seeking partnership with the expert, local housing providers
- **Housing quality and best value** – providing consistent condition standards, including energy efficiency and sustainability, and securing best value for the SPA and for occupying Police Officers.

We have identified the short to medium term housing supply requirements for the next 5 years. This concludes that a total residential portfolio of 98 properties is required, which is a planned increase in provision of residential properties currently in use of 15 properties or 18% over the next 5 years.

A blended delivery model

Due to the diverse nature of the SPA properties, and housing markets in island, rural and remote areas, there is no 'one size fits all' model for delivering the strategy.

We will implement a tailored and strategic approach to residential property asset management which includes:

- **Leasing from local housing providers** where-ever possible – housing associations, local authorities or private landlords

- **Retain and invest** – for houses attached to stations, purpose built hostels, or where there is no other feasible alternative
- **Disposal** – where leasing is successful and there is a surplus property, or where retention is not feasible due to investment costs to reach quality standards ; and
- **New build** – where no leasing options exist and where new build is more feasible than retain and invest.

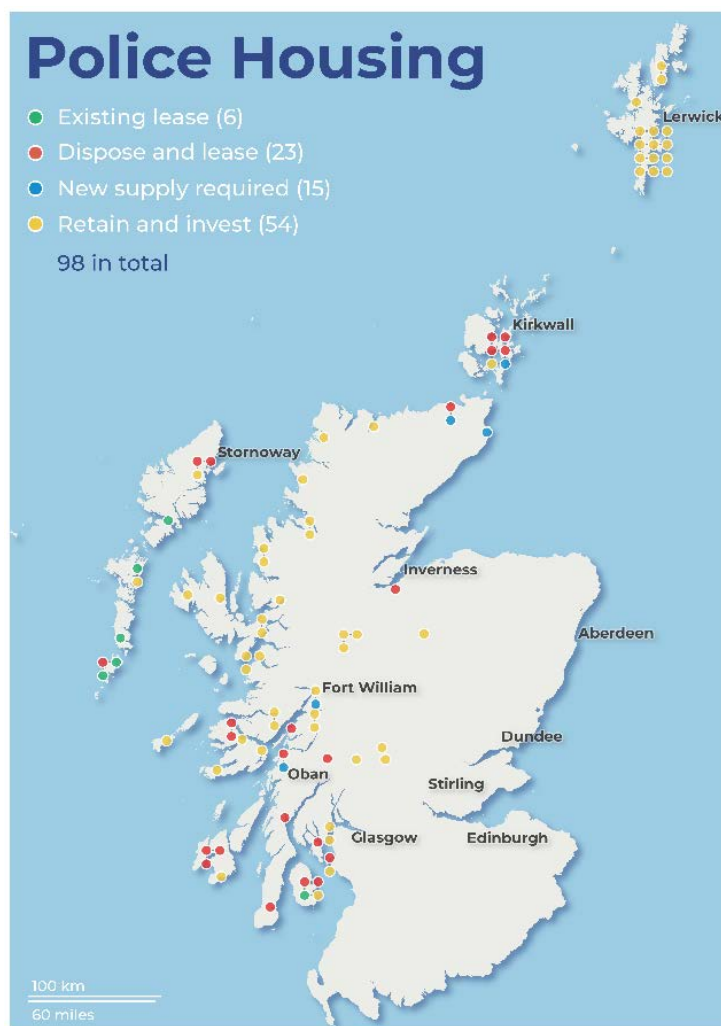
We have developed an investment decision framework to navigate the options on a local basis ([Figure 2: Blended delivery model flow chart on page 21](#)).

The [table 2](#) and [map 2](#) shows the optimum blended model by Division and housing market area which we will implement over the next 5 years. This shows a combination of retain and invest, using existing leases, disposing of current properties and replacing with leases. Where there is a requirement for additional supply, then the preferred strategy is also to enter new leases with partners, or as a last resort new build by the SPA.

Table 2 Future blended delivery model

Housing Market	Retain and Invest	Existing Lease	Dispose - lease	New Supply	Grand Total
Arran and Cumbrae	2	1	3		6
Bute and Dunoon	2		1		3
Caithness & Sutherland	7		1	4	12
Fort Augustus and Aviemore	4				4
Inverness			1		1
Lochaber	8			8	16
Oban and the Isles	5		10	1	16
Orkney Islands	1		4	2	7
Shetland Islands	15				15
Skye and Lochalsh	5				5
Stirling	3				3
Western Isles	2	5	3		10
Grand Total	54	6	23	15	98

Map 2: Our future housing portfolio



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Quality standards

The aim will be for SPA housing to meet the SQHS or the new Scottish housing quality standard where possible, and we will aim for net zero where possible.

Protecting our investment

Where the SPA continues to retain and invest in residential properties, Police Scotland's Estate Department will protect this investment by developing the appropriate infrastructure. This will include a professional property management service, and a local response repairs service. Where possible these will be procured from local housing providers. Police Scotland's Estate Department will develop a letting and property management standard so that Police officers know what standard to expect from ongoing management, fixtures, fittings and response repair timescales.

Charging policy

There is currently no charge for individual Police houses. The charge for hostels per occupant is £169 per month. As part of an ongoing review, the Rural & Remote Tactical & Co-ordination Group (as part of a Property Allocation and Charging Policy) and in conjunction with a review of allowances intends to consult with relevant stakeholders on the introduction of a transparent and consistent charging policy for police houses. The future charging policy will be based on the principle that the Housing Strategy should be sustainable from a funding perspective and should not require incremental subsidy. Any financial support for officers and staff in relation to future accommodation charges levied by the Force will be addressed as part of the review of officer and staff allowances, with the intention that allowances are made available to cover accommodation costs for relocation and attracting colleagues to rural and remote locations where appropriate.

Finding homes in the market

Our aim is to encourage more police officers to stay in island, rural and remote areas for the long term. The Police Scotland Estates Department will endeavour to work with local partners to navigate access to affordable housing options for officers. These include low cost home ownership schemes, Mid-Market Rent which is often targeted to key workers, and self-build for which Scottish Government loans are available.

Implementation

We have set out a high-level action plan to direct the planning phase for the first 3 years. Given the extent of the backlog, a reasonable investment programme for retained residential properties is likely to be 5 years.

[Figure 2](#) shows the framework we will use to guide decisions on what housing option should be adopted in each area. [Table 3](#) sets out our 5 year action plan to deliver the strategy.

Figure 2: Blended delivery model flow chart – Housing investment decision making framework – Lease, retain and invest, dispose or new-build?

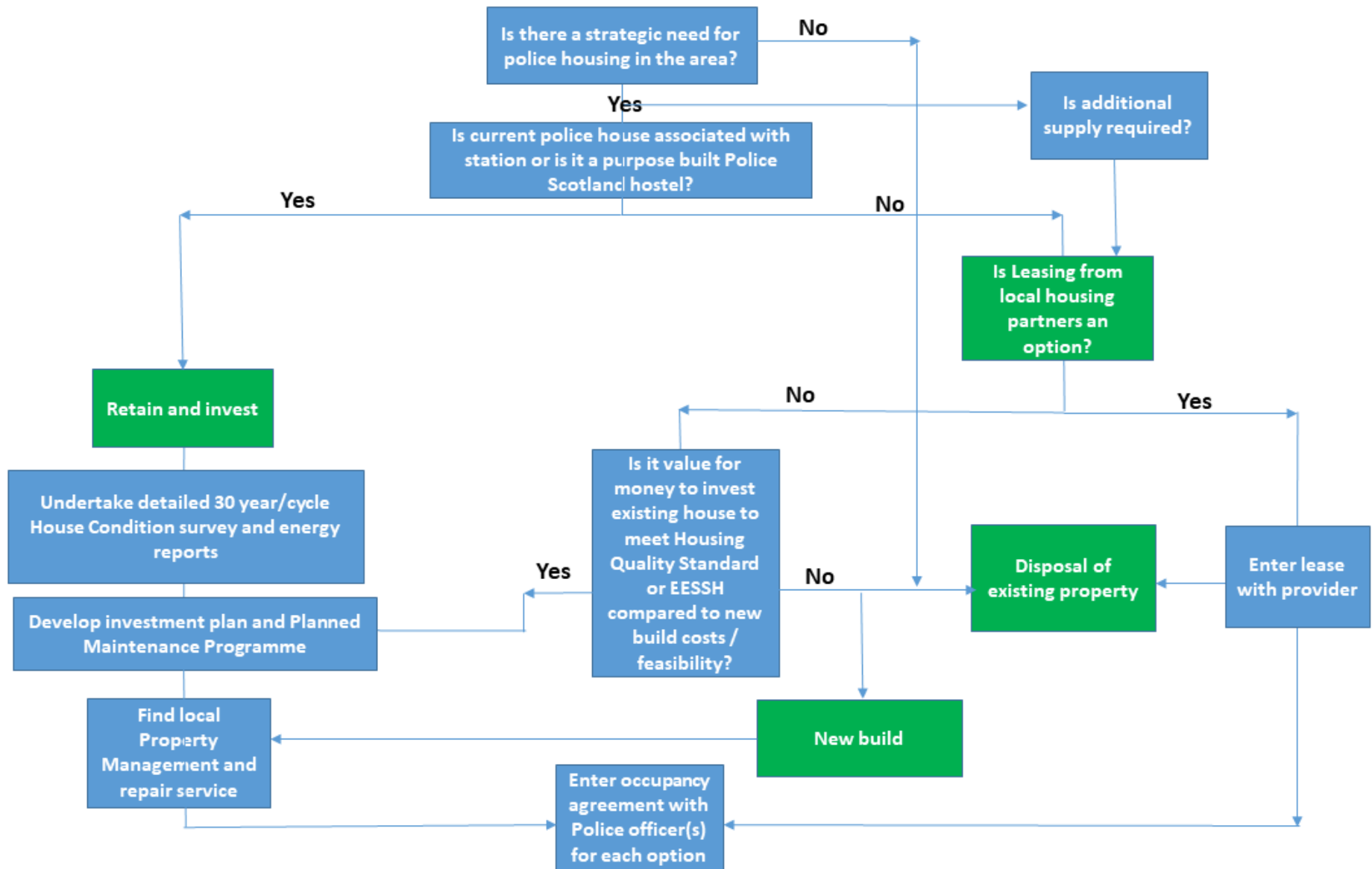


Table 3: Delivering the strategy – 5-year Action Plan

Action and timescales	Description
<p>Division Local Housing Plans completed Year 1 to 3</p> <p>Detailed plans include:</p> <ul style="list-style-type: none"> • House condition and energy survey with 30-year life cycle costs for each property. • Engage and develop relationships with partners to establish potential for leasing in each area as alternative to retain and invest or new build by the SPA. • Develop intelligence from partners on longer term housing options in the local area to inform police officers. • Establish the exact requirements for any new supply in each area (which could be lease or as last resort new build by the SPA) • Agree on the blend of options for each local area. • Develop local costed investment plans in line with each local blended option, including planned maintenance programmes for retained stock. • Develop intelligence on potential local contractors for property management and response repairs. 	
<p>Develop a revised allocation and charging policy as part of a Sustainable Policing Strategy Year 1</p>	<ul style="list-style-type: none"> • Draft the policy. • Consult with stakeholders. • Charging only once property meets quality standard.
<p>Make Representations to the Scottish Government on Proposed Housing Legislation From Year 1</p>	<ul style="list-style-type: none"> • Seek clarity on SPA’s position as a housing provider moving forward in discussion with Scottish Government on the “New Deal for Tenants” consultation document.
<p>Implementation of Divisional housing plans From Year 1</p>	<ul style="list-style-type: none"> • Implementation will be prioritised in areas where it is known there are current supply constraints – Shetland Islands, Orkney, Caithness, Fort William and Oban. • Shetland Islands – Proposed 13 house upgrade - See Case Study page 24. • Fort William – Obtaining consent for 4 Bed HMO Fort William as immediate supply constraints. Then seek additional supply through leasing from local Housing Association. • Caithness, Oban and Orkney – seek additional supply through leasing from local Housing Association and dispose of properties not fit for purpose.
<p>Tracking and reporting on progress Years 1 to 5</p>	<ul style="list-style-type: none"> • Aim to have 20% of the SPA stock that meets SHQS and EESSH (or new Scottish Government standards) each year over 5 years 2022 to 2027 • Housing gaps filled in: <ul style="list-style-type: none"> • Shetland Islands – 2021-2023 • Fort William –2021-2022 • Caithness –2021-2022 Phase 1 , Year 2 – 2023/4 review for Phase 2 • Oban – Year 1 – 2022 • Orkney – Year 2 – 2022

Financial Plan

The 5-year medium term financial plan details that implementation of the blended strategy is estimated to involve:

- **Gross revenue expenditure of £2.640M.** This is estimated to be circa 21% (or £0.56M) higher over the 5-year period than the £2.080M currently forecast on the basis of full retention of existing and unimproved police housing. Although revenue expenditure is estimated to increase, this will be offset through the development of a consistent Force-wide charging policy, and reductions in the planned maintenance budget overall compared to full retention of all existing police housing; and,
- **Gross capital outlay of £6.1M over the next four years** to 31 March 2026. This will be partially funded by £3.746M in expected capital receipts.
- 3. **Continued use of short-term leasing arrangements in the Western Isles and Arran where this has worked well and expansion across other areas** including Caithness and Sutherland, Inverness, Oban and the Inner Hebrides, Fort William and the Orkney Islands. This will incorporate leased replacement for the identified 23 properties to be disposed in point 2 and also to address additional residential operational need not being currently met by supply.

The strategy is to be delivered through a blend of retention and investment in existing properties and occupancy agreements/short term leasing where it is more appropriate and cost effective to do so. The medium-term financial plan is therefore based on:

1. **Retention, investment and maintenance in a total of 54 of the existing police houses** at a total estimated cost of £6.1M.
2. **Disposal of an additional 23 properties no longer considered fit for purpose** nor demonstrating value for money (where leased opportunities exist).

Under the preferred blended strategy there will be a growth in the use of leases with third party housing providers over the next 5 years from the 6 currently in place to around 44 by the end of year 5.

The leases continue to offer better value for money to the public purse as both the upfront and ongoing investment required to maintain the police housing at an appropriate standard is no longer a liability to be addressed by Police Scotland since the housing provider/partner is able to provide accommodation at the appropriate standard, while taking advantage of economies of scale.

The likely term of the leases, if extended beyond the current 12-month arrangements in place for the existing 6, is expected to be no more than 3-5 years.

Case Study 1 – Shetland Islands Housing Investment

The SPA currently owns fifteen properties throughout Shetland Islands which are used for Police Officer accommodation. These properties are occupied in the medium to long term by Police Officer members and their families.

Image 4. Stock image of housing.



In terms of the Blended Delivery Model in the Housing Strategy and Flow Chart Model the default position is to Lease Housing Stock from Local Housing Providers if such stock is available/suitable.

However, discussions over many years with Shetland Islands Council, and Hjaltsland Housing Association have demonstrated that there were no suitable properties available to lease to the SPA. This is because there is very high demand for higher need groups, and key workers (health, police and education) do not have priority over households with statutory housing need. New build solution is not a cost effective or timely solution as evidenced by the Shetland Islands feasibility study.

Whole house refurbishment across the Police housing stock in Shetland Islands is the recommended way forward considered over 25 year life cycle analysis.

This refurbishment project is based around a decant strategy – moving Police Officers and their families out to refurbish two properties at a time until all are upgraded working around occupied accommodation. Investment required to undertake the project is estimated in the region of £2.5m for 13 properties, including formation of 2 houses into one HMO to provide a fit for purpose supporting estate for Shetland Islands policing. This is made up of £2.1m construction costs, circa £150k design fees and remainder making up contingency and occupant relocation support.



In addition to concerns about the further deterioration of the building fabric should works not be carried out in the near future, many of the properties are currently at risk of causing health problems for occupants – including families with young children – if mould, damp and condensation issues are not resolved.

The preferred Option B refurbishment would provide the best value for money over the 25 year period, both in terms of the reduction in annual energy costs for occupiers and the overall budget cost of the works. Carrying out all the works which will be required to meet known or anticipated legislative changes over the next 25 years in one refurbishment project rather than a series of smaller interventions to improve energy efficiency will reduce costs over the 25 years and ongoing maintenance should also be reduced due to the improved overall condition of the building fabric.

Option B refurbishments of all the Lerwick properties along with the Mid Yell House would achieve an EPC rating of C which when the impact of the installation of a whole house mechanical ventilation system is taken into account would be treated as an EPC rating of B in accordance with EESSH2.

The Mid Yell and Brae residential blocks (both of these properties are integral with the police stations) would still not achieve the EESSH2 standards through Option B and would require the addition of Option C measures to meet this standard. However due to the cost of the refurbishment works for these properties when considered against their frequency of use it is considered that the refurbishment of these properties would not provide good value for money and alternative solutions to staff accommodation in these areas should be considered if required.



Case Study 2 – Leasing with Lochaber Housing Association – Fort William

There is one existing SPA owned house located at Inverlochy, Fort William occupied by two officers. Due to high demand for Police Officer accommodation and constraints on the availability of alternatives in the market, an HMO licence has been sought to enable conversion of these four bedroomed properties to be occupied by four officers. In addition to this upgraded property, it was identified that there will still be a severe shortfall of accommodation for up to eight officers in this community. This has been highlighted as an area for an additional residential supply requirement under the Housing Strategy. In respect of our accommodation demand and the challenges in Lochaber, these are:

- Attracting transfers and retaining officers from outwith the area is limited due to the cost and limited availability of suitable housing in the market.
- Probationary officers (officers with less than two years' service) struggle to find and retain reasonable accommodation; leading to early transfer away from the area after initial training. This increases staff turnover/shortages.
- The high proportion of holiday accommodation in this area adds to these housing pressures and the policing workload/call profile of Lochaber.
- There is an identified need for accommodation for seasonal/seconded officers to assist with the larger work volume at times of high call volume/visitor numbers.
- Assisting new/transferring officers to find accommodation has a significant draw on management time, which could otherwise be spent doing other work.

The recent addition of two beds in Inverlochy, giving a total of four beds is a good start. However, similar affordable accommodation for a total of eight officers will provide suitable levels of accommodation for 4-6 permanent transfer/posted officers, whilst also allowing at least two to be available to accommodate extra resources/seconded officers who attend the area at times of high tariff/high volume police work.

In terms of the Blended Delivery Model in the Housing Strategy and Flow Chart model, the default position is to lease housing stock from local housing providers if such stock is available/suitable. In this regard, an opportunity arose to lease two flats from the Lochaber Housing Association within Fulton House in Fort William.

Accommodation opportunities in this community are rare. Fulton House is a centrally located former Highland Council Social work building within Fort William town centre with onsite parking and easy access to local amenities. The property is currently being reconfigured and refurbished by Lochaber Housing Association to provide a total of 12, one and two bedroom flats for rent.

Whilst not exclusively allocated for essential workers five flats all on one floor of the building have been allocated for this purpose with interest expressed by the NHS, Highland Council and SPA all of whom report difficulties in recruiting and retaining staff due to difficulties experienced by staff securing suitable accommodation.



In July 2021 the SPA approved the lease of these two flats (one bedroom/ two bedroom) on the basis of five year lease agreements, with annual breaks exercisable by the SPA on giving three months' notice. Occupation of these flats has now commenced.

This is a working example of recent leases of good quality residential housing being agreed. The principle under the Housing Strategy (under agreed Division Housing Plans) will be to identify and maximise similar requirements/opportunities in to order to replace/add to the existing residential housing stock to support operational policing in these areas.

Appendix 1 – Estate Strategy – Design Principles

Design Principles:

Estate Strategy



- The footprint will be optimised and 'fit for future' whilst maintaining resilience and flexibility
- The estate will be shaped by local demand, flexible working and the impact of digitally enabled policing
- Properties will support the different ways in which the public want to make contact
- Estate is flexible and adaptable, maximising utilisation by a changing service and by partners' changing requirements



- Co-location, visibility and collaboration in partners' properties will be the preferred option
- We will challenge the need for standalone and dedicated police properties
- Co-location investment decisions will be prioritised where it leads to service collaboration with partners and improved community outcomes
- Estates governance and decision making will be open, transparent and enable timely decision making in conjunction with the public and our partners



- Our people will work in compliant, secure, comfortable, modern, and well maintained workplaces
- Estate will support well-being, productivity, recruitment and retention of talent, including 'Quiet Rooms' for officers to decompress and rest
- The estate will support officer and staff mobility, remote and smart working
- Our workspaces will support modern technology, smarter, collaborative and task-based working and maximise utilisation of the buildings



- Only strategic and specialist properties should be owned, as far as possible
- Asset value will be leveraged innovatively reflecting a greater appetite for commercial risk e.g. in sales, development, financing and revenue generation
- Target inefficient and/or underutilised buildings for disposal
- Compliance with Scottish Government's commitment to reduce environmental impact of service activities

Appendix 2 – Method Summary

Analysis of the current Police housing stock database – this served to clarify the location, type and size of the individual residential assets and to identify which are currently surplus to requirements. This surplus stock was identified by the Police Scotland Asset Management Team and the Local Policing Divisions. Stock data was then mapped to enable easy view of the location of the stock.

Understanding the strategic context, and current model of Police Scotland housing provision – this involved review of documentation and discussions with the Asset Management Team to understand how the residential properties were managed and maintained (investment and response repairs), and the eligibility criteria for POs to be housed in police housing.

Review of stock condition survey data with recommendations – Ryden was separately commissioned to undertake stock condition surveys on all the residential properties (undertaken as part of a wider programme of condition surveys of the operational assets). 21 survey forms were received from Ryden of the 98 SPA residential properties surveyed (including the long-term empty properties). These survey findings were analysed with a separate report with recommendations made on their relevance and next steps for assessing house conditions and investment requirements.

Internal consultation – was undertaken across all the relevant Local Policing Divisions including N, L, U, C, J and V Divisions. [Appendix 3 provide further detail.](#)

Police Officer occupant interviews – an important part of the work was to understand the perspective of occupants living in the properties. [Appendix 4 provides a summary of findings.](#)

External consultation with local authorities, housing associations and Scottish Government – undertaken with five local authorities (LAs) and 11 housing associations (Registered Social Landlords, RSLs) and Scottish Government More Homes Division.

Financial analysis and option appraisal – SPA was asked to provide all relevant financial data (income and expenditure) on police housing with 'carry on as you are' analysed alongside alternative strategic options:

- Retain and invest
- Dispose
- New build
- Leasing

The strategic options were short listed and analysed against the following criteria:

- Criteria 1 – Meets strategic objectives
 - Provides quality housing of range of house types which helps to attract, recruit and retain POs for hard to reach posts/areas
- Criteria 2 – Financial resources/value for money
- Criteria 3 – Deliverability/risks

The existing and potential future residential requirements were then earmarked against each of the strategic options - Retain and invest, Dispose, New build, Leasing.

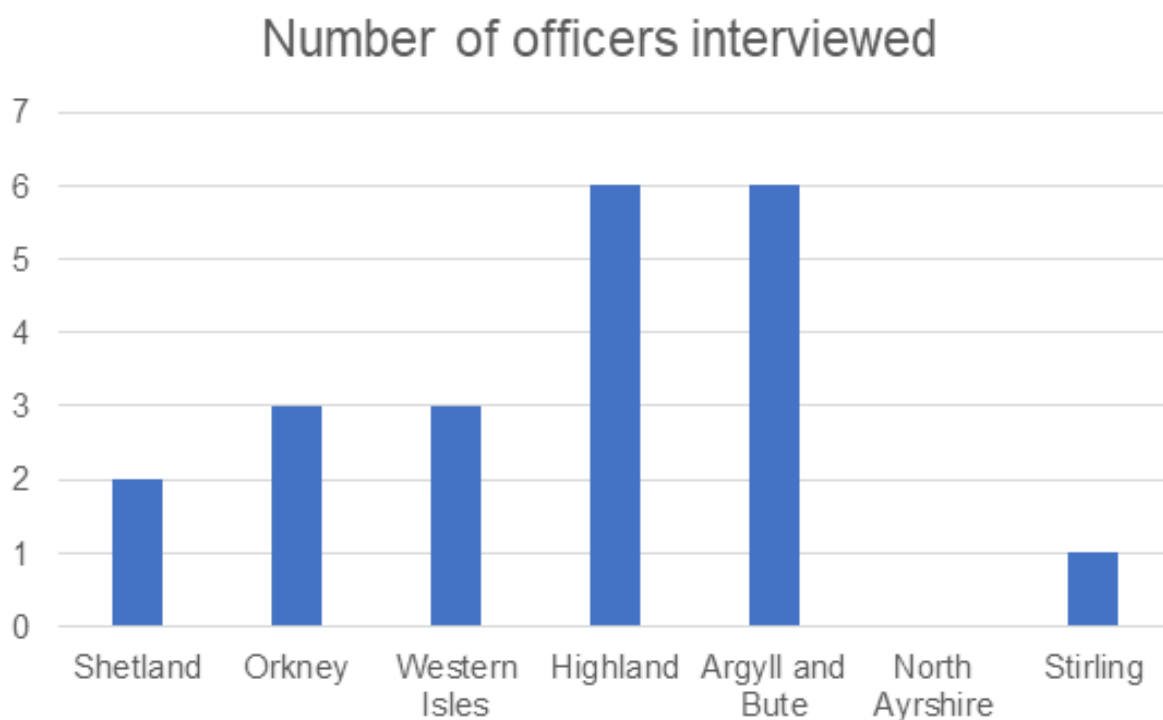
Appendix 3 – List of stakeholders consulted

Internal Consultees	Purpose of consultation
Assistant Chief Constables and Chief Superintendents – North and West	To understand perspective on the need for police housing, in particular the long term vision.
Superintendents and Area Commanders – N, L, U, C, J and V Divisions 14 consultees	To understand perspective on the need for police housing (short, medium and long term), and any opinion and experience on the condition of the housing properties and experience of resident police officer occupants.
Police Scotland HR team 2 consultees	To understand workforce plans and the recommendations of the Hard to Reach Short Life Working Group recommendations considered by Local Policing Management Board February 2021.
Police Scotland Legal Services	To seek advice on the legislative framework applying to SPA as a housing provider
Police Scotland Procurement	The appointment of applicable consultants and contractors required to deliver this Housing Strategy shall be carried out by the Police Scotland Procurement Department in conjunction with Estates and will be procured via a compliant Procurement process to ensure compliance with the Public Contract Scotland Regulations Scotland (2015) and to demonstrate Best Value
Police Officers occupying police houses and HMOs 20 consultees	In-depth interviews were undertaken with a random sample of 20 Police Officers from across the relevant Divisions (none achieved in Arran/ Cumbrae). The purpose of these interviews was to understand perspective of the suitability of size and condition of the properties, suitability of location, what the alternatives housing options in the location could be, and discussions about paying a charge for Police housing.
Police Federation 4 consultees	To understand the perspective from the Police Federation about the availability, quality and future options of Police housing.

External Consultees	Purpose of consultation
<p>Local authorities 13 consultees</p> <p>Argyll and Bute Council, Highland Council, Orkney Islands Council, North Ayrshire Council, Shetland Islands Council</p>	<p>As strategic housing authorities the local authorities offered insight to their understanding of the local housing markets, historical experience of the SPA residential estate, potential alternatives to the 'carry on as you are option', and options for partnership working.</p>
<p>Housing Associations 11 Registered Social Landlords</p> <p>Argyll Community Housing Association (HA), Cairn HA, Fyne Homes, West Highland HA, Lochaber HA, Lochalsh and Skye HA, Orkney Islands HA, Pentland HA, Hjatland HA, Rural Stirling HA, Trust HA, Cunningham HA</p>	<p>As the local housing providers offered insight to their understanding of the local housing markets, historical experience of the SPA residential estate, potential alternatives to the 'carry on as you are option', and options for partnership working.</p>
<p>Scottish Government 1 consultee</p>	<p>Scottish Government More Homes Division provides funding for new affordable housing supply and makes decisions with local authorities on priorities for funding across Scotland. Consultation on the prospects of funding for SPA housing – existing and new provision and historical experience of the police residential estate.</p>

Appendix 4 – Summary of Police Officer interviews

Figure 3. Number of officers interviewed per area.



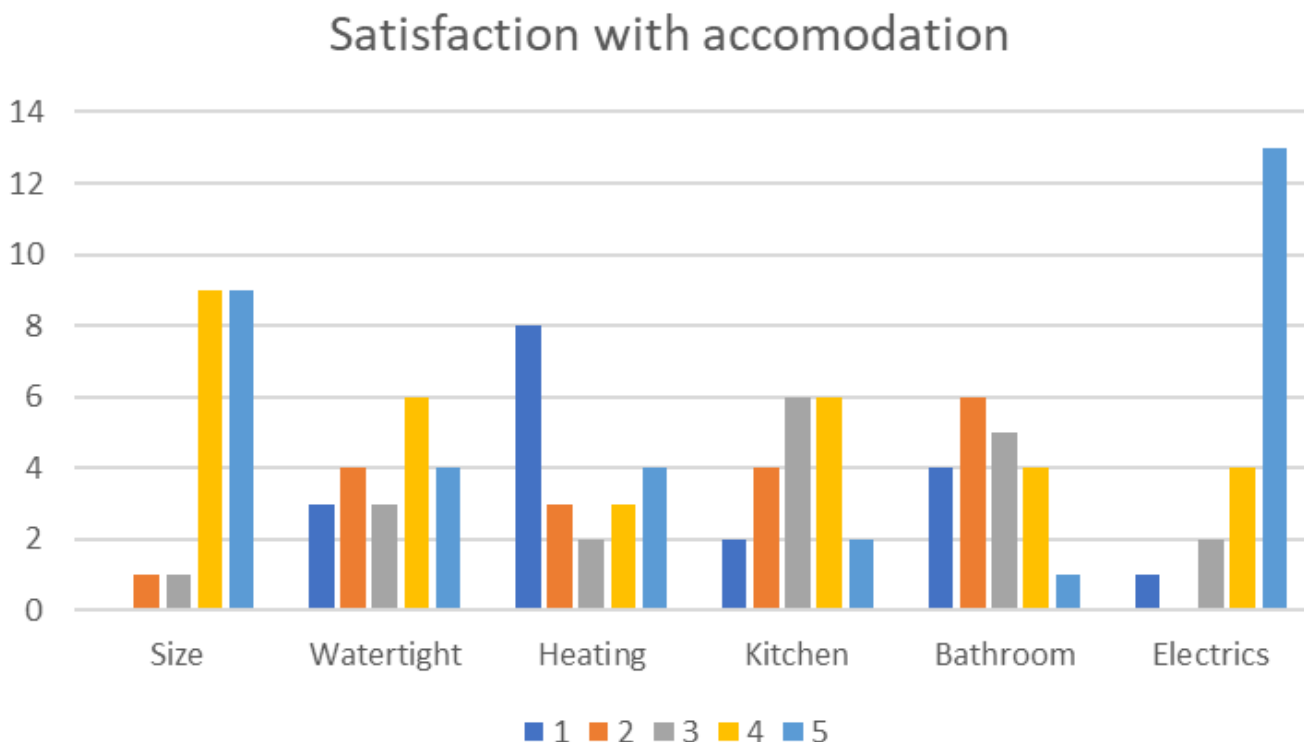
We interviewed twenty officers from across the divisions except North Ayrshire.

Collectively, these officers have almost 70 years' experience of living in Police accommodation.

Most (16) live in houses with four living in a hostel. Of these, the majority (11) are not attached to police stations.

The majority of officers stay with their partners in houses with no children (9). There are only five that have children staying with them.

Figure 4. Chart detailing levels of satisfaction with accommodation



Most feel that the houses are big enough however there is a real spread across how wind and watertight homes are. There were seven who said this was bad.

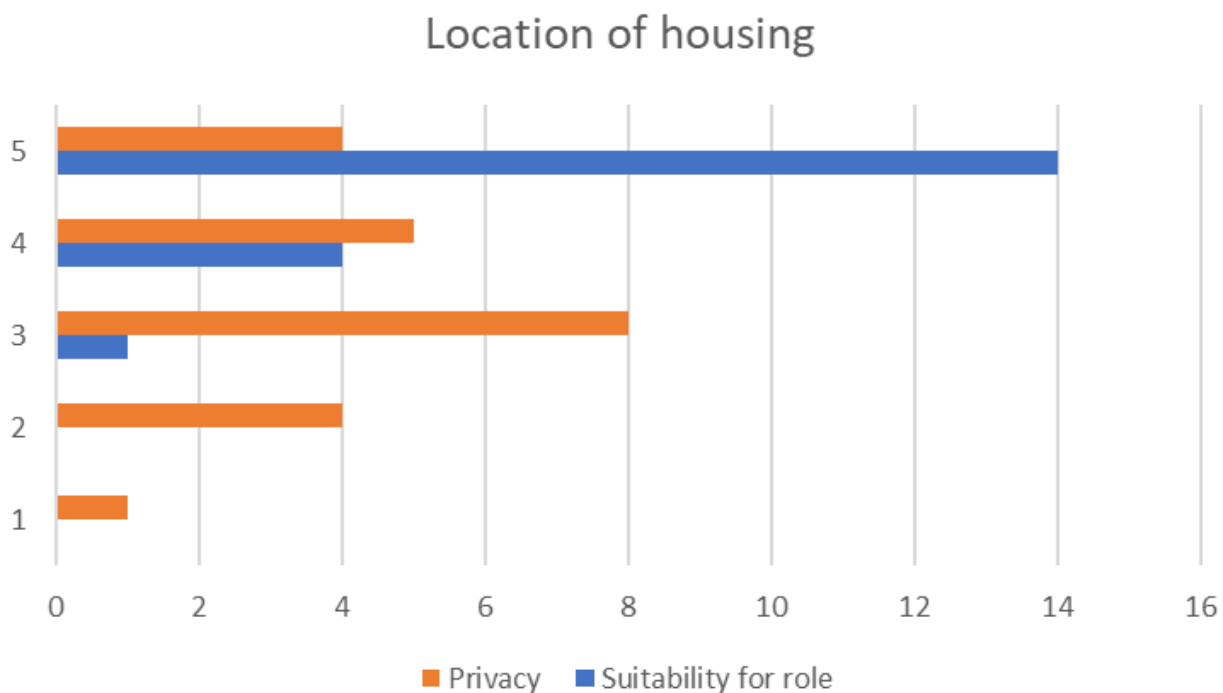
Heating was the most common problem and seven said this was very bad indicating a potential key area to focus on. High heating costs were a problem for a significant majority this tended to be either because houses were poorly insulated and so heating was combating this or the boilers were oil and inefficient and the costs were high. One officer said that he was spending over £300/month for electric heating and this was not uncommon.

Kitchens were reasonably good with only a few living with kitchens that were either too small or with units that were dilapidated and in need of replacement. Bathrooms for some were also in need of upgrading. It was often poor electric showers that let them down in most cases. Only one person had a problem with the electrics in the house and this probably does need urgent attention.

There was a general even spread related to the general maintenance of the properties related to the FM contract, again people were split across how good or bad their delivery was but just under half said they were poor or very poor. The key issue seemed to be delays in repairs being done or tradesman arriving unprepared. Many felt that local tradesmen sourced directly locally would be better.

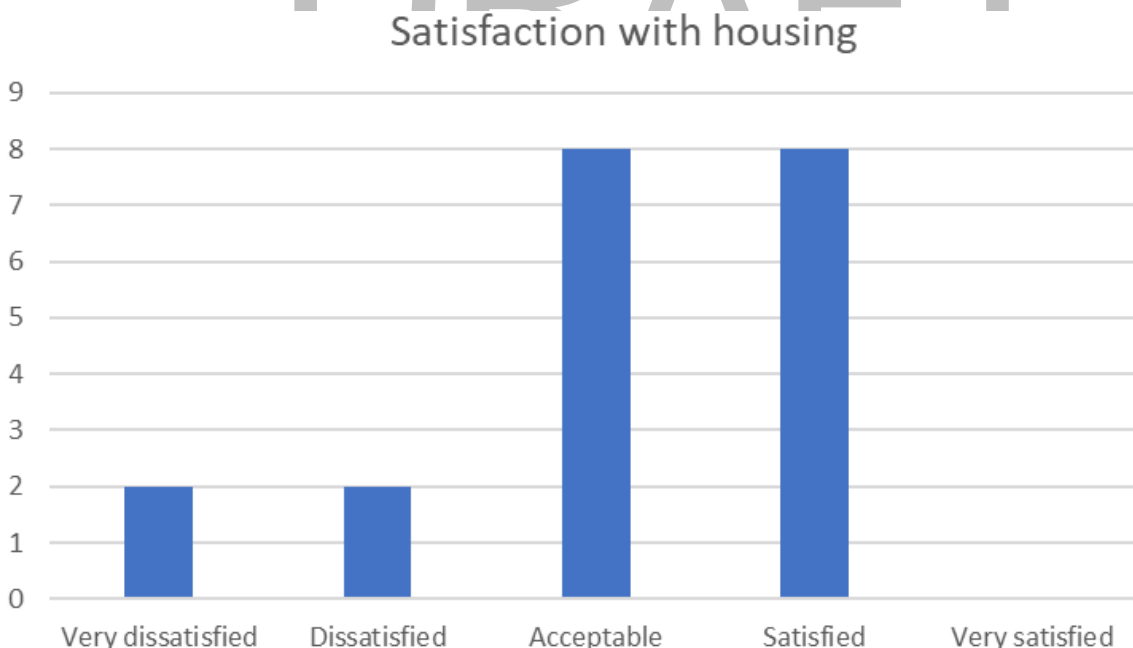
Houses are in the right locations suitable for their roles. Most offer good proximity to services and shops with only a small number of people with issues over privacy and the majority saying that most of those saying that contact with the public was just part of the job.

Figure 5. Chart detailing location of housing in relation to officer privacy and suitability for their role.



Interestingly when taking all issues into account after people had complained about specific issues the significant majority were either reasonably content or content with their accommodation. No one was delighted and although four (23%) were unhappy or very unhappy with their accommodation it would not take too much care and attention to positively move the dial.

Figure 6. Chart detailing officer level of satisfaction with housing.

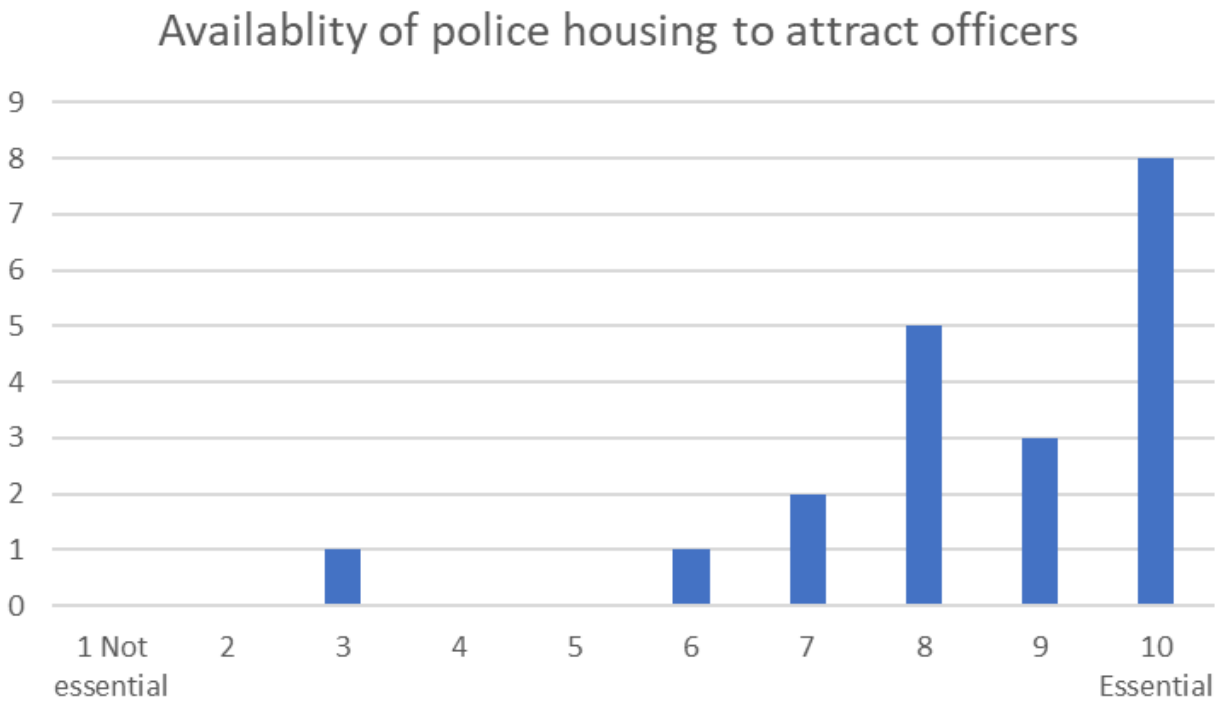


Consequently more than half said the accommodation would meet their needs but often only because they were facing retirement and are planning to move.

A few however were not content to stay unless improvements were made and they indicated that filling their post would be hard unless improvements to the houses were made.

More than 70% of people would not have applied for a job without the accommodation being available. The vast majority say that suitable affordable accommodation is extremely hard to find in their area.

Figure 7. Chart detailing availability of police housing to attract Officers.



We had comments like *“Every other house is a holiday house - prices are rocketing. A young officer with a family probably couldn’t afford to buy a house up here. Rental market - there are local authority houses but impossible to get for someone in her situation (what is there is being used for people with higher need). Private rentals - holiday market, AirB&B etc. Housing is very expensive and becoming increasingly so with the increase in tourism. Houses rarely come on the market, very difficult to find one to buy.”*

When speaking to officers they indicated that comparable accommodation in reasonable state would cost between £550 and £750/month.

Another officer said *“He feels that if the Police were private landlords then many people would be in dispute with them. He says that the Police are not accountable therefore improvements don’t happen. He feels that a housing association would manage the properties better. He feels that the Police need to make investments to benefit over the long term rather than just do patch up jobs.”*

In terms of how much people spent on heating few gave an exact figure but most indicated that this was extremely expensive.

There was little appetite to pay a charge for properties in their existing condition. Peoples’ expectations are that this is a part of their contractual benefits and an attraction to move to a rural area, unless it is for family reasons (of which there were a small number).

Appendix 5 – Case Studies

Case study 1

PC A has been in post for the past eleven years and they had not stayed at any other police property. The officer decided to move to this remote setting with their partner, who is originally from the area, and the partner decided to work there until the officer retires. It is a detached (1960's style estate) house. They have no children.

PC A says that the accommodation is good however it is poor in terms of being wind and watertight. The wind whistles through the windows and the cold seeps up from the floor. The heating is poor and the boiler in the house uses an oil-fired central heating system which is expensive. PC A says that they burn about 2500 litres of fuel oil in a year and often cannot leave the heating on all the time due to the expense.

PC A had applied for a grant to install glass wool insulation in the attic space however this still is not sufficient to keep the house warm. The kitchen is reasonable. However, the bathroom is poor. The main issue with the bathroom is that there is only one in the house (it does need two) but also the pressure of the water is exceptionally low. Because the area is low-lying, water pressure is low. If there is any leakage in the water system the authorities tend to lower the pressure further to limit more leaks.

This means that as the shower is in the upstairs bathroom the pressure is low already then the flow from the shower is almost nil. A pump needs to be installed. The house has poor electrics. There are also not enough plug sockets, particularly in the police office.

As far as general maintenance is concerned, then the FM provider is poor at doing anything other than critical or essential repairs. Anything requested is rejected unless it is essential and only the basics are ever done.

The house has a garage alongside and the roof needs a lot of work as it has the wrong kind of slates. The house should have a particular style of slates however it does not. This means that in the high winds these tend to be damaged and blown off.

This, as far as the location is concerned, is clearly suitable for PC A's role as a police officer as the accommodation is alongside and above the police office. However, it affords no privacy or safety. There have been occasions in the past where violent members of the public have been held in cells and this has caused great stress. It's an isolated area therefore is not particularly close to any services or schools.

The council tax is extremely high, on a par with PC A's four-bedroom house in the city. PC A pays around £215 per month which is the rent allowance from the police. Whilst the officer thinks this is inexpensive for a house, the high cost of heating more than makes up for the low cost of the charge.

PC A would rate the house as bad due to all of the problems listed. The property has been poorly maintained and the property has not been decorated, carpeted, or refurbished since PC A arrived almost 12 years ago.

PC A does not feel that this accommodation would suit a family if they wished to locate to the area. This property does meet his housing needs since the officer will be retiring soon. However, if this house were to accommodate his replacement it would be a very unattractive proposition without significant investment.

The issue with the area is that there are few listed properties for sale or rent. 60% of the accommodation is now second homes and all houses and land are snapped up.

One other issue the officer raised that is common with other officers in the location is that as the Police Station and the Home have a connecting door, he finds it prohibitively expensive to get home insurance. This is a big problem that needs to be considered. However, others say they have found adequate insurance.

Case study 2

PC B applied for this job as he came from and wished to return to rural environment. The officer wished to make a difference in a community. The officer lives in a detached house with his partner and family. The house is not attached to the station. The officer is happy with the size of the house and it is wind and watertight. He is unhappy however with the heating and the quality of the kitchen and bathroom.

The electrics are sound however trying to get repairs done is problematic. The house is suitable for his needs and is reasonably well located. The FM provider should be encouraged to use local contractors at all times. Due to the remote location then delays are inevitable. This creates logistical issues.

The big issue is that the house is damp and a fitted dehumidifier simply sends cold air into the house. The officer would be unhappy with it if he had to pay a charge. Police do their duty and deserve to be supported. The officer and family are giving up some choices to be where they are. Prices in the area are high around £800 per month and would be unaffordable. The officer would be unable to locate here if police houses had not been available. There are too many wealthy second-home owners.

One other issue is that within the existing rules and regulations there are many home checks undertaken. Every couple of month's people come to check things like EPC, boiler or water. This could all be co-ordinated and might be better done annually and resources re-allocated to maintenance.

If homes were sold to sitting police then they'd need 10-year guarantee that they wouldn't be moved without their consent. The problem with relocating management to Housing Associations is that a police officer could be in a flat with difficult neighbours. Police Scotland, the officer believes, has a Duty of Care to provide reasonable, safe, affordable housing.

Case Study 3

PC C moved to the island and had no previous experience of Police accommodation. The officer was stationed at a city station when they saw an advertised post for the location. The officer asked the Chief Inspector about accommodation and the officer was advised that a semi-detached house was available. The officer moved in two years ago with a partner and dog. The house is semi-detached and is not attached to the station which is one mile away.

The house is a reasonable size but there are draughts and a leaking roof. The house has a good garden with poor drainage. The house comes with a garage and a shed (possibly containing asbestos). The windows have been replaced but the officer still feels that they are draughty. There is condensation with moisture gathering that causes problems. The heating is poor. The house is poorly insulated and feels cold, particularly in some rooms like the bathroom. The heating is electric and the shower is electric. Even with a hive system the officer fitted at their own expense, the costs are very high at around £350/month. The FM call centre was slow when blocked drains were reported. And they sub-contract to people who sub-contract. That seems an expensive way to manage repairs.

All in all the house itself meets the requirements, is safe and suitable for amenities. To rent locally it would cost around £550/month and any rent would depend on the quality of the property. Without this police house the officer would not have been able to afford to move there. The officer recognises that they could and should maintain the property and decorate where necessary. Private rentals are rare in the area.

There is a hostel with eight beds but this is full at the moment. People are eyeing up the officer's house. Houses are crucial since six-month assignments are good for local officers who have a churn of colleagues arriving and leaving. Transferring to a rural area can be a challenge in that you can be held on after your shift ends if circumstances require and there are less officers to hand over to.

Appendix 6 – Documents referred to for the Housing Strategy development

Joint Strategy for Policing 2020 'Policing for a Safe, Protected and Resilient Scotland'

Police Scotland Estate Strategy 2019

Police Scotland Environmental Strategy 2021

Police Scotland Local Policing Management Board; Recommendations on Hard to Reach Posts; February 2021

Scottish Government – Housing 2040

Scottish Government – Heat in Buildings Strategy and the Heat Network Bill

Local Housing Strategies, and Housing Needs Assessments – Argyll and Bute Council, Comhairle nan Eilean Siar, Highland Council, Orkney Islands Council, Shetland Islands Council.

Islands (Scotland Act) 2018

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Appendix 7 – Options Appraisal

The following eight options were appraised over the period January to May 2021:

- **Option 1** – Status quo - SPA continues to own and manage the housing stock with like for like investment strategy, with no improvement in condition or service standards.
- **Option 2** – Own, manage and invest - SPA continues to own and manage the housing stock and invests in all the properties to meet SHQS and EESSH.
- **Option 3** – SPA continues to own and invests in all the properties to meet SHQS and EESSH and outsources local property management and maintenance to local HAS/LAs/local private sector.
- **Option 4** – Stock transfer and leaseback (investment pre-transfer) – Stock transfer to various local HA/LA and leaseback to the SPA but with improvement to SHQS/EESSH undertaken by Police Scotland in advance of transfer.
- **Option 5** – Divest and lease – Divest of all police housing through sale on open market and lease housing from HAS/LAs/private sector in the relevant locations.
- **Option 6** – Lease from LAs/RSLs/private sector – In areas of shortage to increase access to supply for police officers.
- **Option 7** – new build by SPA and own, and manage – In areas of shortage to increase supply, SPA will commission new housing, own and manage.

- **Option 8** – Bespoke development strategy – Using the value of land where police stations and police houses could be used to relocate stations and improve the quality of current police housing and provide additional affordable/private housing supply.

Each option was appraised consistently against agreed evaluation criteria for assessment including:

- **Ability to meet stated strategic objectives** in so far as the option can provides quality housing of a range of house types which helps to attract, recruit and retain POs in hard-to-reach areas;
- **Financial appraisal and Value for Money** assessed against the status quo using Net Present Value over 30 years; and
- **Deliverability/risks** – appetite from partners/stakeholders, availability of capital and ability to deliver the agreed volume and quality as determined by the housing approach for police housing.

The financial assessment was conducted using the Indigo House Group proprietary 30-year financial appraisal model and the options appraisal methodology is based on HM Treasury Green book good practice for Options Appraisal.

The findings of the options appraisal were discussed at a meeting of the steering group on 5 May 2001 (including representatives from Police Scotland's Department of Finance), the financial and overall stations results of which are summarised in table 1. The detailed RAG for each was presented to the steering group.

Appendix 7 Table 1: Summary of Financial Appraisal and Overall RAG

Summary Options Appraisal - Financial Analysis Results

	Option 1 - Status Quo	Option 2 - Own, Manage and Invest	Option 3 - Own, Invest, Outsource Property Management	Option 4 - Stock Transfer and Leaseback (Investment Pre-Transfer)	Option 5 - Divest and Lease	Option 6 - Lease from Las/RSLs/Private Sector	Option 7 - New Build by SPA and Own and Manage	Option 8 - Bespoke Development Approaches
Strategic Portfolio Wide Appraisal	SPA continues to own and manage the housing stock with like for like investment approach with no improvement in condition or service standards	SPA continues to own and manage the housing stock and invests in all the properties to meet SHQS and EESSH	SPA continues to own and invests in all the properties to meet SHQS and EESSH and outsources local property management and maintenance to local HAs/LAs/local private sector	Stock transfer to various HA/LA and leaseback to SPA but with improvement to SHQS/EESSH undertaken by SPA in advance of transfer	Divest of all police housing through sale on open market and lease housing from HAs/LAs/private sector in the relevant locations	In areas of shortage to increase access to supply for police officers	In areas of shortage to increase supply, SPA will commission new housing, own and manage	Using the value of land where police stations and police houses could be used to relocate stations and improve the quality of current police housing and provide additional affordable /private housing
31 YR NPV £000s	-£5,680,427	-£8,382,054	-£7,343,606	-£9,012,551	£9,962,207	-£9,810,638	-£19,163,320	
Officers Accomodated	135	135	135	135	135	177	177	Case by case
Per Officer Accomodated	-£42,077	-£62,089	-£54,397	-£66,760	£73,794	-£55,427	-£108,267	
LT Findings (Full 30 YRS)	Least cost option but not strategically or financially sustainable	Highly forecasting variability. Full SCS required on existing stock to confirm need	Highly variable - full SCS required and additional cost to 3rd party involved	Higher cost due to acceleration of investment programme involved	VFM maximised but some market risk involved	Lower cost option to increase volume	Most expensive cost option. Portfolio approach required	
Overall RAG								Case by Case

Overall, the option appraisal found:

- No “One size fits all” strategy/option is feasible and the existing police houses required consideration on a house by house basis.
- A tailored and strategic approach to Asset Management of police housing is required which enables:
 - The replacement of low value, poor quality, high investment need housing over a reasonable timeframe with;
 - Higher value, modern, energy efficient homes where sustainable demand exists

The Strategy would involve a combination of:

- Option 2 – own manage and invest
- Option 6 – lease in any area of shortage/or where investment not feasible therefore divest and lease
- Option 7 – SPA new build – where leasing is not an option
- Option 8 – bespoke development on a case by case basis
- Various Asset Management Programmes were required including Disposal, Core Investment, New Build and Leasing.
- And that the Strategy exists in the context of balancing local housing market conditions with operational requirement.

Decision making criteria for local investment appraisal was then agreed based on:

- Housing market/system – access to alternatives to Police Scotland owned houses
- Timeframe for requirement – short/medium/long term
- Flexibility requirement – surge (seasonal/investigation requirement)
- Access to capital

A house by house review was then conducted of all existing police housing in the context of the local housing market in which it was located. This resulted in the blended strategy based on:

1. Retention, investment and maintenance in a total of 54 of the existing police houses;
2. Retention and refurbishment of a further 28 properties;
3. Ongoing maintenance of 11 properties recently refurbished;
4. Disposal of 23 properties no longer considered fit for purpose or demonstrating value for money and replacement with tenancy/occupancy agreements/short term lease arrangements for police housing; and,
5. Continued use of short-term leasing arrangements in the Western Isles where this has worked well and expansion across other areas including Arran and Cumbrae, Caithness and Sunderland, Inverness, Oban and the Isles, the Orkney Islands.

A copy of the house by house allocations for strategic asset management purposes is provided over page. The full data set includes additional details on the location of each property, the tenancy details and other property characteristics such as the year of construction, sqm, garage etc.

A Existing Stock

Ref	Activity Code	Property Name	Division	HMA	Stock Category	MAPPING
1	PH134	Police House	U	Arran and Cumbrae	Dispose - lease	Red
2	PH160	Police House	U	Arran and Cumbrae	Dispose - lease	Red
3	PH159	Police House	U	Arran and Cumbrae	Retain and Invest	Yellow
4	PH128	Police House	U	Arran and Cumbrae	Dispose - lease	Red
5	PH132	Police House	U	Arran and Cumbrae	Retain and Invest	Yellow
6	PH217	Police House	U	Arran and Cumbrae	Existing Lease	Green
7	PH141	HMO	L	Bute and Dunoon	Retain and Invest	Yellow
8	PH142	HMO	L	Bute and Dunoon	Retain and Invest	Yellow
9	PH151	HMO	L	Bute and Dunoon	Dispose - lease	Red
10	PH077	Police House	N	Caithness & Sutherland	Retain and Invest	Yellow
11	PH115	Police House	N	Caithness & Sutherland	Retain and Invest	Yellow
12	PH109	Police House	N	Caithness & Sutherland	Retain and Invest	Yellow
13	PH113	Police House	N	Caithness & Sutherland	Retain and Invest	Yellow
14	P0444	Police House & Station	N	Caithness & Sutherland	Retain and Invest	Yellow
15	P0448	Police House & Station	N	Caithness & Sutherland	Retain and Invest	Yellow
16	P0449	Police House & Station	N	Caithness & Sutherland	Retain and Invest	Yellow
17	PH118	Police House	N	Caithness & Sutherland	Dispose - lease	Red
18	PH076	Police House	N	Fort Augustus and Aviemore	Retain and Invest	Yellow
19	PH101	Police House	N	Fort Augustus and Aviemore	Retain and Invest	Yellow
20	PH086	Police House	N	Fort Augustus and Aviemore	Retain and Invest	Yellow
21	PH090	HMO	N	Fort Augustus and Aviemore	Retain and Invest	Yellow
22	PH055	Police House	N	Inverness	Dispose - lease	Red

A Existing Stock

23	PH095	Police House	N	Lochaber	Retain and Invest	Yellow
24	PH110	Police House	N	Lochaber	Retain and Invest	Yellow
25	PH114	Police House	N	Lochaber	Retain and Invest	Yellow
26	PH082	Police House	N	Lochaber	Retain and Invest	Yellow
27	PH049	Police House	N	Lochaber	Retain and Invest	Yellow
28	PH063	Police House	N	Lochaber	Retain and Invest	Yellow
29	PH105	Police House	N	Lochaber	Retain and Invest	Yellow
30	PH106	Police House	N	Lochaber	Retain and Invest	Yellow
31	PH150	Police House	L	Oban and the Isles	Dispose - lease	Red
32	PH156	Police House	L	Oban and the Isles	Dispose - lease	Red
33	PH180	HMO	L	Oban and the Isles	Dispose - lease	Red
34	PH146	Police House	L	Oban and the Isles	Dispose - lease	Red
35	PH147	Police House	L	Oban and the Isles	Dispose - lease	Red
36	PH127	Police House	L	Oban and the Isles	Dispose - lease	Red
37	PH129	HMO	L	Oban and the Isles	Retain and Invest	Yellow
38	PH153	Police House	L	Oban and the Isles	Retain and Invest	Yellow
39	PH155	Police House	L	Oban and the Isles	Retain and Invest	Yellow
40	PH167	Police House	L	Oban and the Isles	Retain and Invest	Yellow
41	PH148	Police House	L	Oban and the Isles	Dispose - lease	Red
42	PH149	Police House	L	Oban and the Isles	Dispose - lease	Red
43	PH162	Police House	L	Oban and the Isles	Retain and Invest	Yellow
44	PH154	HMO	L	Oban and the Isles	Dispose - lease	Red
45	PH126	HMO	L	Oban and the Isles	Dispose - lease	Red
46	PH045	Police House	N	Orkney Islands	Dispose - lease	Red
47	PH048	Police House	N	Orkney Islands	Dispose - lease	Red
48	PH051	Police House	N	Orkney Islands	Dispose - lease	Red
49	PH057	Police House	N	Orkney Islands	Dispose - lease	Red
50	PH210	HMO	N	Orkney Islands	Retain and Invest	Yellow
51	PH097	Police House	N	Shetland Islands	Retain and Invest	Yellow

A Existing Stock

52	PH050	Police House	N	Shetland Islands	Retain and Invest	Yellow
53	PH060	Police House	N	Shetland Islands	Retain and Invest	Yellow
54	PH085	Police House	N	Shetland Islands	Retain and Invest	Yellow
55	PH068	Police House	N	Shetland Islands	Retain and Invest	Yellow
56	PH073	Police House	N	Shetland Islands	Retain and Invest	Yellow
57	PH043	Police House	N	Shetland Islands	Retain and Invest	Yellow
58	PH044	Police House	N	Shetland Islands	Retain and Invest	Yellow
59	PH065	Police House	N	Shetland Islands	Retain and Invest	Yellow
60	PH046	Police House	N	Shetland Islands	Retain and Invest	Yellow
61	PH047	Police House	N	Shetland Islands	Retain and Invest	Yellow
62	PH190	Police House	N	Shetland Islands	Retain and Invest	Yellow
63	PH192	Police Flat	N	Shetland Islands	Retain and Invest	Yellow
64	PH203	Police House	N	Shetland Islands	Retain and Invest	Yellow
65	P0460	Flat & Station	N	Shetland Islands	Retain and Invest	Yellow
66	PH194	Police House & Station	N	Skye and Lochalsh	Retain and Invest	Yellow
67	PH212	HMO	N	Skye and Lochalsh	Retain and Invest	Yellow
68	PH104	Police House	N	Skye and Lochalsh	Retain and Invest	Yellow
69	PH119	Police House	N	Skye and Lochalsh	Retain and Invest	Yellow
70	P0422	Police House & Station	N	Skye and Lochalsh	Retain and Invest	Yellow
71	P0518	Police House	C	Stirling	Retain and Invest	Yellow
72	P0519	Police House	C	Stirling	Retain and Invest	Yellow
73	P0523	Police House	C	Stirling	Retain and Invest	Yellow
74	PH197	Police House	N	Western Isles	Dispose - lease	Red
75	PH216	Police House	N	Western Isles	Existing Lease	Green
76	PH083	Police House	N	Western Isles	Existing Lease	Green
77	PH102	Police House	N	Western Isles	Existing Lease	Green
78	PH096	Police House	N	Western Isles	Existing Lease	Green
79	PH117	Police House	N	Western Isles	Existing Lease	Green
80	PH070	Police House	N	Western Isles	Dispose - lease	Red
81	PH074	Police House	N	Western Isles	Dispose - lease	Red
82	PH211	HMO	N	Western Isles	Retain and Invest	Yellow
83	PH099	Police Station Flat	N	Western Isles	Retain and Invest	Yellow

B Net Additional New Supply Required			
		Additional Police Officers to Be Accommodated	Additional Property Required
Net 1 additional property. Exchanging 3 for 4. Need a very flexible temporary flat.	Oban	2	1
Hostel is nearly always full. Need some additional supply of 4 single person flats or 2 or 3, 2 bed flats.	Orkney	4	2
Net additional 4 single person flats or 2 or 3 bed flats. Opportunity with Cairn.	Caithness	4	2
Net additional 4 single person flats or 2 or 3 bed flats. Opportunity with Cairn.	Caithness Phase II	4	2
Net additional supply. Single 1 bed flats is preferred.	Fort William	8	8
		22	15

Housing Market	Retain and Invest	Existing Lease	Dispose - lease	New Supply	Grand Total
Arran and Cumbrae	2	1	3		6
Bute and Dunoon	2		1		3
Caithness & Sutherland	7		1	4	12
Fort Augustus and Aviemore	4				4
Inverness			1		1
Lochaber	8			8	16
Oban and the Isles	5		10	1	16
Orkney Islands	1		4	2	7
Shetland Islands	15				15
Skye and Lochalsh	5				5
Stirling	3				3
Western Isles	2	5	3		10
Grand Total	54	6	23	15	98

Stock Category	Mapping Colour (Map 2)	Count
Retain and Invest	Yellow	54
Dispose - lease	Red	23
Existing Lease	Green	6
All existing properties		83
New Supply	Blue	15
All properties (5 Year Strategy)		98

Version Control Table

Version	History of Amendments	Date
Version 5.0.	Housing Strategy	24/1/2022

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