SCOTTISH POLICE AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Authority Meeting
24 September 2026

Item 8: Police Scotland Estate Strategy 2026 Refresh
Presenter: Donna Vallance, Chief Officer - Estates
Appendix: Appendix A – Estate Strategy 2026 Refresh - Cover Paper
Appendix B - Police Scotland Estate Strategy 2026 Refresh report

Purpose

The purpose of this report is to present the Police Scotland Estate Strategy 2026 Refresh to members for review and approval.

The refresh re-establishes the strategic framework for estates transformation, ensuring alignment with the Police Scotland 2030 Vision and responding to significant changes in the external environment, operational requirements, and financial context since publication of the 2019 Estate Strategy.

Recommendation

For Approval

Strategic Alignment

Strategic outcome(s)	SO 1: SO 2: SO 5:
Risk alignment	PRO0026, PRO0027, PRO0028, O1F0003
Prior governance	Estates Delivery Board – 7 July 2026 National Estates Board – 15 July 2026 Chief Officer's Team Meeting 3 August 2026 (no Strategic Leadership Board meeting due to holidays) SPA Resources Committee – 5 August 2026
Stakeholder engagement	Approved by Chief Officer of Estates, DCC Professionalism and Enabling Services and assessed by Police Scotland Finance and Legal Services
Rationale for taking in private	

Implications

Community	✓	Data & Privacy		Environmental	✓
Equalities & Human Rights	✓	Financial	✓	Health, Safety & Wellbeing	✓
Legal	✓	Workforce			

1 Report Detail

1.1 Background

1.2 This report accompanies the Police Scotland Estate Strategy 2026 Refresh (attached at Appendix A), which sets out the full detail of the proposed strategic direction, supporting analysis, and implementation framework.

This section provides a high-level summary of the key issues, rationale for change, and intended outcomes to support Board consideration and decision-making.

The Estate Strategy Refresh has been developed in response to significant changes since the publication of the 2019 strategy, including:

- The introduction of the Police Scotland 2030 Vision and associated business plans
- Shifting operational requirements and evolving policing models
- Increased financial pressures and constraints on public sector capital funding
- Changes in workforce expectations, including hybrid working and wellbeing requirements
- New national policy drivers, particularly around Net Zero, public estate collaboration, and public service reform

Whilst some progress has been made since 2019, the current estate remains ageing, inefficient, and not aligned to modern policing requirements, and is increasingly acting as a constraint on service delivery.

1.3 Current Estate Position

The analysis set out in Appendix A highlights that the existing estate:

- Is overly large, diverse and ageing, with a substantial proportion of buildings over 50 years old
- Has a significant maintenance backlog (c.£250m) requiring investment simply to maintain buildings
- Is expensive to operate, with costs forecast to exceed £80m annually
- Does not adequately support digital policing, collaboration, or workforce wellbeing

This position is financially unsustainable and limits the organisation's ability to deliver the ambitions set out in the 2030 Vision.

1.4 Further detail

1.5 Case for Change

Appendix A sets out a clear and compelling case for change, based on the need to:

- Align the estate with modern and emerging operating models
- Address affordability and efficiency challenges
- Improve the quality and condition of buildings
- Support workforce wellbeing, recruitment and retention
- Enable a digitally enabled Police Scotland
- Deliver environmental sustainability and Net Zero ambitions

Without transformation, there is a risk that the estate will continue to:

- Drive increasing operating and maintenance costs
- Require growing levels of "comfort spend"
- Inhibit operational effectiveness and service delivery

1.6 Strategic Direction

The Estate Strategy Refresh establishes a clear vision for a future estate that is:

- Effective, sustainable, accessible and inclusive
- Fit for modern and digitally enabled policing
- Supportive of workforce wellbeing
- Efficient, affordable and environmentally sustainable

To achieve this, the strategy centres on a number of key principles:

1. Rationalisation and Modernisation

- Reduction of the overall estate footprint
- Disposal of underutilised and inefficient properties
- Investment in a smaller number of modern, fit-for-purpose facilities

2. Hub and Spoke Model

- Creation of deployment hubs supported by community-based policing points
- Improved visibility and accessibility within communities
- Better alignment to operational policing models

3. Digitally Enabled Estate

- Infrastructure to support mobile and hybrid working
- Improved handling of digital evidence and operational data
- Alignment with the Police Scotland Digital Strategy

4. Co-location and Partnership Working

- Increased sharing of estate with public sector partners
- Delivery of more integrated and collaborative services
- Improved value for money from the public estate.

1.7 Benefits and Outcomes

As detailed in Appendix A, delivery of the Estate Strategy will provide wide-ranging benefits across a number of areas:

- Operational effectiveness: improved police visibility, responsiveness and service delivery
- Workforce outcomes: better working environments, improved wellbeing, and stronger recruitment and retention
- Financial sustainability: reduced operating costs and more effective capital investment
- Public value: enhanced community outcomes and improved use of public assets
- Environmental performance: reduced carbon footprint and improved energy efficiency.

1.8 Implementation Approach

The Estate Strategy Refresh does not represent a standalone plan but will be delivered through the existing Estate Master planning framework, as detailed in Appendix A.

Key features of the delivery approach include:

- A phased implementation model to manage complexity and resource constraints
- Prioritisation of high-risk and high-opportunity areas (notably Glasgow and Tayside)
- Development of robust business cases using the five-case model
- Strong governance through established Police Scotland and SPA structures

The Estate Strategy Refresh (Appendix A) provides a clear and necessary framework for transforming the Police Scotland estate into a modern, efficient and sustainable asset.

The strategy recognises that the current estate is no longer fit for purpose and that fundamental change is required to support the 2030 Vision, deliver improved services to the public, and ensure long-term financial sustainability.

Endorsement of this strategy will enable progression to the next stage of governance and delivery through the Estate Master planning programme.

2 Strategic alignment detail

2.1 Strategic alignment to strategic police plan and other key enabling strategies

Strategic outcome(s)	SO 1: Threats to public safety and wellbeing are resolved by a responsive police service. SO 2: The needs of local communities are addressed through effective service delivery. SO 5: Police Scotland is sustainable, adaptable, and prepared for future challenges.

2.2 The proposed Strategy aligns with Our 2030 Vision, which emphasises the delivery of modern, sustainable and resilient services that support operational effectiveness, public confidence and long-term value for money.

2.3 The proposal is also consistent with the strategic direction set out in Building the Future of Police Scotland, particularly the ambition to modernise and optimise the estate so that it better supports future operating models, specialist service delivery and long-term organisational sustainability.

2.4 To deliver an effective, sustainable, accessible and inclusive estate that supports our 2030 vision for policing and improves the wellbeing of our people and the communities we serve.

2.5 The proposal supports the principles of prudent asset management and whole-life value by considering whether continued leasing of a specialist facility remains the optimum long-term solution when compared with ownership.

2.6 This proposal fully aligns to Police Scotland's Estate, Housing, Environmental and People Strategies.

2.7 Alignment to risk register and risk appetite

Risk alignment	From Procurement Risk Register PRO0026 - Estates Masterplan - Phasing and Planning inc Development of Projects with detailed specification PRO0027 - Estates Masterplan - Contract & Supplier Management PRO0028 - Estates Masterplan - Business Resource Capacity with support services - Legal, Vetting, Estates & Info Security From Estates

	Organisational Risk Register O1F0003 - Lack of Investment in Estate

2.8 Prior governance

Prior governance	Estates Delivery Board – 7 July 2026 National Estates Board – 15 July 2026 Chief Officer's Team Meeting 3 August 2026 (no Strategic Leadership Board meeting due to holidays) SPA Resources Committee – 5 August 2026

2.9 Report presented to the Estates Delivery then on to the National Estates Board on 15 July 2026. Thereafter this was presented to the Chief Officer's Team Meeting on 3 August 2026 in the absence of a Strategic Leadership Board before being presented to SPA Resources Committee on 5 August 2026.

2.10 Stakeholder engagement

Stakeholder engagement	Approved by Chief Officer of Estates, DCC Professionalism and Enabling Services and assessed by Police Scotland Finance and Legal Services.

3 Implications detail

Community	✓	Data & Privacy		Environmental	✓
Equalities & Human Rights	✓	Financial	✓	Health, Safety & Wellbeing	✓
Legal	✓	Workforce			

3.1 **Financial Implications**

The Estate Strategy Refresh identifies a significant requirement for capital investment to transform the estate:

- A minimum investment of £510m over 10 years is required, with emerging options for Glasgow and Tayside alone estimated at £350m
- Current capital investment levels remain below required levels, averaging c.£12m annually since 2019

There is also a substantial maintenance backlog of c.£250m, required to sustain the existing estate rather than improve it.

Operating costs are increasing:

- From under £60m in 2021/22 to over £80m forecast in 2026/27

Implementation of the strategy is expected to:

- Reduce operating costs through rationalisation and modernisation
- Deliver potential savings of approximately 5% per annum
- Reduce "comfort spend" to less than £5m annually within 4 years

Capital investment

During the MP2 phase, it was estimated that the minimum level of required investment was £510m over the next 10 years.

Our ambition remains to deliver the entire programme within this envelope in real terms.

The recent MP3 work on Tayside and Glasgow (comprising c.50% the national estate) gave a better understanding of costs - a range of £153m to £255m for Operational buildings and c.£124m for Custody. The lower end of the estimate for Operational buildings is based on mitigation and efficiency strategies such as adaptive re-use of partners' buildings

Estimates from our Master planning work suggest that "comfort spend" can be reduced to less than £5m per annum within 4 years by implementing the Estates Strategy and Masterplan.

Operating costs

Our estate is inefficient, is expensive to run and is getting more so. In 2021/22 we spent a little under £60m operating the estate. In 2026/27 estate running costs are expected to exceed £80m.

As we implement the Estate Strategy, we expect to see our estate operating costs reduce and could expect to see overall savings in the region of 5% per annum, freeing up scarce resources to invest in the required future shape of our police force and staff.

3.2 **Legal**

Police Scotland's Chief Legal Officer and Legal Services Department will liaise with the Estates Team in relation to any relevant transactions.

3.3 **Reputational Implications**

Delivery of a modern, visible and accessible estate will strengthen public confidence and improve police visibility and responsiveness within communities.

Failure to modernise carries reputational risk due to:

- Poor estate condition
- Inefficient use of public funds
- Inability to support modern policing requirements.

3.4 **Health and Safety**

The current estate presents risks due to:

- Ageing buildings
- Maintenance backlog
- Compliance-driven ("comfort") spend

The strategy prioritises safe, compliant and modern working environments, supporting workforce wellbeing and reducing operational risk.

3.5 **Public Interest**

A transformed estate will:

- Improve public safety through increased visibility and responsiveness
- Enable stronger community engagement
- Support better outcomes for victims and communities

This aligns directly with the ambition for safer communities and improved public service delivery.

3.6 **Environmental Sustainability**

The current estate is inefficient and environmentally poor performing:

- Only a small proportion meets higher energy efficiency standards
- The scale of the estate increases carbon impact

The strategy supports:

- Net Zero ambitions
- Reduced estate footprint
- More energy-efficient buildings

3.7 **Equality, Diversity and Human Rights**

The refreshed strategy prioritises:

- Inclusive and accessible workspaces
- Facilities that meet modern workforce needs
- Compliance with equality and workforce legislation

This supports workforce wellbeing, diversity and inclusion

3.8 **Communications and Engagement**

Successful delivery will require:

- Ongoing engagement with staff, partners and communities
- Clear communication to maintain confidence and support through change

3.9 **Estates**

The Estate Strategy establishes a clear transformation programme focused on:

- Rationalisation of the current estate
- Adoption of a hub and spoke model
- Increased co-location with partners

Creation of a modern, digitally enabled network of facilities.

Estate Strategy Refresh 2026

Cover Paper

September 2026

POLICE SCOTLAND
Keeping people safe
POILEAS ALBA

SCOTTISH POLICE AUTHORITY
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Why our Estate Strategy required a refresh in 2026

Much has changed since the 2019 Estate Strategy

- Significant external shocks, such as the pandemic, continued economic uncertainty and increasing fiscal pressure.
- How our staff work and their well-being needs, the condition of our buildings and our estate's ability to meet the needs of modern policing for the communities we serve.

We have changed internally too

- The 2030 Vision and accompanying business plan – estate as a key enabler.
- People Strategy and Strategic Workforce Plan 2024-2027 - emphasising our responsibility to provide working environments that support wellbeing, empowerment and diversity.
- Our 2025-2027 Digital, Data and Technology Strategy - recognises that digital capabilities are enabled by estates modernisation and how better digitalisation can catalyse estate transformation.
- The refreshed estate strategy has been developed with sufficient flexibility to allow for adaptations as our operational strategies evolve.

We require significant investment to meet existing, emerging operational needs

- It is overly large, old and expensive to run. Poor condition means c.£250m capex is needed simply to address the structural fabric – not to improve it.

Changes in the Estate since 2019

- Ongoing right-sizing of the estate, Operational properties number down from 349 to 332. Size of estate down by 55,000 sqm (13%)
- c.62% of our estate is more than 50 years' old
- Delivered more than 688 projects, 127 welfare upgrades and some major refurbishments or renovations across the estate since 2019
- c.£23m delivered in capital receipts to help fund capital spending needs
- An additional 30 properties are new co-locations with partners

This Estate Strategy Refresh 2026 enables us:

(i) to re-establish the strategic framework for estates transformation to enable delivery of the 2030 Vision; and
(ii) to make sensible real estate decisions that deliver benefits for the community and wider society.

What does the Estate Strategy Refresh 2026 say?

Our Future Estate

Our future estate will be both **an enabler and driver** of the transformational change, key to **delivering Vision 2030**. It will be **visible, flexible and modern** - fit for the 21st century.

Major change is required

- We must improve our **Operational estate presence within communities** and support an effective response to threats to public safety.
- Our **custody estate** also forms part of our **critical national infrastructure** and requires modernisation and digital enablement as well as being appropriately sized and conveniently located.
- Our estate must be **fit-for-purpose** and reflect and support the diverse nature of our work and our workforce.
- Supporting the **health, safety and wellbeing of our workforce** is a core element of our future design principles.
- **Much of our estate is obsolete, inefficient and expensive** to operate and demands that we invest scarce capital resource just to ensure compliance and keep buildings open.
- We need to **deliver better value for money** by having the right sized estate in the right parts of the country that is fit-for-purpose, modern, digitally enabled and carbon efficient.

To achieve our ambition, we will:

- Transform our operational properties into a network of buildings that support a **digitally enabled** service, which is flexible in its approach to serve both our urban and rural areas
- Seek **investment in our Custody estate** - commensurate with such critical national infrastructure to provide new custody hubs which will be blended with refurbishments of existing custody suites to satisfy our custody requirements
- Explore **funding options with Scottish Government** to deliver the investment needs of operational buildings and custody estate which is critical national infrastructure.
- **Right-size and modernise the retained operational estate** as we move to a more flexible, modernised network.
- Fund some of our transformation goals by utilising the **existing value in our estate**
- Continue to seek opportunities **for adaptive re-use and to co-locate, share space and partner** with other public services, aligned with Single Scottish Estate;

Efficiencies, Innovation, Benefits and Savings

Efficiencies

- MP2 set out a 10-year capital requirement of £510m in 2024. Our ambition remains to deliver the entire programme within this envelope in real terms;
- The MP3 work on Tayside and Glasgow (comprising c.50% the national estate) gave a better understanding of costs - a range of £153m to £255m for Operational buildings and c.£124m for Custody.
- The lower end of the estimate for Operational buildings is based on mitigation and efficiency strategies such as adaptive re-use of partners' buildings.
- Alongside market constraints, it is likely nominal costs will increase with time – the pace of delivery is dependent on funding from Scottish Government.

Innovation

- Our refreshed estate strategy is flexible by design. We will implement innovative solutions to ensure our estate can continue to support changes to the operating models
- We will continue to seek opportunities for adaptive re-use of our own and partners' estates – e.g. the planned Custody extension at Greenock

Benefits

- Newer property solutions will make builds cheaper in whole life terms and offer greater value for money
- Further enabled by significant investment in our estate, we will be in a position to reduce "comfort" spend on maintaining obsolete assets, decrease emissions and lower long-term operating costs.
- Disposal of older properties that are under-utilised and no longer fit-for-purpose, will mitigate backlog maintenance liabilities, deliver utilities savings and a reduce green house gas emissions

Savings

- Based on the recent MP3 work undertaken in Glasgow and Tayside:

£ **Lifecycle Costs** are expected to reduce by up to 9% when comparing the base case (2027/28)*

Utility costs are anticipated to be lower by up to 40%, due to the disposal of inefficient properties, savings on refurbished properties and the introduction of energy efficient systems, including a LED roll-out.

Total greenhouse gas footprint will reduce by 16% (1,234 tCO2e) pa across Tayside and Glasgow alone following the redevelopments and new-builds

** Due to size of our portfolio, condition surveys have only been recently undertaken on 5 of our major properties. We have therefore used a set of Cabinet Office benchmarks arranged in a 'Ready-Reckoner' matrix to predict (long term) life cycle replacement costs and maintenance costs for budgeting purposes.*

2026

ESTATE STRATEGY REFRESH 2026

SCOTTISH POLICE AUTHORITY

POLICE SCOTLAND

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Appendix I Estate Strategy in Numbers - references and source data

1. Foreword

I want our buildings to represent a professional policing service for the public, enable effective deployment of our capabilities where they are needed, and provide quality accommodation for our people and those in our custody and care.

The police estate in Scotland developed over a period of decades as legacy services made decisions which met their needs within their boundaries at the time.

How people interact with public services has changed, as has how policing deploys and communicates with each other, with partners, and with the public. The rise of digital evidence is moving production storage needs from square footage to gigabytes.

By the establishment of Police Scotland, the overall footprint was too big, with many buildings empty and even more in poor condition. Maintaining an oversized, deteriorating, and expensive estate in locations that don't make operational sense does not deliver on our duty of best value for the public.

Progress has been made since 2013, and we are now co-locating in 82 buildings, including great examples of successful partnerships in the North East, Perthshire, Forth Valley, and Ayrshire.

However, COVID, which drove remote working and economic uncertainty, impacted the investment available and the pace at which improvements have been made. We have not reduced the overall size of the estate to the extent required and we still have too many buildings that are not fit for purpose.

Running costs continue to rise and our workforce has sent a clear message our buildings are not good enough. With support from the Scottish Police Authority and Scottish Government, we are investing more than ever to move toward the estate we need.

Our strengthened estates team is playing an important role in delivering on our vision of safer communities, less crime, supported victims, and a thriving workforce and work is being delivered at pace.

In the last financial year, £27 million has been invested in refurbishing 22 buildings, and opening three new stations and other facilities within the Estates portfolio.

For the financial year 2026-27, we are investing a further £30 million with further station upgrades planned at around 20 sites.

We want to move to local policing deployment hubs where officers can start and finish their shifts with the facilities they need such as lockers and digital facilities and from where they can deploy to communities and smaller, local policing points.

Our approach to rural areas will be tailored to meet geographic and travelling challenges to maintain policing presence in communities.

We will continue to move with purpose and energy, but a coherent approach for hundreds of buildings across Scotland requires ongoing investment and focus measured in decades.

Our next phase of planning focuses on Glasgow and Tayside – which has been assessed as being in the poorest condition, and we will bring forward outline business cases for this work.

Other planning work includes the preparation of business cases for the potential closure of the Fettes complex in Edinburgh, and the existing police station in Greenock.

I recognise the continued journey to a smaller police estate, closing police buildings, is emotive for communities. We must continually earn the confidence of the public that when we sell, co-locate with partners, refurbish, or construct new buildings, each decision has a keen eye on improving service and financial and environmental sustainability.

Visible, accessible policing presence in locations that best serve communities remains vital. Connecting with communities in 2026 and into the future also means ensuring police buildings have excellent digital connectivity.

Consultation, engagement, and communication with communities, nationally and locally, will continue to be a focus as our strategic intent, outlined in this document, is delivered in bricks and mortar.

Jo Farrell KPM
Chief Constable

2. Executive Summary

This is our refreshed Estate Strategy. Our previous Estate Strategy was published in 2019 and set out a clear framework by which we planned to transform our estate. Much has changed in the period since 2019. It was a period that included significant external shocks, such as the Global Covid-19 pandemic, as well as continued economic uncertainty and increasing pressure on the public purse. These have lasting implications for our estate, not least the way in which our staff work, the standard of conditions in which we work and our ability to modernise our estate to meet the needs of modern policing.

Much has changed internally too. In 2024 we set out a refocused approach for policing in Scotland in the 2030 Vision and accompanying business plan, which makes it clear how important our estate is to enable the delivery of the Vision.

In addition to the 2030 Vision, the strategic landscape in which we operate has changed markedly. Our People Strategy and Strategic Workforce Plan 2024-2027 redefines the future workforce we require, whilst emphasising our responsibility to provide working environments for all our people that support wellbeing, empowerment and diversity.

Our Digital Reimagined, Digital, Data and Technology Strategy 2025-2028 highlights the importance of technology both to support effective ways of working and in response to increasing levels of cyber-crime. It recognises that digital capabilities are enabled by estates modernisation and how better digitalisation can catalyse estate transformation.

We have developed this refreshed estate strategy with sufficient flexibility to allow for adaptations as our operational strategies evolve.

Over the same period the Scottish Government has published numerous relevant papers, strategies and plans. These include its Net Zero Public Sector Buildings Standards (2023), its Single Scottish Estate Programme (2023) and its Public Service Reform Strategy. The 2027-2037 Infrastructure Strategy is due to be published later this year. All of these have or will have a profound impact on our estate.

It is therefore entirely right that we update our Estate Strategy to re-establish the strategic framework for estates transformation in this changed environment. But this is not a new strategy. It is a refresh that builds on and evolves the 2019 strategy to reflect the revised external and internal context and heeds the lessons from the last seven years.

Our Current Estate

We require significant investment to meet our existing and emerging operational needs.

Whilst our estate has seen some positive change since 2019 it remains unfit for purpose. It is overly large, diverse, and old. It is comparably expensive to run and needs c.£250m of investment simply to address the structural fabric of the buildings – not to improve it.

Our operational estate is key to delivering our policing expectations, it is essential that we have a visible, flexible and modern estate fit for the 21st century. Our Custody estate, which forms part of our critical national infrastructure, needs to be modernised and digitally enabled as well as being appropriately sized and conveniently located.

Strategic Vision and Principles

Our Estate Strategy Vision is to have an estate that is effective, sustainable, accessible and inclusive. That supports our 2030 Vision for policing and improves the wellbeing of our people and the communities we serve.

It will do so by delivering against the following Strategic Objectives

- A digitally enabled and futureproofed estate aligned to modern policing needs
- Inspiring and inclusive workspaces which foster workforce wellbeing
- An efficient estate which supports integrated working
- Visible and accessible presence in locations that serve communities best
- An affordable, innovative and flexible estate which minimises costs
- An environmentally sustainable estate which supports Net Zero Cost targets

Design Principles

We have updated our design principles to reflect the key estate drivers required to support the delivery of the 2030 Vision.

- enable modern policing,
- support the health, safety and wellbeing of our workforce and the communities we serve
- improve efficiency and reduce long term operating costs.
- support policing to respond effectively to threats to public safety.

that are to be used to guide decisions about our future estate We will ensure that during all discussions internally and with our partners our property decisions reflect the ambition and needs of the 2030 Vision.

Case for Change

There remains a clear case for changing our estate, not least when our existing estate is set in the context of delivering the 2030 Vision, our new and emerging operating models and the enduring constraints on the public purse.

Our estate is neither fit for modern policing nor financially sustainable. It is a barrier to digital enhancement; it provides an unattractive and ill-equipped workplace that impedes collaborative working. Our estate is old; it is in poor condition and is a significant drag on our sustainability ambitions. Simply put, without change to our estate we will not be able to deliver our aspirations for the 2030 Vision and beyond.

Despite the challenges, our experience is that by working together meaningful change can be achieved. To achieve our ambition, we will continue to work with our local partners and demonstrate the benefits that can be brought about with colocation and continue to priorities the workplace and wellbeing of our staff to provide an optimised working environment that meets modern expectations.

We can further this change and fund some of our transformation goals by utilising the existing value in our estate. Several of our sites possess the capacity to drive meaningful change — to facilitate operational transformation, to support co-location and integration, and to unlock value to modernise assets.

Innovation and Future Estate

Our refreshed estate strategy is flexible by design. We will implement innovative solutions to ensure our estate can continue to support changes to the operating models

We will transform our properties into a network of buildings that support a digitally enabled service model.

We will develop and implement a hub and spoke solution, particularly within urban areas – a property focused solution that will deliver operational requirements. We will rationalise and modernise our estate as we move from an ageing, costly, inefficient, standalone estate; to a more flexible, modernised network.

We will continue to seek opportunities to co-locate, share space and partner with other public sector and blue light services as we facilitate better and more effective use of public assets and funding.

We will also continue to seek opportunities for the adaptive re-use of our own and partners' estates, for example the planned Custody extension at Greenock.

Benefits

Our refreshed Estate Strategy will enable us to make sensible real estate decisions that deliver benefits for the community and wider society, for our people, the victims of crime, the environment as well as benefitting our budgetary position.

A fit for purpose policing estate is a key enabler for delivering improved public safety, whilst improved police visibility and responsiveness will drive increases in public trust. Our workforce will benefit from modern, digitally enabled workspaces, improved facilities and amenities and better access to those facilities and amenities. This will in turn reduce absence, improve workforce retention and help recruitment.

Newer property solutions will make builds cheaper in whole life terms and offer greater value for money, while further enabled by significant investment in our estate, we will be able to reduce “comfort” spend on maintaining obsolete assets and lower long-term operating costs.

Based on the recent MP3 work undertaken, total greenhouse gas footprint will reduce by 16% (1,234 tCO2e) per annum across Tayside and Glasgow alone, following the redevelopments and new builds.

Our transformed estate (including the disposal of older properties that are under-utilised and no longer fit-for-purpose) will have a reduced carbon impact, more energy efficient buildings resulting in significantly reduced energy costs and reduced travel due to better located properties.

A reduced more efficient estate will reduce estate operating costs and capital investment requirements while also mitigating backlog maintenance liabilities. This will facilitate more strategic and effective use of the scarce resources we have at our disposal, whilst also generating capital receipts for reinvestment.

Our Productions estate will meet the changing needs of the modern world with enhanced digital evidence capacity and capability, whilst releasing excess space in line with reducing physical evidence requirements.

Whilst our Custody estate, which forms part of our critical national infrastructure and requires commensurate investment, will be modern, digitally enabled, appropriately sized, efficient to operate and conveniently located.

Implementation

The Estate Strategy defines a vision for our desired future estate and a framework by which that vision can be achieved it will be implemented through our continuing Estate Master planning process.

Our ambition for change is cognisant of the limited resources and capacity we have across the breadth of roles and experience required to deliver an ambitious Estate Strategy. We have designed a staged approach to alleviate some of this pressure while having clear project prioritisation, supported by timely communication as to ensure belief and ambition are not lost.

The delivery and investment decision making stage is Master planning 3 (MP3). MP3 began in 2025 and focuses on the two areas identified during Master planning 2 as having the highest estate risk (poorest fabric condition) – Glasgow and Tayside.

MP3 will be delivered in a phased approach that will:

- Facilitate continual evolvement of the master planning 1 evidence base.
- Allow assumptions to be tested and refined based on real time experience.
- Provide flexibility to adapt to changing conditions e.g., financial, operational, political etc.
- Ensure option delivery and option development can continue in parallel to maintain change momentum.
- Reduce the risk of both operational disruption and resource “bottlenecks” forming within our enabling functions.

Other ongoing master planning work includes the preparation of business cases for the potential closure of the Fettes complex in Edinburgh, and the existing police station in Greenock. Both projects involve the relocation of staff and operations, and ultimately site disposals.

Dependencies

Our refreshed Estate Strategy is dependent on capital funding that is significantly above historic and current funding levels. We understand that it is incumbent upon us to find alternative sources of funding in addition to seeking greater levels of support from the Scottish Government. We are also reliant on other funding streams, such as those associated with digitalisation.

Estate transformation is an enabler of digitalisation but also enabled by digitalisation. The extent and pace of change achievable is therefore reliant on funding streams associated with digitalisation and other specific funding streams. Further, the Estate Strategy is dependent on sufficient capacity and capability of resource being available and in the right mix and combinations of skill.

Evidence to date suggests a willingness of partners to collocate, to share space and to accommodate our needs. Our strategy requires this to continue, not least to house the many community touchdown points we are seeking to establish.

Conclusion

Our estate is a key enabler of the delivery of our 2030 Vision and associated plans. However, in its present form rather than enhancing service delivery our estate inhibits. Major change is required in terms of size, condition, location, quality and digitalisation if we are to meet our ambitions.

Our estate is where we work. It must be fit-for-purpose and reflect and support the diverse nature of our work and our workforce. Supporting the health, safety and wellbeing of our workforce is a core element of our future design principles.

Our operational estate is critical to the visibility of policing in the community. Our refreshed strategy seeks to improve our presence within communities and support an effective response to threats to public safety. Our Custody estate also forms part of our critical national infrastructure and requires modernisation and digital enablement.

Our estate is inefficient. Its age and condition mean that it is expensive to operate and demands that we invest scarce capital resource just to ensure compliance and keep buildings open. We need to deliver better value for money by having the right sized estate in the right parts of the country that is fit-for-purpose, modern, digitally enabled and carbon efficient.

We appreciate that our refreshed Estate Strategy will require levels of capital investment that are significantly above historic and current funding levels, whilst remaining cognisant of the broader demands on the public purse. We will continue to seek and utilise alternatives means of funding and to lobby for greater support from the Scottish Government, demonstrating the value for money investment into this strategy presents.

3. Estate Strategy in Numbers

Our Estate

Changes in the Estate since 2019

Size

468,325
Total space sqm 2019

-13%

413,376
Total operational space sqm 2025

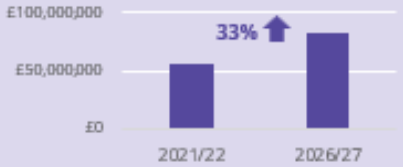
We have reduced the size of the estate by disposing **of 69 police buildings** and **36 police houses**

Building Age 2025

c.**62%** of our estate is more than 50 years' old

£22.6m (105 properties) Capital Receipts 2019 – 2026

16% of Capital Spend Funded by Disposals



£68m p.a. Average Annual Running Costs 2021/22 – 2026/27

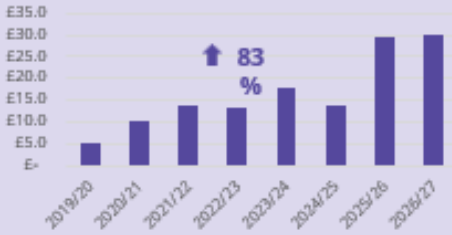
30
Additional properties co-located with partners since 2019

688 projects, **127** welfare upgrades and some major refurbishments or renovations across the estate since 2019

The estate is "outdated", "falling apart" and "not fit-for-purpose".

Feedback from the 2025 Workforce Survey

£12m p.a. Average Capital Spend 2019 – 2025



The Future for Our Estate

c.£30m Approved Capital Estates Budget 2026/27

c.£50m Average per annum capital requirement over 10 years

4. Background and Context

4.1 Background

A refreshed Estate Strategy is required to re-establish a framework for our estate transformation and to enable us to deliver the 2030 Vision for policing in Scotland.

We published our last Estate Strategy in 2019. Much has changed in that period, a period that included significant external shocks such as the Global Covid-19 pandemic and continued economic uncertainty. These have lasting implications for our estate, not least the state of the public purse and the way in which our staff work.

At the same time, a refocused approach for policing in Scotland as articulated in the 2030 Vision, which was published in 2024, emphasises the key role estates has in enabling the delivery of that vision. It is therefore right that we refresh and update our Estate Strategy.

This is not a new strategy, but a refresh that builds on and evolves the 2019 strategy to reflect the current external and internal context as well as the lessons that have been learnt since 2019.

4.2 2030 Vision

Safer communities, less crime, supported victims and a thriving workforce.

In 2024 we published our new 2030 Vision for policing in Scotland.

The 2030 Vision highlights the key enabling role our estate has in the Vision's delivery. The 2030 Vision requires a better, more effective and sustainable estate that will:

- enable modern policing,

- support the health, safety and wellbeing of our workforce and the communities we serve.
- reduce long term operating costs.
- support policing to respond effectively to threats to public safety.

Supporting the delivery of the 2030 Vision are two three-year business plans. The first of these, which covers the period 2024-2027, set out the key steps necessary to deliver the Vision and explicitly states how critical a role the estate has in doing so.

The second business plan, which will run to 2030, will be published in March 2027. This refreshed Estate Strategy complements the three-year plan.

In urban areas, our estate will move towards a hub and spoke model. New deployment hubs will support smaller policing locations and enable Custody, Productions and Operational Support to operate in cross divisional hubs.

In rural areas, the estate will adapt to meet local needs with the establishment of cross divisional facilities but retain local sites that enable effective community engagement.

A refreshed Estate Strategy and a revised Estate Strategy Vision are therefore required to provide a framework for estate transformation, which will meet the needs of a modern police service and enable the delivery of our 2030 Vision.

4.3 Progress since 2019

Whilst some progress has been made, the scale of change achieved since 2019 has not met the ambitions outlined in the 2019 Estate Strategy.

Our 2019 Estate Strategy established a strategic framework to facilitate an effective estate planning process and enable informed decision-making with respect to our property portfolio.

Although there has been some progress, the scale of change achieved since 2019 has not matched our ambition. As a result, the estate remains aged, generally in poor condition and costly to operate. It does not meet current operational requirements and in its current state, does not adequately support our vision for a modernised policing model and the delivery of the 2030 Vision.

Our efforts to modernise the estate were significantly hindered by the unprecedented disruption caused by the pandemic. This unparalleled crisis forced a pivot away from the previously established strategic framework, rightly placing greater focus on the welfare and wellbeing of staff above all else. This shift and the associated financial implications had a significant and enduring impact on our approach.

Progress has been further constrained by persistent shortages in funding for capital investment.

In the six years from 2019/20 - 2024/25, capital expenditure on the estate averaged c.£12m per annum. Whilst funding for 2025/26 and that budgeted for 2026/27 is more than double the average for the previous six years, these increased amounts remain insufficient to support comprehensive estate transformation that is needed. In 2019, it was estimated that £400m was required to deliver a modern fit for purpose estate, our ongoing Estate master planning suggests that has increased to a minimum of £50m per annum for a 10-year transformation period.

The combined impact has seen a shift away from our strategy-led model. Instead, our efforts are largely focussed on managing the deteriorating condition of our ageing estate to ensure regulatory compliance and to address immediate health and safety concerns, rather than achieving any material improvements.

We continue to provide a safe place for our staff to perform their duties and successfully managed risk to ensure continuing operations despite the challenging circumstances.

Key Achievements since 2019

- **Examples of Co-location since 2019**
  - Largs – NHS
  - Gretna – Dumfries & Galloway Council
  - Kirkcudbright – Scottish Fire and Rescue
  - Aberdeen, Marischal College - Aberdeen City Council and Woodhill House - Aberdeenshire Council
  - Lesmahagow – Scottish Fire and Rescue
  - Peterhead – Aberdeenshire Council
  - Crieff – Perth & Kinross Council
  - Alloa – Clackmannanshire Council
  - Inverness – Highland Council
  - Forfar – Angus Council
  - Lochmaddy – Scottish Courts & Tribunal Service
  - Daliburgh, South Uist – Community Enterprise
- **Examples of Major Refurbishment since 2019**

  - Police Houses – Ullapool, Glencoe, Mull, Gairloch, Strontian, Lerwick, Bunessan.
  - Rothesay Police Station
  - Tulliallan, Scottish Police College – Dunvegan Block
  - Dalmarnock HQ – Second Floor
  - Burnett Road Custody Unit, Inverness
  - William Wallace House, Forfar
  - Vigilant House, Paisley
  - Newton House, Ayr
  - Alness Police Station
  - Dingwall Police Station
- **Examples of Acquisitions since 2019**
  - Ayr, Newton House (Lease)
  - Paisley, Vigilant House (Lease)
  - Moorepark, Glasgow – New Forensics Lab (Junction 24)
  - Police Houses (purchase) – Orkney, Shetland, Arran, Mull
  - Police Houses (new lease) – Lochgilphead, Campbelltown, Rothesay, Islay, Tiree
  - Braemer Mountain Rescue (Joint Venture PS+BMR)
  - Daviot Firing Range (Lease Renewal)
  - Edinburgh, Capital Park (New Lease)
  - Greenock (New Lease option to Purchase)

We have co-located with partners in 30 additional properties since 2019.

We have continued our drive to collocate with other public sector bodies. This includes sharing accommodation with Scottish Fire and Rescue, local authorities and NHS bodies. In doing so, we have tested the colocation principles set out in 2019, which have been revised to reflect the lessons we have learnt from those experiences.

We have delivered more than 688 projects, 127 welfare upgrades and some major refurbishments or renovations across the estate since 2019.

This includes several police houses across the country and the bedrooms at the Scottish Police College in Tulliallan.

We have acquired new modern, purpose-built facilities. These include a firing range in Daviot, a new forensic laboratory in Glasgow, a new fleet workshop in Edinburgh and additional police accommodation.

We have disposed of 105 properties since 2019, raising £22.6m of capital receipts to reinvest into our estate.

Over the same period, we have reduced the size of the estate by disposing of **69** police buildings and 36 police houses since 2019. This has generated some £22.6m of capital receipts in the process that we have invested back into improving the estate. It was suggested that capital receipts of £150m would be generated across the life on the 2019 Estate Strategy. Clearly, we are a long way off from achieving that ambition.

Capital receipts play an important part in funding investment. Those raised since 2019 have contributed more than 15% of the total capital funding that has been available to Police Scotland over that period. The positive changes we can make to our estate are reliant on the funds we can generate from property disposals.

The size of our estate is now c.410,000 sqm. This is a reduction of a little over 50,000sqm or 13%. Our ambition in 2019 was to shrink our floor space by 20%, so whilst that full reduction hasn't been achieved good progress has been made towards that target in the last 7 years.

Estate Masterplanning

We began our multi-stage estate Masterplanning process in 2024. During Masterplan 1, we established a credible and reliable baseline of our national estates to facilitate estate prioritisation and investment decisions. Stage 2, Masterplan 2 (MP2), outlined a ten-year capital plan (2025-2035) for estate modernisation and identified the areas of our estate which pose the greatest risk but also offer the greatest opportunity.

Masterplan 3 (MP3) began in 2025 and moves the process on from strategy and planning to delivery and investment decision making. It will follow a phased approach beginning with the priority areas of the estate previously identified. Further stages will follow as the transition programme develops.

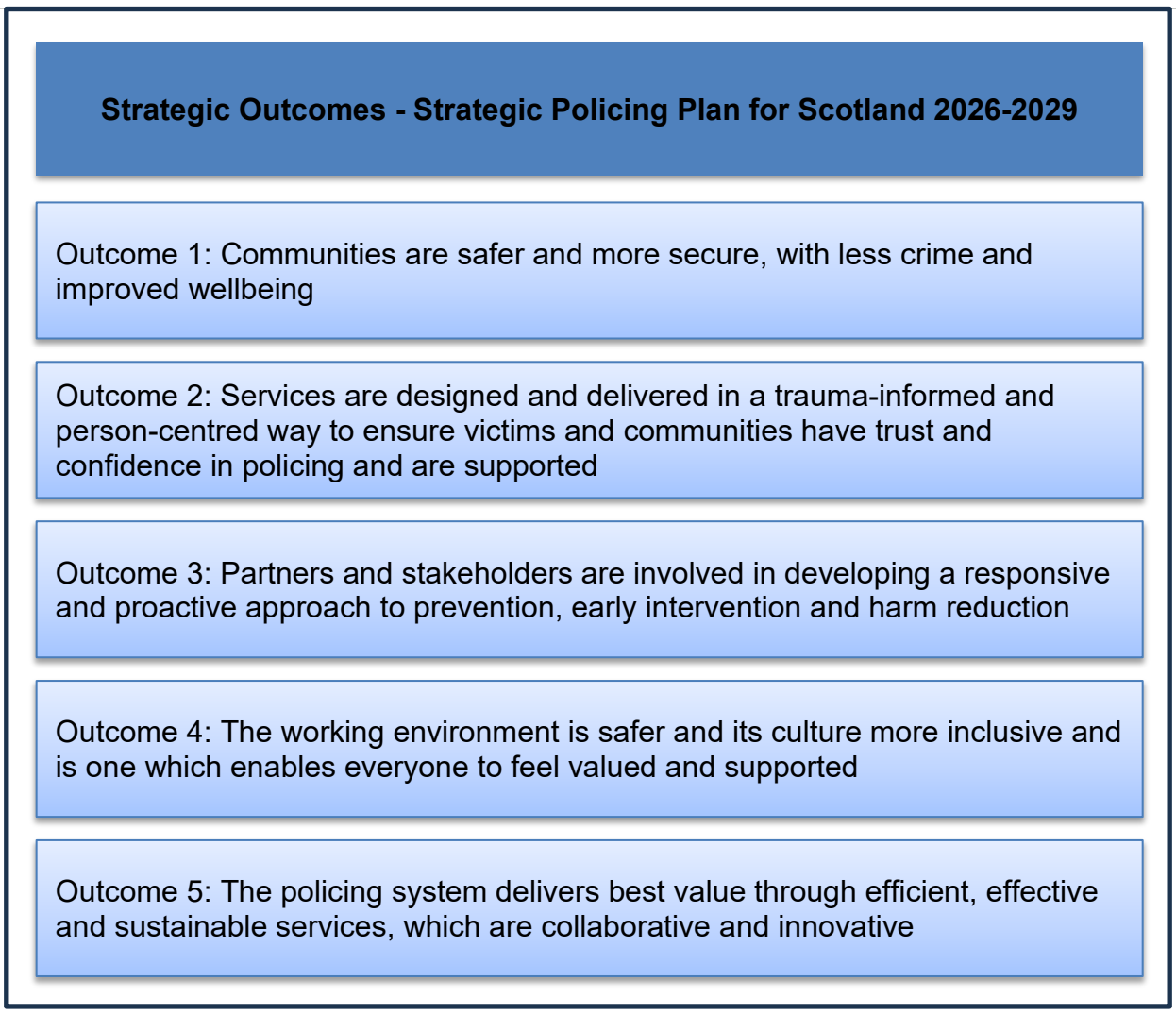
Our estate has not stood still since 2019, and we do not require a new strategic direction, but we do require a refreshed estate strategy to accelerate the transformation of our estate and facilitate the delivery of the 2030 Vision.

4.4 Strategic Context

Our 2030 vision provides our clear, aspirational direction of travel to shape the development of Police Scotland. Our 2030 vision is safer communities, less crime, supported victims and a thriving workforce.

To achieve this, we will:
• Support reductions in overall crime in Scotland.
• Respond effectively to threats to public safety.
• Deliver the best possible service for the public and communities of Scotland through effective community policing.
• Ensure that victims are fully heard and supported, with our service more tailored to victim needs through our trauma informed approach.
• Work with partners to ensure vulnerable people are able to access appropriate care at the right time.
• Be an inclusive, anti-racist and anti-discriminatory organisation that takes a firm stance on inappropriate conduct.
• Improve employee welfare and wellbeing, ensuring our diverse workforce is more supported in doing their best work each day.

Our aims are entirely consistent with the five overarching strategic outcomes set out in the recently published Strategic Policing Plan for Scotland 2026-2029. These strategic outcomes establish the direction for the services across the policing system that will deliver the Scottish Government's Strategic Policing Priorities.



4.5 Strategic Landscape

The 2030 Vision for Policing sets the context for our strategic landscape

Much has changed in the Police Scotland Strategic Landscape since the 2019 Estate Strategy. Numerous national strategies, programmes and plans have been published that compliment and reinforce those that we have published ourselves.

There are a series of common themes evident throughout this landscape, at both organisational and national level. These provide clear direction for our estate and emphasise the key role it has in delivering our ambition. We require an estate that:

- Aligns to our target operational priorities.
- Effectively supports our communities.
- Supports and encourages our dedicated workforce.
- Supports the delivery of an efficient and rationalised public sector footprint.

- Facilitates better integrated working both with our Police Scotland colleagues and our partners across the public sector.
- Enables co-location with public sector colleagues.
- Meets our own and contributes to the wider national Net Zero and sustainability targets.
- Is appropriately sized and dispersed for modern day policing.
- Optimises the use of technology
- Is efficient and less costly to run

Our refreshed Estate Strategy reflects the evolving strategic landscape, policy changes, the needs of our community and continuing budgetary constraints.

Police Scotland Context

- The ambitions and expectations of **the 2030 Vision and the Scottish Police Authority's Policing Plan for Scotland** are set out above. Scotland's Policing Estate Masterplan 2025-2035 explains how the estate will be transformed to meet these ambitions.
- The Police Scotland **People Strategy and Strategic Workforce Plan 2024-2027** redefine the future workforce we require now and into future, including the balance between frontline officers, specialist roles, civilian staff & support functions. There is also great emphasis placed on providing working environments for all our staff types that support wellbeing, empowerment and diversity.
- The Police Scotland Digital Reimagined, Digital, Data and Technology Strategy 2025-2028 (which will be published later this year) highlights the importance of technology both to support effective ways of working and in response to increasing levels of cyber-crime. The strategy recognises that digital capabilities are enabled by estates modernisation, but also how the drive for greater digitalisation can act as a catalyst to transform our estates and drive better energy efficiency and more sustainable working space.

4.6 National context

- The Scottish Government will publish its **Infrastructure Strategy 2027- 2037** later this year. A draft version was published in January 2026, a consultation on which has recently concluded. The Infrastructure Strategy will create a framework to ensure the country's infrastructure can be planned and delivered in a way that supports net zero

and environmental sustainability, inclusive economic growth, and resilient and sustainable places. The strategy will focus on three key enablers: Making the best use of **Public Assets, Place Making** that reflects local priorities and spatial planning, and unlocking **Private Investment** to complement public funding and accelerate delivery.

- The **Scottish Government Net Zero Public Sector Buildings Standard (2023)** commits that all buildings should achieve net zero emission status by 2045 and states an expectation that public bodies will show leadership by setting their own Net Zero deadlines in advance of this date.
- The **Scottish Government – Scottish Single Estate Programme (2023)** aims to create a more efficient approach to public sector property management which will deliver value for money, save public funds and reduce the public sector property footprint and support progress towards the government's Net Zero estate targets. The Scottish Government is committed to support publicly funded bodies to work across organisational boundaries to co-locate and share on-site services
- **Scotland's Public Service Reform Strategy: Delivering for Scotland (Scottish Government, 2025)** establishes a commitment to change the system of public services and includes a specific Single Scottish Estate workstream to ensure a move towards a smaller, better estate portfolio. Co-location and Net Zero are key considerations for all property decisions

Our refreshed strategy will consolidate and simplify the strategic estates landscape and reestablish a strategic framework for estates transformation. It will fully align capital planning and operational priorities with Vision 2030 and revised operational, workforce and sustainability requirements.

Our estate is a key enabler to deliver the 2030 Vision and to achieve our ambition

5. Strategic Vision and Principles

5.1 Introduction

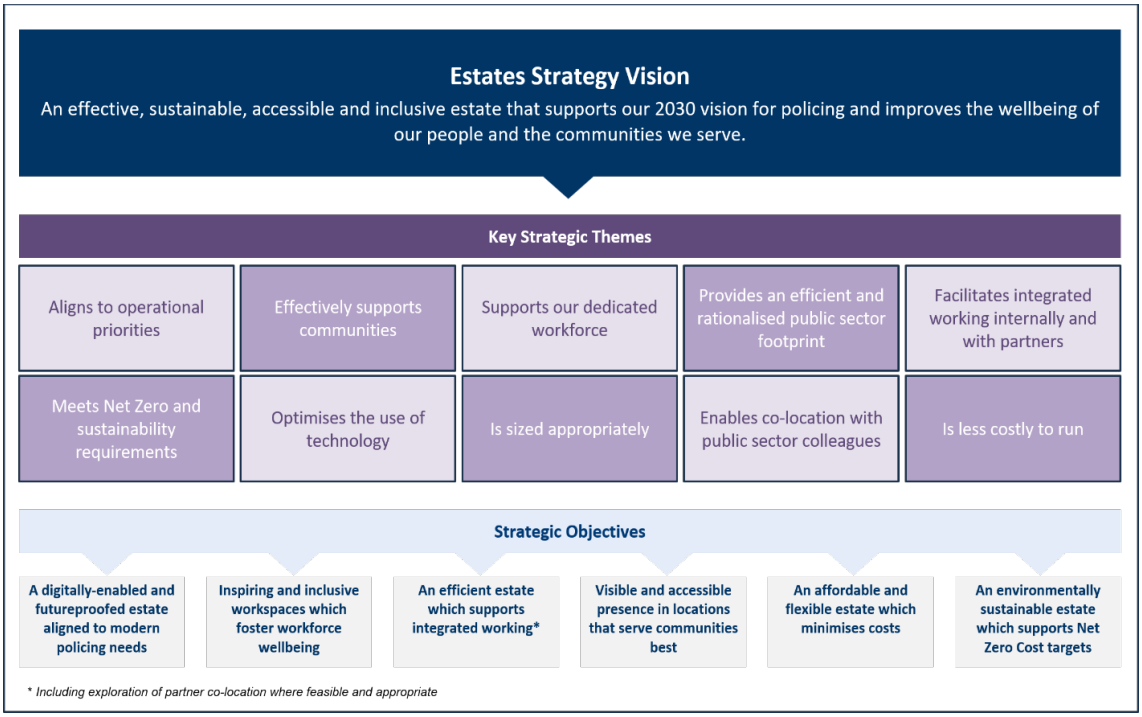
An effective, sustainable, accessible and inclusive estate that supports our 2030 Vision for Policing and improves the wellbeing of our people and the communities we serve

Our revised Estate Strategy Vision seeks to create a property network that maximises local visibility, presence and public confidence across our urban, rural and remote communities. It will support our service model to adapt and remain relevant in response to increased demand from our diversifying population.

Our Estate Strategy reflects our partnership culture and supports the creation of a modern efficient estate which can attract, retain and empower our officers and staff. It enables the growing use of technology to improve our operational effectiveness.

Our estate planning process will promote and enable co-location and collaborative deployment of services in conjunction with our partner agencies. It considers innovative use of funding models to support our long-term financial sustainability.

The Estate Strategy Vision and objectives are cognisant of the strategic policy context, current arrangements and case for change. The Strategic Objectives are derived from the key strategic themes present within the 2030 Vision and the broader strategic landscape.



5.2 Design Principles

A refreshed set of design principles will guide our estate modernisation

Our guiding design principles are a key element of our Estate Strategy framework.

A new set of design principles were developed in 2019 following consultation with stakeholders across our organisation to challenge the need for stand-alone police buildings and to put co-location, visibility and collaboration first. Whilst, in general, the principles remain fit-for-purpose they have been updated to reflect the key estate drivers required to support the delivery of the 2030 Vision:

- enable modern policing;

- support the health, safety and wellbeing of our workforce and the communities we serve;
- improve efficiency and reduce long term operating costs;
- support policing to respond effectively to threats to public safety.

These design principles will be central to our continuing estate planning process. We will ensure that during all discussions internally and with our partners our property decisions reflect the ambition and needs of the 2030 Vision.

Enable Modern Policing

- The footprint will be optimised not minimised.
- The estate will be modern, 'fit for the future', resilient and flexible, with our specialist functions accommodated in facilities that meet their needs
- A Hub and Spoke approach will underpin our model in urban areas. In rural areas our footprint be shaped by local demand
- The estate will enable and be enabled by digitally enabled policing
- Improve efficiency and reduce costs
- We will invest to improve our estate and to minimise comfort spend
- Estate utilisation will be maximised by a changing service and by partners' changing requirements
- Our estate value will be leveraged innovatively reflecting a greater appetite for commercial risk e.g. in sales, development, financing and revenue generation
- Inefficient and/or under- utilised buildings will be targeted for disposal
- We will comply with the Scottish Government's commitment to reduce environmental impact of service activities
- We will consider all tenure types to ensure best value.

Support Our Staff

- Our people will work in compliant, secure, comfortable, modern, and well-maintained workplaces that facilitate hybrid working
- Our 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, including end-user devices and core systems/platforms

- Our workspaces will support modern technology, smarter, collaborative and task-based working and maximise utilisation of the buildings
- Our estate will retain flexibility to ensure it reflects the changing make-up of our workforce
- Our specialist functions will be accommodated in practical locations.
- **Improve Efficiency and Reduce Costs**
- We will invest to improve our estate and to minimise comfort spend
- Estate utilisation will be maximised by a changing service and by partners' changing requirements
- Our estate value will be leveraged innovatively reflecting a greater appetite for commercial risk e.g. in sales, development, financing and revenue generation
- Inefficient and/or under- utilised buildings will be targeted for disposal
- We will comply with the Scottish Government's commitment to reduce environmental impact of service activities
- We will consider all tenure types to ensure best value.
- **Support our Communities and Effective Response to Threat**
- We will maintain visibility in our communities in the best achievable manner challenging the need for standalone properties other than for specialist areas
- The estate will support officers to be mobile and to work remotely within our communities
- Where possible, where practical and where appropriate we will seek to co-locate or share other public sector properties in line with the Single Scottish Estate initiative.
- 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 our partners.

5.3 Building templates

Our building templates have been updated to reflect the changes and experience since 2019

Hub and Spoke Building Templates

Building Type:	Divisional HQ
Description:	Significant regional OSD presence
Building Type:	Office
Functions:	Senior Leadership, Support Functions, Intelligence etc.
Location:	Central with good connectivity and car parking
Key Amenities not included in the lower-level building type:	n/a

Building Type:	Main Deployment Hub
Description:	Main hub for deployment of response and community policing across high population urban centre
Building Type:	Semi Industrial, for personal lockers and vehicle parking, staff welfare facilities and some office space
Functions:	Local Policing, CID. Public Protection etc. (Divisional HQ and Deployment Hubs may be combined)
Location:	Peripheral such as business park / industrial estates with good connectivity and parking capacity
Key Amenities not included in the lower-level building type:	For CID - forensic drying cabinet, phone kiosk facilities, DESC download / viewing and CCTV review Major Incident Room and Briefing room (in one divisional hub); Training space (large hall for OST – classroom type for other inputs) Virtual Court Garage for covert vehicles Dog Kennel for seized animals

Building Type:	Secondary or Community Deployment Hub
Description:	Satellite deployment hub for response and community policing in population centres across rural and remote areas
Building Type:	As above but on a smaller scale
Functions:	
Location:	In towns and higher population areas
Key Amenities not included	

in the lower-level building type:	Wellbeing rooms Muster room with AV Report writing area / hot desks Private rooms for confidential meetings Multi faith room Breast feeding room Gym; Canteen (for 1.5 shifts) Local Productions storage space Charging stations (Airwave) Mess room/lounge Secure carparking and wash bay
Building Type:	Local Policing Points or Community Base
Description:	Deployment point for community officers to provide access to local neighbourhoods
Building Type:	Shops, libraries, community centres, council offices
Functions:	Local policing, community officers
Location:	In the community
Key Amenities not included in the lower-level building type:	Meeting rooms Lockers, changing and showers Local contact point Single sex WCs Secure storage for PAVA/BMV AV link to hub Parking
Building Type:	Frequent or Community Touchdown
Description:	Touchdown point for admin and rest for community policing
Building Type:	Schools, community centres, youth clubs, shopping centres, blue light partner buildings
Functions:	
Location:	In the community
Key Amenities not included in the lower-level building type:	Desks; Wi-fi; Refreshments; WCs

We will also create cross division Custody, Productions and Operational Support hubs with centralised operations to ensure effective and efficient staffing. These will be located in secure semi-industrial properties that are served by easy and effective access.

They will be digitally enabled properties with enhanced connectivity. This will maximise efficiency opportunities associated with the usage and handling of digital evidence and modern digitally enabled custody facilities.

These hubs will be optimally located to reduce risk, journey times and waiting times for officers.

6. Our Existing Estate

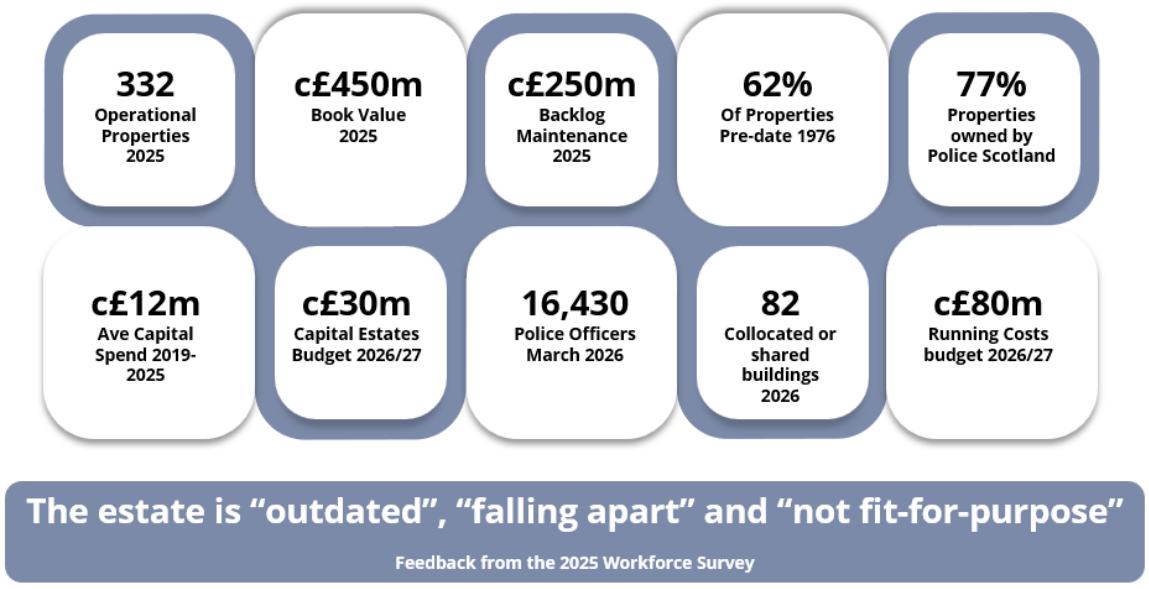
6.1 Background

Our estate is very large, diverse, old and not fit-for-purpose

Police Scotland is the second largest police service in the UK with 23,000 officers and staff working together. We are responsible for policing over 28,000 square miles. This is a third of the UK landmass and includes a unique range of urban, rural, island and remote communities. This makes Police Scotland the largest territorial police service in terms of its geographic area of responsibility.

With a physical presence in all 32 council areas in Scotland, our estate is diverse and unique. However, our estate is also ageing and no longer fit for purpose. It has a significant maintenance backlog and substantial investment requirement.

6.2 Our Estate



6.3 Changes in our Estate since 2019

Our estate has changed since 2019:-

- **Size:** As of 2025, the estate comprises 332 operational properties, with a total operational footprint of 413,376 sqm. Our headquarters alone, located at Tulliallan Castle in Fife, extends to 21,261 sqm. There has been a net reduction of 17 operational properties since 2019. We have reduced our overall footprint by 13% since 2019. The 2019 Estate Strategy target was 20% over the period.

- **Tenure**: We continue to own a very high proportion of our assets, 77%. This is a decrease of only 3% since 2019. Our only PFI agreement will cease in 2026 when we will acquire the Police Training Centre - Jackton PFI. Owning our own assets provides us with greater control and a stronger ability to shape the estate's future together with being an important source of future capital receipts.
- **Age**: More than 150 sites across our estate pre-date 1976 and are now at least 50 years old. While this figure has dropped since 2019, this still represents almost 50% of the total estate. Older properties are generally in poorer condition and require more investment than more modern buildings. Furthermore, we own 90% of the oldest sites. The implication of this is that we have less flexibility to exit older buildings, that we own a great proportion of properties in poor condition, that disposal is more challenging and that the capital receipts attainable less substantial.
- **Cost:** Running costs have continued to rise year-on-year, averaging £68 million per annum between 2021/2022 and 2026/2027. The budgeted figure for the current year is in excess of £80m, this represents an increase of more than a third since 2021/2022.
- **Investment**: In the six years from the 2019 estates strategy (2019/20 to 2024/25), actual capital expenditure on the estate averaged c.£12 million per annum. This is significantly below the estimated requirement in 2019 of £40m per annum over 10 years to fundamentally modernise the estate, a figure that has been revised upwards to c.£50m per annum during the recent Estate Masterplanning process.

6.4 Our Deteriorating and Aging Estate

Despite the recent capital investment our estate continues to age and, we expect, that its condition has deteriorated since 2019

Condition

For a variety of reasons only five condition surveys have been completed since 2020. These were conducted as part of MP3 to deliver a fit for purpose estate for the Tayside and West of Scotland Divisions.

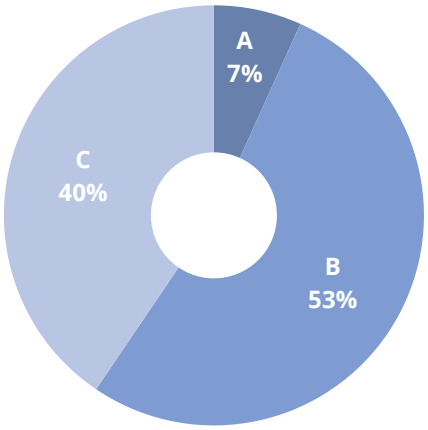
The most recent condition surveys prior to these five were undertaken in 2020. These surveys, which cover approximately 80% of our operational estate, suggested our entire estate has a condition rating of C or above. This represented an improved position from 2019.

However, our expectation is that the ratings from 2020 are not a true representation of the poor condition our estate is in. This is for two reasons:

- The recently conducted condition surveys, indicate an average increase investment requirement of c50% when compared to the previous survey for those
- Furthermore, the latest estimate of backlog maintenance requirement suggested the overall average per sqm has increased since 2019.

Taken together, there is a very clear quantitative steer to support the qualitative evidence that has been communicated by our staff, that our estate is generally in a poor condition and has continued to deteriorate in recent years. The current levels of investment and the piecemeal approach to our estate are insufficient to even halt this deterioration.

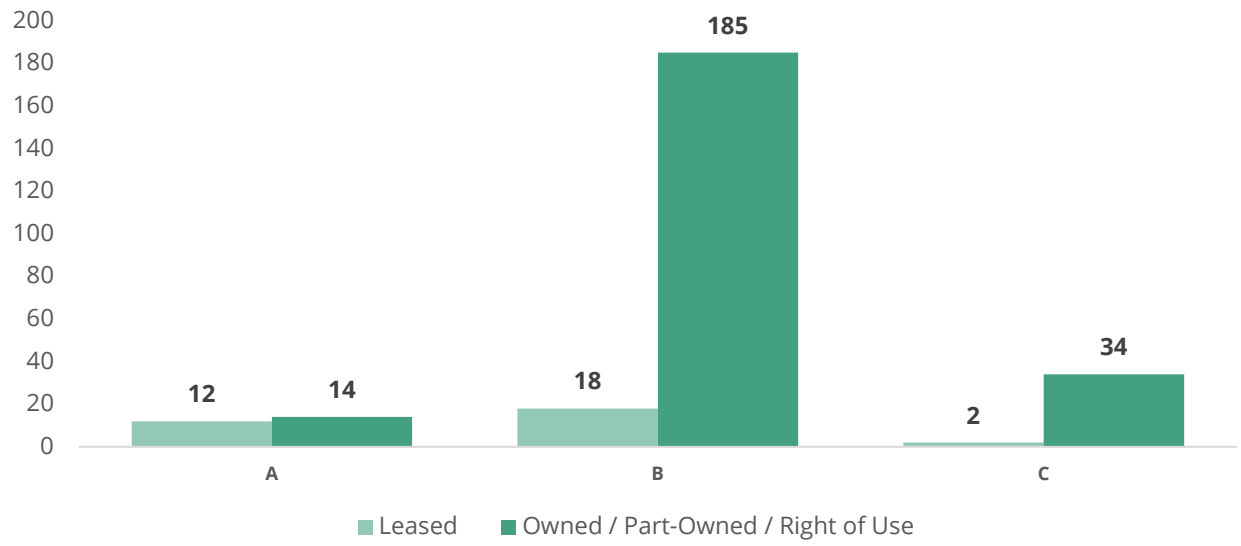
Estate Breakdown by Condition (%)



We hold the freehold for approximately 77% of our estate. The remaining properties are leased from other public sector and blue light organisations. These include Border Control, the NHS, and local authorities.

In general, the buildings we lease are in better condition than those we own. Of the properties with recorded condition ratings, only c.5% of the C rated buildings are leased, whilst the others are either owned, part-owned, or held under a right-of-use arrangement.

Estate Breakdown by Condition and Tenure (No.)



6.5 Our Estate is not Financially Sustainable

We have significant capital maintenance requirements that our capital budget cannot address and our operational estate costs now exceed £80m per annum

Capital Expenditure

Receipts from disposals of surplus properties (police buildings and police houses) since 2019 total £22.6 million or an average of £2.8 million per annum. We have also received income of £7.5 million from rental and other income in the form of masts, car parks and other means.

Despite this self-generated funding, capital expenditure has averaged only £12 million per annum over the past six years. A proportion of this annual spend represents reactive “comfort” expenditure aimed at incremental improvements to the buildings. While there is evidence of some capital investment, this level of funding remains significantly below that required to fundamentally modernise the estate.

We have seen a significant increase is our capital budgets over the last two years, to reach £29.4 million in 2025/26 and a further £30 million being invested in the financial year 2026-27. However, even at these levels this remains materially below the estimated £50 million per annum required to adequately invest in the estate over the next ten years.

Backlog Maintenance

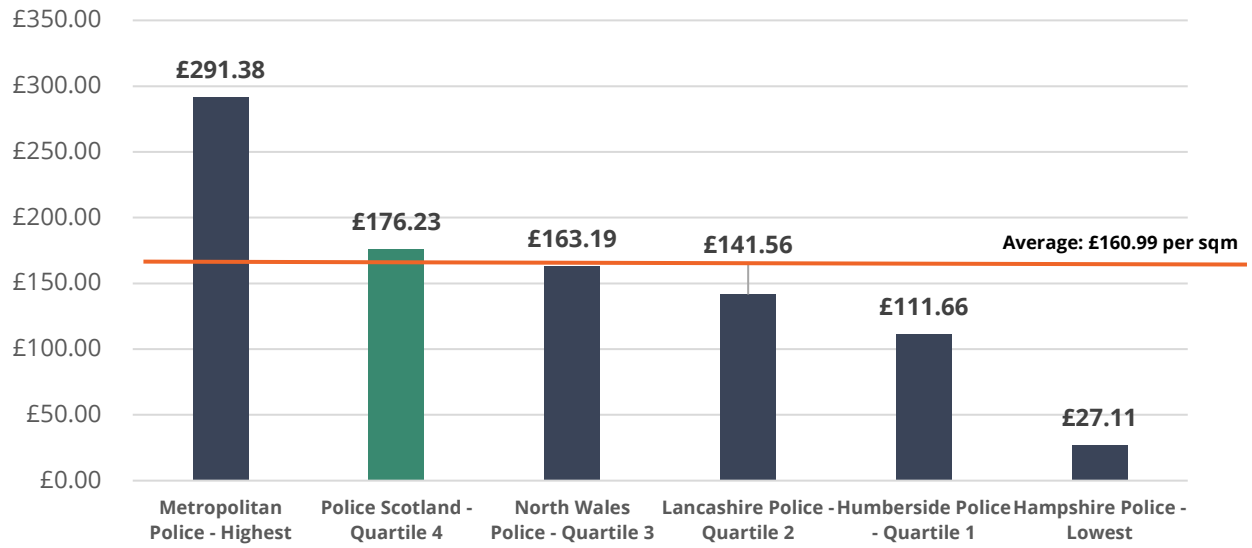
Between 2019 and 2025, the estate footprint reduced by 13% (to 413,376 sqm), while backlog maintenance declined by only around 10% (to £250 million). As this reduction in backlog has not kept pace with the decrease in estate size, backlog intensity has effectively increased. This indicates that our remaining estate continues to carry a high concentration of maintenance need, suggesting that, despite disposals, a significant level of maintenance liability persists within a smaller overall estate.

Running Costs

Our estate is large, it is geographically dispersed and it is costly to operate. Running costs continuing to rise year-on-year to a total premise cost of £66 million in 2025/26 for an estate totalling 413,376 sqm in size.

In comparison to other sampled police forces, on a unit cost basis, as of 2024/25, the average operating cost is £176 per sqm which is higher than the £160.99 per sqm for the national forces average (CIPFA benchmark for police estates 2024/25).

Police Scotland Running Costs vs Benchmarks (£/sqm)



This figure has slightly dropped as of 2025/26 to £173 per sqm. When compared to the other sampled forces across the CIPFA benchmarking, those at the higher end of the cost range often carry significant PFI-related expenditure. Police Scotland will no longer share this exposure after October 2026, when the remaining last PFI contract (Police Training Centre – Jackton) will expire. This marks a notable shift, leaving Police Scotland with minimal to no PFI burden, reducing the long-term inflexibility and financial risk across the estate associated with PFI.

7. The Case for Change

7.1 Background

Our estate is both an enabler and driver of the transformational change required across Police Scotland

There remains a clear case for changing our estate, not least when our existing estate is set in the context of delivering the 2030 Vision and the associated strategic policy context.

Our estate is neither fit for modern policing nor financially sustainable. It is a barrier to digital enhancement; it provides an unattractive and ill-equipped workplace that impedes collaborative working. Our estate is old; it is in poor condition and is a significant drag on our sustainability ambitions. Simply put, without change to our estate we will not be able to deliver our aspirations for the 2030 Vision and beyond.

Our experience since 2019 is that despite the challenges, meaningful change can nonetheless be achieved by working collaboratively. We need to continue to work with our local partners and demonstrate the benefits that can be brought about with colocation. We also need to continue to priorities the workplace and wellbeing of our staff and provide an optimised working environment that meets modern expectations both physically and digitally.

We are fortunate to have partners who continue to show willingness to work with us and that the value in our estate provides significant opportunity to modernise.

A changed estate is required to:

- Deliver alignment with the Police Scotland's new and emerging operating model
- Address estate affordability and efficient challenges
- Improve the poor quality and condition of our estate
- Support workforce development and wellbeing
- Support a digitally enabled Police Scotland
- Enhance environmental sustainability

7.2 Deliver alignment with new and emerging Operating Models

Local Policing

Policing for our Communities is a key strategic programme that seeks to introduce a single operating model across Scotland. It is designed to modernise and strengthen

Local Policing and places emphasis on community policing and visibility, with dynamic local deployment of officers. It requires partner co-location to integrate response to non-crime demand, vulnerability and prevention.

The current estate does not support the Policing for our Communities programme in many areas. The estate is not of sufficient quality; it is poorly located and poorly distributed. It lacks the requisite amenities and is not compatible with the necessary digital connectivity.

Site configurations and the inflexible layouts of historic properties inhibit collaboration and effective communication between different policing teams and are expensive to adapt to changing requirements. The estate is old. Standalone police stations serviced a previous era. They are not fit for purpose.

A changed Local Policing estate can:

- Concentrate local policing into fewer hubs, with smaller, co-located spokes and points of presence that serve local communities.
- Provide modern and flexible workspace that enables the optimal co-location of Police Scotland teams and functions, and greater collaboration between different areas of operational policing.
- Enable partner-co-location that supports community policing and maximises the effective use of public service assets.

Custody

Custody 2030 is a strategic transformation and change programme aimed at modernising police custody operations across Scotland, part of our critical national infrastructure. Custody 2030 will define a new operating model that takes account of legislative, operational and technological changes which are driving a move to fewer large custody hubs in high population areas. These will be co-located, digitally enabled hubs that facilitate collaborative, real time working with partner organisations.

A changed Custody estate can:

- deliver modern, digitally enabled custody hubs that are optimally located so as to reduce risk, journey times and waiting times for officers transporting PICs.
- centralise custody facilities to ensure that they can be effectively staffed and resourced within police staff budget constraints.

- improve the quality of custody facilities so they are increasingly suitable for supervising vulnerable prisoners and more generally fit-for-purpose.

Productions

Our current production estate is not fit for purpose now and is certainly not fit for the future.

Production estate requirements are changing. National data demonstrates that less space and fewer locations are required for physical production than was previously so. Further reductions are expected following the conclusion of ongoing work with the Crown Office regarding productions retention policy. Concurrently, the amount of evidence generated from bodycam footage, CCTV and social media sources is increasing significantly.

Our existing productions facilities are not set up to accommodate this shift in demand. We need to increase capacity and improve capability to manage this digital evidence. However, physical material is widely dispersed across a variety of spaces and storage environments, making effective management, tracking and recall of material challenging.

A new national operating model is being developed for Productions. It will identify the number of production hubs and subsidiary facilities we require going forward, together with fleet and staff resourcing requirements.

A changed Productions estate can:

- deliver modern, digitally enabled custody hubs that are optimally located so as to reduce risk, journey times and waiting times for officers transporting PICs.
- develop new Productions hubs in line with emerging operating model, releasing space across the Glasgow estate for alternative uses.
- maximise efficiency opportunities associated with the usage and handling of digital evidence.

Operational Support Division

OSD intend to publish a new operating model for the Operational Support Division (OSD) in 2027. It is expected to propose changes to its Estates requirement based on demand and accessibility.

A changed OSD estate can:

- Provide purpose built OSD hubs in line with the emerging operating model that will deliver significant strategic benefits including:

- improved efficiency and a reduction in operational, maintenance costs and lifecycle costs
- enhanced supervision and improved cooperation and coordination
- improved fleet management and servicing
- enhanced Officer wellbeing, support and safety increased through enhanced team environment, upgraded kennel facilities to meet animal welfare standards noise pollution and environmental compliance requirements

Specialist Crime Division

There are increasing levels of security measures required for Counter Terrorism accreditation and anonymity requirements for covert surveillance teams. There is a risk that existing, older properties cannot meet increasing NAES accreditation standards.

Further there exists a general aspiration to bring Public Protection Unit (PPU) functions together to provide mutual support to staff, many of whom have reported feeling isolated from colleagues and with a lack suitable welfare facilities.

A changed SCD estate can:

- Provide a better, more supported environment for staff
- Improve collaborative working

7.3 Address Estate affordability and Efficiency Challenges

Our estate is too large for our current and future needs. Whilst it has shrunk by 13% in terms of floorspace since 2019, the ambition then was to reduce floor space by 20% over the 2019 Estate Strategy period. Many of our buildings are poorly utilised and without adequate systems to allow occupation to be managed strategically or efficiently. In short, we have too many buildings to maintain and too many of those properties are in poor condition.

As a result, we are paying significant estate running costs for properties we don't need or use and, in turn, our limited maintenance and investment budgets are thinly spread across the estate. Without significant change, we will incur increasing levels of comfort spend in maintaining buildings that are operationally not fit-for-purpose and on those we don't use.

A changed estate can:

- Reduce our levels of comfort spend

- Focus our maintenance expenditure on fewer the number of properties that must be maintained
- Use maintenance budgets to enhance our buildings not just to keep them open

7.4 Improve the Quality and Condition of our Estate

Many of our buildings are old and obsolete. Nearly half of our buildings are more than 50 years old. Our aging estate comes with a significant and growing maintenance backlog. This was estimated to be in excess of £250m in 2025. The poor quality of buildings and workspace impacts the morale of our staff and increases the risk of operational disruption both with regards to the buildings themselves and the potential service failure. There is a lack of collaboration space.

Significant change is required to deliver a modern and functional estate that supports the wellbeing and welfare of our staff and make coming to the workplace an attractive and better alternative, not something done under duress.

A changed estate can:

- Enable modern policing and working practices
- Reduce demand on maintenance budgets
- Reduce operational risk
- Be attractive and welcoming for our staff

7.5 Support Workforce Development and Wellbeing

Delivering the 2030 Vision is dependent on the recruitment and retention of a skilled, dedicated, empowered and motivated workforce. As set out in the Strategic Workforce Plan this requires modern working environments with high quality amenities and infrastructure that enable flexible and hybrid working. The ability to work in a hybrid manner is known to be particularly important for recruitment in remote areas.

The current estate does not provide this desired working environment and impacts negatively on morale and is a regularly quoted in staff surveys as source of stress for our people or “the straw that broke the camel's back”. In the most recent staff survey less than 60% of respondents agreed that they found their work environment “comfortable”.

The Strategic Workforce Plan also redefines the nature of the future required workforce. This includes the desired balance between frontline officers, specialist roles, civilian staff and enabling functions. This reshaping of the workforce will impact the estate required to support it.

Further, current facilities are not sufficient to comply with gender recognition rulings that place obligations on the provision of single sex changing and w/Cs, and privacy spaces. Many of our buildings do not have the capacity to extend provision as required.

A changed estate can:

- Help recruit and retain the future workforce we require
- Enable flexible and hybrid working
- Meet the needs of our changing staff constituency
- Increase morale and reduce staff absence
- Ensure legislative compliance

7.6 Support a Digitally Enabled Police Scotland

Our Reimagined, Digital, Data and Technology Strategy 2025-2028 sets out our ambition for Digital Reimagined. However, the age, condition and configuration of our current estate is a barrier to our digital transformation priorities.

Estate transformation is necessary for our digital strategy of modernisation and improved access to services, tackling crime through cyber and intelligence-led capability and by providing the right digital tools for the workforce. This includes the provision of digitally integrated workspace that supports collaborative and hybrid working, as well as Production facilities that reflect changing needs as the shift from physical to digital evidence continues.

A changed estate can:

- Enable our Reimagined, Digital, Data and Technology Strategy 2025-2028
- Meet the changing needs of modern policing
- Support modern working practises

7.7 Enhance environmental sustainability

We will not meet our Net Zero Carbon targets with our existing estate. Most of our buildings have poor environmental ratings. Only 4% having an EPC rating greater than C. Buildings in poor environmental condition are more costly to run. Reducing the scale of our estate and our property footprint will enhance our environmental performance. We must also invest in the retained portfolio in a coordinated manner to improve environmental ratings and where necessary decant into higher quality properties that are more energy efficient.

A changed estate can:

- Help us and the broader Scottish Government meet our environmental and Net Zero targets

7.8 Our Estate as a Facilitator of Change

We can further this change and fund some of our transformation goals by utilising the existing value in our estate.

Several of our sites possess the capacity to drive meaningful change — to facilitate operational transformation, to support co-location and integration, and to unlock value to modernise assets.

There are ways by which we can improve to release value from our estate that better meets our investment requirements. Taking into consideration operational requirements, the targeting of old, inefficient buildings provides the opportunity to enhance suitability, improve estate condition, and reduce the maintenance backlog

The scale and reach of our estate provide opportunities for income generation in line with other public sector organisations' activities, reinforcing our drive to a more commercial culture.

Our local partners appreciated the benefits that meaningful co-location can have both operationally and financially. They too have estates with capacity to facilitate multi-agency collaborative accommodation. However, we must be cognisant of the unique operational nature of each individual organisation and not force co-location where it is detrimental to our staff and purpose. We must heed the lessons of previous example and progress with managed caution as well as expectation.

We have an opportunity to share premises through co-location and collaboration with partners. This could involve Police Scotland taking available partner space or vice versa depending on local circumstances. Progressing these co-location opportunities is dependent on alignment of objectives and funding.

We must ensure that we have the resources, the capacity and the capability to commence and deliver estate transformation. This does not only rely on having the right "estates people" with direct experience and expertise in transformation of this type but also within our corporate services and enabling teams who are key facilitators or potentially blockers to this ambition.

Finally, we must ensure that we have the systems in place to understand which buildings we should vacate. We need to understand how we use and utilise our buildings. We need to know which elements of the estate are in poor condition, inefficient and require

significant investment. And we need to be able to plan, manage, deliver and measure our change.

8. Our Future Estate

8.1 Background

Our future estate will support our 2030 Vision for policing and improve the wellbeing of our people and the communities we serve

Our future estate will be an effective, sustainable, accessible and inclusive estate. To deliver our vision, our future estate will be:

- Fit for purpose with modern facilities that meet the needs of our staff and victims of crime
- Right-sized for our needs with fewer outdated, costly and underutilised assets
- Have strategically located hubs and enhanced public touchpoints
- Digitally enabled to support mobile working, improved connectivity and digital recording
- Facilitate a better and more effective use of public assets and funding

In order to achieve this transformed estate, we will:

- Develop and implement a hub and spoke solution
- Rationalise and modernise the existing estate
- Take opportunities to co-locate, share space and partner with other public sector and blue light services
- Create more digitally enabled spaces across the estate

8.2 A remodelled Estate - Hub and Spoke

An updated hub and spoke approach will support wider transformation and the operating model for local policing

We set out within the 2019 Estates Strategy our proposed approach to implementing a hub and spoke model. An updated hub and spoke approach, particularly in urban areas, is required to support wider transformation and the operating model for local policing. Whilst it is a property focused change, it is driven by operational requirement.

New deployment hubs will support smaller community policing points to maintain and enhance police presence in the communities. We will separate Custody, Productions and Operational Support from the frontline and into pan divisional hubs. This will drive better, more efficient and more accessible specialist facilities.

Our frontline staff will begin each shift at the deployment hub but will ultimately spend most of their time in the community they serve, utilising local policing points as and when required. The deployment hub approach, which is a model used by other police forces in the UK, provides a dedicated base location for Local Policing officers to start and finish their shifts, with all the equipment, office support and required facilities such as lockers, welfare and digital facilities and police vehicle parking. Hubs may also contain other facilities such as divisional management, training or specialist units; however, the primary use is frontline Local Policing officers

Whilst elements of the hub and spoke approach will be applied to our more rural areas, we will adapt to meet local needs for example including additional local policing hubs to meet geographic and travelling challenges and to maintain policing presence and access in communities.

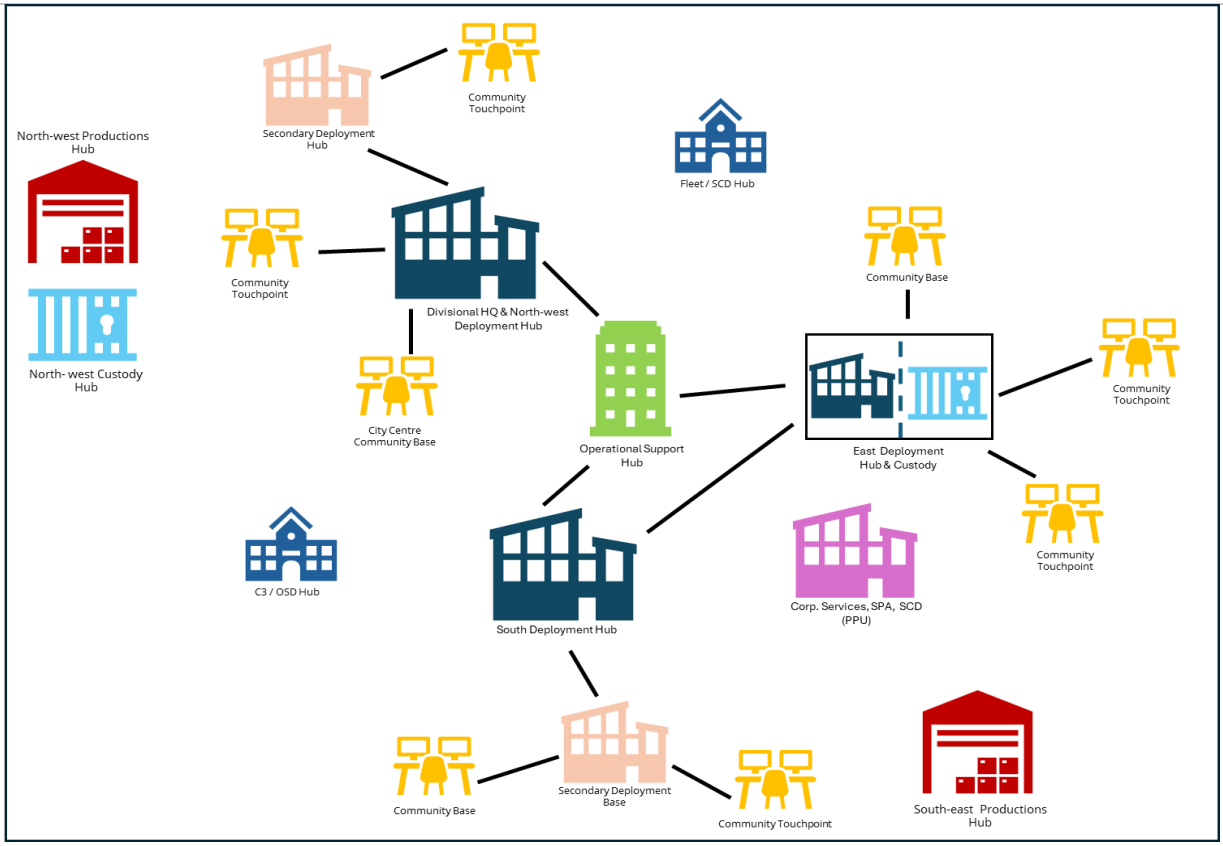
In less populated areas hubs may be housed within our existing estate, co-located with other partner services or be part of a multi-functional police facility. They could range from the continuing use of community police station or take the form of a dedicated surgery or drop in within a more community-based setting.

We will maintain a flexible approach to the hub and spoke model and adapt it to take account of experience and research.

Urban Areas

The schematic below is an illustration of how the hub and spoke approach will look within a major urban area. In this example, three geographically dispersed deployment hubs support a network of community bases and touchpoints. Deployment hubs will be established in the main population centres for response and community police officers. If necessary, secondary deployment hubs will be established in areas of high population or high demand within that particular conurbation. The divisional headquarters will be sited in one of the deployment hubs.

A central custody suite will be established in an accessible area. Depending on geography, access and demand the central suite may be supplemented by additional separate facilities or by a custody suite housed in one of the main deployment hubs. Similarly, one or more consolidated regional productions stores will be established depending on the requirements of the individual regions. These will be supported by temporary productions stores in police stations.

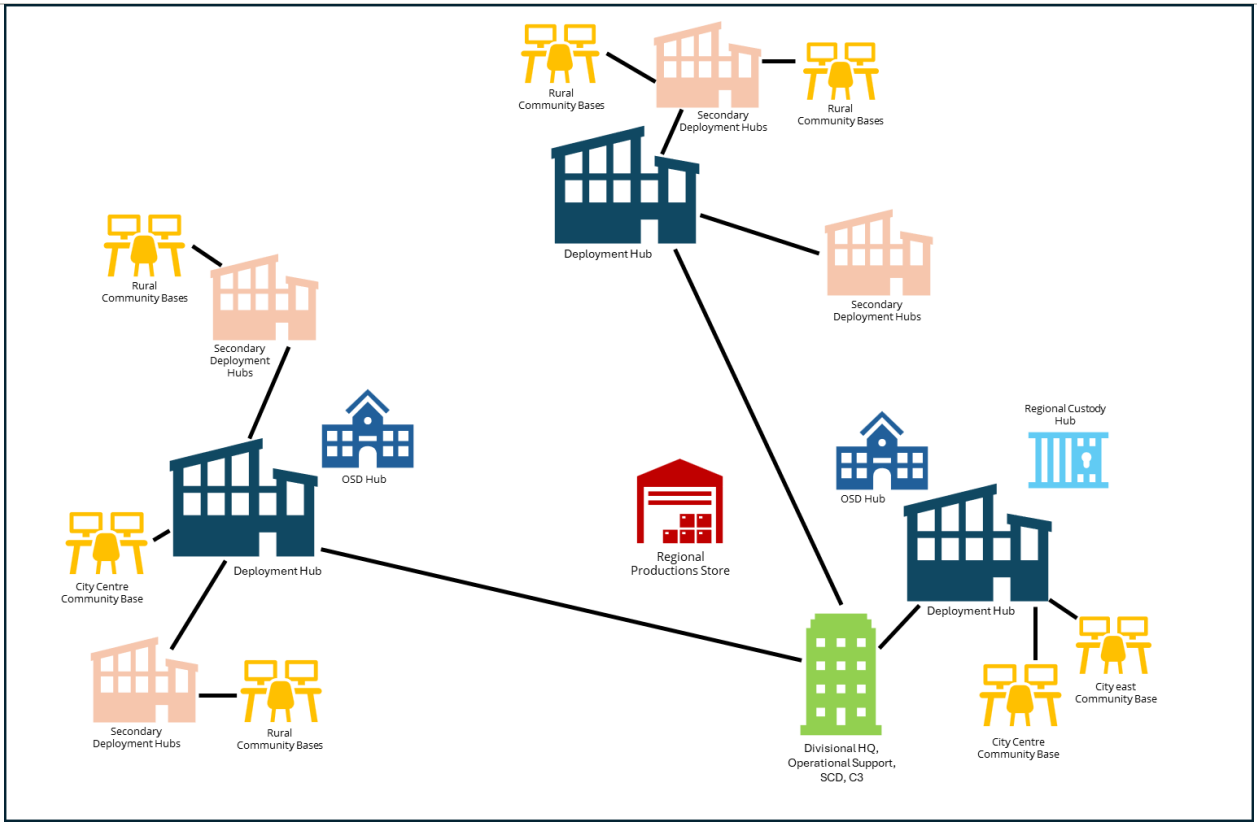


Centralised Operational Support and Corporate Support hubs will service the region and separate OSD hubs will be established in main population centres for armed policing, road policing, fleet and covert SCD.

More Rural Areas

In more rural regions additional secondary deployment hubs will be required to reflect a more dispersed population centred around smaller towns. In most instances the secondary hubs will provide the support to the community spaces.

As with the urban model, a central regional custody suite and a consolidated regional production store will be established in accessible areas. Temporary productions stores in police stations will provide support. There is likely to be a separate divisional headquarters which will also house the main operational support for the regional and some other specialist OSD functions. Others may be housed in separate OSD hubs as required.



8.3 A 'right-sized' and modernised Estate

Our estate is too large, and it is in general not fit for purpose. We will dispose of elements that are surplus to requirements and invest to improve the facilities that we retain

Right-sizing

Our future estate will be significantly smaller both in terms of overall building numbers and area. This general reduction will be offset to a certain degree by the addition of modern, fit-for-purpose properties when they are required. This might be as sole occupants or by sharing with partners.

Investment

We will continue to invest in our estate. As the overall estate reduces, there will be increased budget to invest in those properties we wish to retain. This will mean we are able to focus an increased proportion of our investment is on improvement and modernisation rather than on reactive patching up and making good to ensure risk and health and safety compliance in order to keep buildings operational.

8.4 A digitally enabled Estate

Modernising our estate will both support and be supported by our drive for Digital Reimagined.

Our Reimagined, Digital, Data and Technology Strategy 2025-2028 sets out our ambition to redefine and reimagine our use of digital throughout the organisation. We are planning to invest significantly in digital and technological advancement across the 2025-2029 period, to enable the transformation of our estate.

Modern working practices

Our existing estate supports home working but does not fully support modern working practices such as hybrid working. Our transformed estate will. Our new main hubs will have capacity for virtual courts and include muster rooms with suitable audio-visual (AV) capability that will link to secondary hubs and hot desks with full connectivity. Our local policing points and community touchdown points will all be Wi-Fi enabled. Our larger properties will have meeting rooms with AV capability. Our staff will be able to fully cooperate with each other from multiple, dispersed locations.

Digital evidence

Digital Evidence Sharing Capability (DESC) is changing how digital evidence is collected, viewed and shared across the justice system. DECS allows users such as police officers, prosecutors, court staff and defence agents to digitally access evidence in an efficient and user-friendly way. Our future digitally enhanced estate will enable maximum benefit is being derived from these technological advancements.

8.5 A co-located and shared Estate

We have shared workspace, facilities and building space with our partners for many years. Expanding this practice is championed by the national government and a key component of the Estate Strategy

Police Scotland has been sharing facilities and leasing properties from other public bodies for many years. This sharing of workspace and facilities remains an important part of the Estate Strategy and a key component of the hub and spoke approach. It is an approach championed by the Scottish Government in the Scottish Single Estate Programme (2023).

In some instances, Police Scotland will take substantial areas in a partner owned building or lease substantial areas within our own properties to partners. This will include for example, the taking of floors/ leasing etc. In other instances, the sharing will be on a smaller scale. This is expected to particularly be the case within communities, where a Local Policing touch point, a dedicated surgery or drop may exist within a community centre.

More permanent police hubs will be created through collaboration with partners such as Local Authorities, in existing council buildings or through dedicated shop front premises.

The concept of public bodies sharing premises is encouraged in Scotland and “co-location” is a term widely used in public sector property matters. It is also a term that is used as a catch-all for all types of property or facility sharing. From having sole use of a part of a building to sharing amenities to having touchdown space for PE officers. We have defined two different types of sharing Co-location and Public Sector Occupation.

These definitions apply whether Police Scotland occupies third party accommodation or vice versa and irrespective of the tenure.

8.6 Co-location

A situation where Police Scotland occupy premises belonging to or leased by another public sector or third sector body OR where a public sector or third sector body occupies Police Scotland premises and the following demonstrably applies:-

- Joint occupation of some or all accommodation by PS and non-PS officers and staff – e.g. operational or ancillary space
- AND / OR
- Joint working/operational collaboration on an ongoing basis within the accommodation

Public Sector Occupation

- This is no shared occupation of accommodation between PS and the third-party occupier;
- AND
- There is no intended operational interaction on the premises

Examples

- Multi-agency safeguarding hubs, Bairns Hoose
- Joint deployment base

Examples – public sector occupation

- PS or the third party will occupy a separate and defined demise that excludes the other party

- likely to apply in situations where a lease or similar arrangement on effective commercial terms has occurred e.g. William Wallace House

9. Estate Strategy Benefits

9.1 Background

Our refreshed Estate Strategy will deliver benefits for the community and wider society, for our people, the victims of crime as well as benefitting our budgetary position

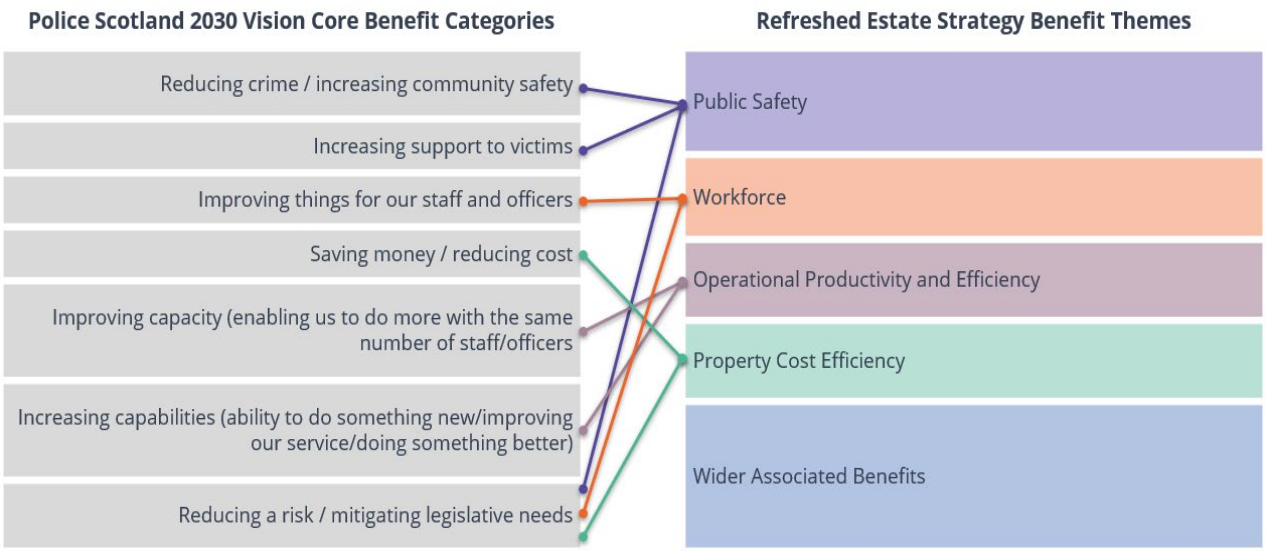
The 2030 Vision is clear that our communities should be safer; there should be less crime in our country; we should better support the victims of crime in Scotland and that our dedicated workforce should be appropriately skilled, resourced and thriving. It is essential that our estate plays its part in delivering those outcomes.

Our revised Estate Strategy is clear that by delivering an effective, sustainable and inclusive estate we will support the delivery of the 2030 Vision and improve the wellbeing of our people and our communities. The benefits that will be derived from implementing the refreshed Estate Strategy are numerous and wide-ranging and a broad range of our community and our stakeholders will benefit:

- The community in general
- Our frontline officers
- Our wider staff
- The victims of crime
- Wider society
- Our budgetary position

9.2 Estate Strategy benefit themes

We have identified seven core categories for benefits aligned to the delivery of the 2030 Vision. These are mapped to five clearly identifiable benefit themes.

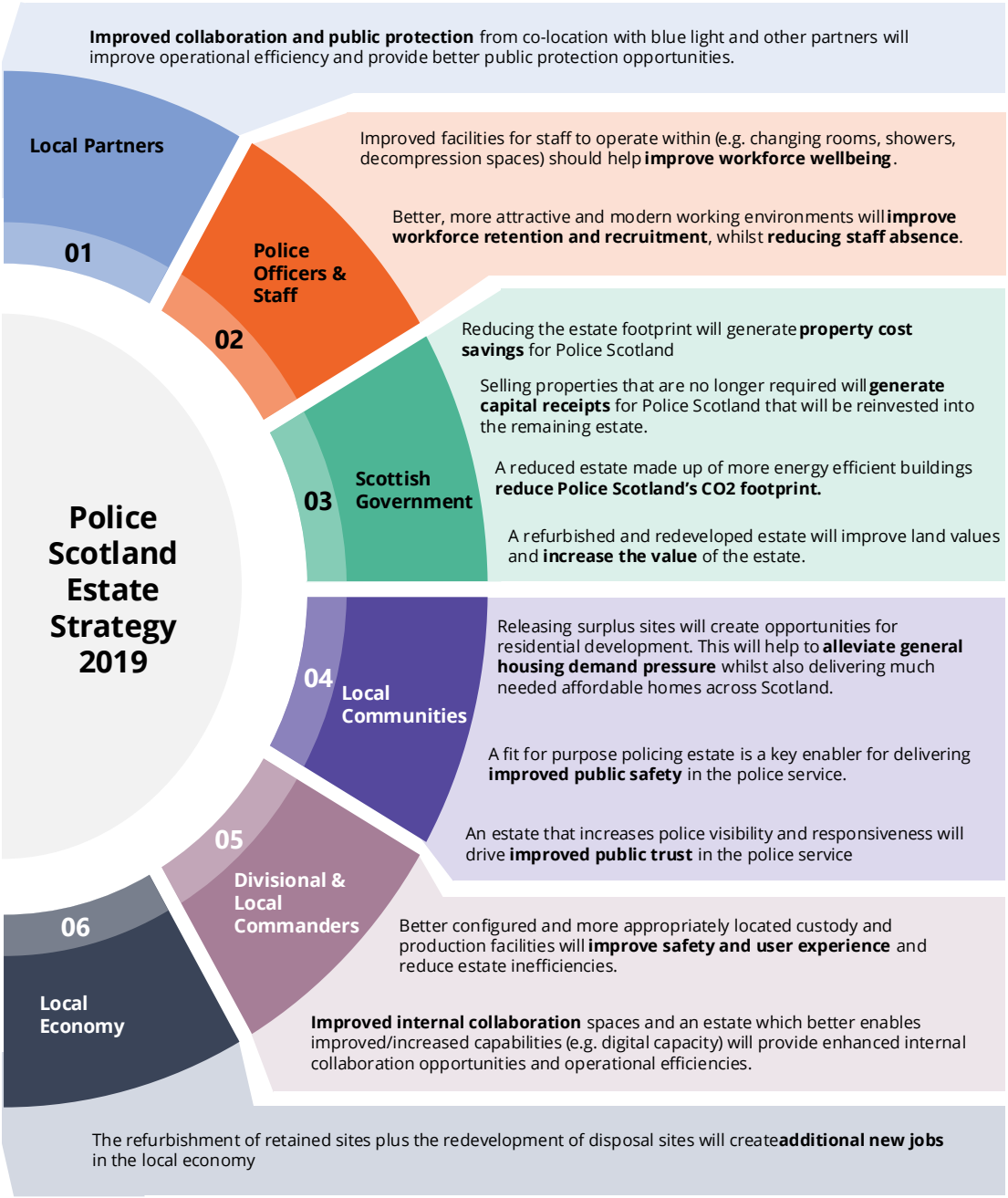


9.3 Estate Strategy benefits

Once implemented our refreshed Estate Strategy will deliver many benefits:

- Staff wellbeing will improve through the provision of modern, appropriate and fit for the future facilities and amenities for all our staff. This will in turn support the organisation through improved retention and more effective recruitment.
- Our communities will feel safer as our estate enables increased police visibility and responsiveness benefiting from more contact time and faster and better responses to their concerns.

There are many other benefits to be derived from our refreshed Estate Strategy. These are shown by benefit theme, below.


Improved collaboration and public protection from co-location with blue light and other partners will improve operational efficiency and provide better public protection opportunities.
Local Partners
01
Police Officers & Staff
02
Improved facilities for staff to operate within (e.g. changing rooms, showers, decompression spaces) should help improve workforce wellbeing.
Better, more attractive and modern working environments will improve workforce retention and recruitment, whilst reducing staff absence.
Police Scotland Estate Strategy 2019
Scottish Government
03
Reducing the estate footprint will generate property cost savings for Police Scotland
Selling properties that are no longer required will generate capital receipts for Police Scotland that will be reinvested into the remaining estate.
A reduced estate made up of more energy efficient buildings reduce Police Scotland's CO2 footprint.
A refurbished and redeveloped estate will improve land values and increase the value of the estate.
04
Local Communities
Releasing surplus sites will create opportunities for residential development. This will help to alleviate general housing demand pressure whilst also delivering much needed affordable homes across Scotland.
A fit for purpose policing estate is a key enabler for delivering improved public safety in the police service.
An estate that increases police visibility and responsiveness will drive improved public trust in the police service
05
Divisional & Local Commanders
Better configured and more appropriately located custody and production facilities will improve safety and user experience and reduce estate inefficiencies.
Improved internal collaboration spaces and an estate which better enables improved/increased capabilities (e.g. digital capacity) will provide enhanced internal collaboration opportunities and operational efficiencies.
06
Local Economy
The refurbishment of retained sites plus the redevelopment of disposal sites will create additional new jobs in the local economy

10. Funding and Finance

10.1 Background

Our vision of our Estate is ambitious and transformational. It will require significant capital investment to achieve but will deliver value for money for the Scottish public purse

Our refreshed Estate Strategy and the estate transformation require significant levels of capital investment and over a sustained period of time. With this upfront investment, the Estate Strategy will deliver considerable future financial benefits. These will come in the shape of reduced operating costs and a significant shift to investing with the aim of improving the estate rather than spending our limited capital resources on comfort expenditure. However, we are acutely aware that at present we do not have access to capital funding at the required levels.

The current approach the estate investment, the “do-nothing option”, is not a viable alternative. We have spent on average, since 2019, c.£12m per annum on our estate. Whilst some improvements have been achieved, in its current state, our estate is not fit-for-purpose. This will act as a barrier to achieving the 2030 Vision while being costly to operate, with costs expected to rise further year-on-year.

10.2 Capital investment

Implementing our refreshed Estate Strategy will require significant levels of capital investment to implement. During the MP2 phase, it was estimated in 2024, that the minimum level of required investment was £510m over the next 10 years.

Our ambition remains to deliver the entire programme within this envelope in real terms.

The recent MP3 work on Tayside and Glasgow (comprising c.50% the national estate) gave a better understanding of costs - a range of £153m to £255m for Operational buildings and c.£124m for Custody. The lower end of the estimate for Operational buildings is based on mitigation and efficiency strategies such as adaptive re-use of partners’ buildings.

The total capital expenditure into our estate between 2019/2020-2024/2025 totalled just c.£45.5m, an average of approximately c.£12m per annum. For the financial year 2026-27, we are investing a further £30 million, however, these investment levels remain considerably less than c.£50m per annum which the masterplanning process identified as being required for 10 straight years in order to transform our estate.

However, doing nothing to change the way we invest into our estate is also very expensive.

As a result of chronic under-investment in the Estate over a long period, we have built up a backlog maintenance deficit of c.£245m. This is the level of investment required to simply address the structural fabric of the buildings. This investment would not enhance the estate or enable Vision 2030. Moreover, it is not sufficient to address critical national infrastructure such as our Custody estate, which needs to be modernised and digitally enabled as well as being appropriately sized and conveniently located.

A growing proportion of what we do spend on our estate is “comfort spend”. This is maintenance expenditure on buildings that are not expected to be retained as part of the estate but because of the lack of change are still required in the short term. Comfort spend is required to meet immediate health and safety and compliance standard or to replace key building infrastructure such as boilers, the benefit of which goes beyond the useful economic life of the building. It is expenditure not to improve the standard of a building but simply to keep it open for operations because a better, more appropriate alternative is not an option.

Comfort spend will continue to grow year-on-year unless we change our estate. It is expected to exceed £15m in 2026/2027 and grow to more than £20m in the following year. This leaves a small and ever diminishing proportion of our estate capital budget available for investment that actually improves the estate.

Whilst there will remain a need to invest in some properties just to keep them operational, estimates from our Masterplanning work suggest that comfort spend can be reduced to less than £5m per annum within 4 years by implementing the Estates Strategy and Masterplan.

10.3 Operating costs

Our estate is inefficient, is expensive to run and is getting more so. In 2021/22 we spent a little under £60m operating the estate. In 2026/27 estate running costs are expected to exceed £80m.

As we implement the Estate Strategy, we expect to see our estate operating costs reduce. This is a combination of having fewer properties in the estate overall and those we do have being in better condition and more efficient.

- Financial modelling of the emerging options for Tayside and West of Scotland suggest, that whilst savings will not occur with every individual project, we could expect to see overall savings in the region of 5% per annum.
- Based on the recent MP3 work undertaken in Glasgow and Tayside:

- **lifecycle costs** are expected to reduce by up to 9% when comparing the base case (2027/28); and
- **Utility costs** are anticipated to be lower by up to 40%, due to the disposal of inefficient properties, savings on refurbished properties and the introduction of energy efficient systems, including a LED roll-out.

The savings will free up scarce resources to invest in the required future shape of our police service and staff.

10.4 Value for Money

Our Estate Strategy and its implementation through the established Masterplanning process will deliver value for money for the public purse in Scotland. Significant levels of capital investment are necessary to deliver our ambition, however, the overall programme and each of the component projects will be developed mindful of the prevailing fiscal environment.

We will deliver value for money by:

- Using the Scottish Capital Investment Manual and the HMT Green Book recommended five-case business case model as described in Chapter 11
- Being ambitious but realistic in our options development. This approach is evident in our business cases for Tayside, West of Scotland and Fettes in which the emerging preferred options are predicated on moderate but meaningful change
- Taking into consideration all social costs and benefits when appraising the options available. These include those that are quantifiable and those that aren't. Those that can be monetised and those that can't be. The long list of benefits to be delivered by the Estate Strategy are identified in Chapter 9
- Seeking to maximise value for money on every individual project and scheme through the implementation of good practice project scoping and redesign to drive scheme specific VfM
- Identifying value in the market by being opportunistic and proactive and by being flexible with our approach with regards to the type, tenure and location of potential properties
- Continuing to work in a truly collaborative manner with our public sector and blue light organisation partners to identify opportunities for adaptive re-use, co-location, sharing of excess space and property transfers via programmes such as the Single Scottish Public Sector Estate.

- Opportunistic acquisitions of existing properties and subsequent refurbishments, rather than more expensive new builds
- Implementing best practice Strategic Asset Management across our entire estate.

10.5 Sources of funding

We will continue to press our claims to the SPA and the Scottish Government for additional capital investment funds, whilst we acknowledge that there are many other legitimate claims from across the Scottish public sector and blue light services on the limited funds available.

We will continue to explore and exploit the different sources of funding (capital and revenue) that are available. These include:

- Reduced operating budgets - revenue
- Rental income from co-location and sharing building space with partners
- Dedicated capital budgets
- Allocated transformation budgets
- One-off grant funding from Scottish Government
- Capital receipts from asset disposals
- Funding leveraged from our existing assets

Due to inflationary pressures and market constraints, it is likely that the nominal capital investment costs will increase with time, with the pace of delivery dependent on funding from Scottish Government.

11. Implementation – what is happening and what is going to happen

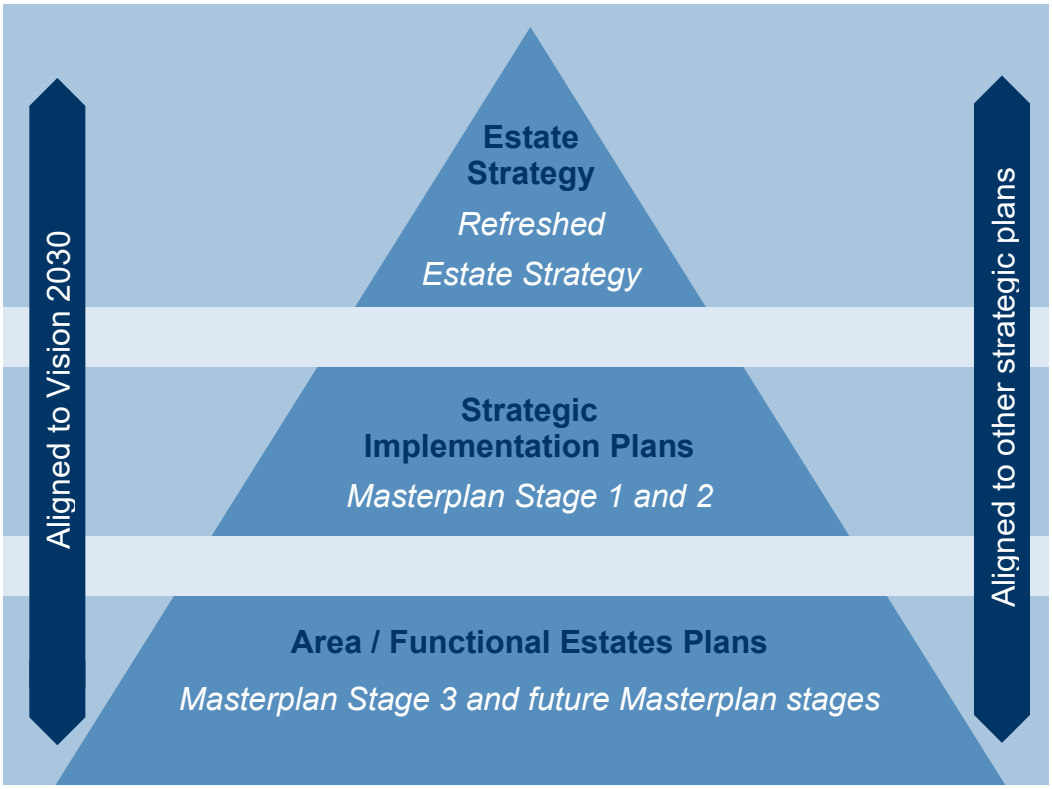
11.1 Background

The Estate Strategy defines a vision for our desired future estate and a framework by which that vision can be achieved

We will implement our refreshed Estate Strategy through our continuing Estate Masterplanning process.

Our refreshed Estates Strategy will be delivered by via our Strategic Implementation Plans (MP1 & MP2) and in detail by the area or function estate plans that will drive individual project delivery in MP3 and in future Masterplan stages.

Our ambition for change is cognisant of the limited resources and capacity we have across the breath of roles and experience required to deliver an ambitious Estate Strategy such as this. Our staged approach is designed to alleviate some of this pressure while having clear project prioritisation, supported by timely communication as to ensure belief and ambition are not lost.



11.2 Estate Masterplanning

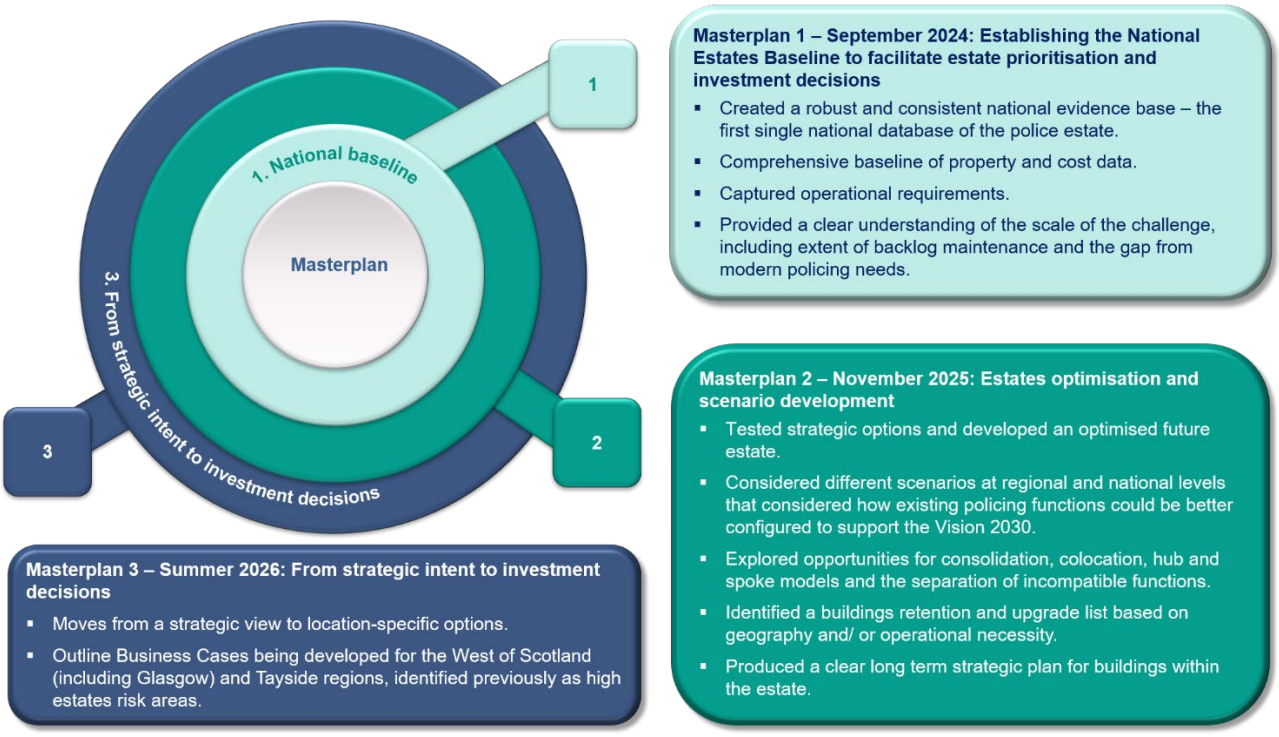
Our multi–stage Masterplanning process began in 2024. During Masterplan 1 we established a credible and reliable baseline of our national estates with the primary purpose to facilitate estate prioritisation and investment decisions.

MP2 followed shortly afterwards. It reaffirms our strategic estates priorities as presented in this refreshed Estate Strategy and outlined a ten-year capital plan (2025-2035) for estate modernisation.

The MP2 capital plan aligns with our 2030 Vision and the future needs of the Police Service in Scotland and recognised the need for our estate to support the Police's technical and digital requirements, collaborative working, optimised resource deployment and to enable community engagement via delivery of localised policing services.

MP2 also identified the priority areas of our Estate; the areas of the estate with the highest estate risk but also offering the greatest opportunities to support the required strategic change.

First stages of our Estates Masterplanning programme



MP3 began in 2025. MP3 is the first stage to take our Masterplanning process from strategy and planning into the delivery and investment decision making phase.

MP3 will be delivered in a phased approach to prioritise those areas identified during MP2 as having the highest estate risk. In addition, our phased approach will:

- Facilitate continual evolvement of the MP1 evidence base

- Allow assumptions to be tested and refined based on real time experience
- Provide flexibility to adapt to changing conditions e.g. financial, operational, political etc.
- Ensure option delivery and option development can continue in parallel to maintain change momentum
- Reduce the risk of both operational disruption and resource “bottlenecks” forming within our enabling functions

MP3 will use the five-case business case approach to consider the future estate needs and potential options for the two areas of highest priority identified in MP2 - Glasgow, and Tayside. These are both programme business cases which encompass a number of projects, many of which are interdependent.

Other ongoing Masterplanning work includes the preparation of project business cases for the potential closure of the Fettes complex in Edinburgh, and the existing police station in Greenock. Both projects involve the relocation of staff and operations, and ultimately site disposals.

Likely future Masterplanning activity includes replacing Oban police station and the refurbishment of existing properties that are to be retained.

Case Studies

Programme Business Case are being developed for Tayside and Glasgow, Divisions. These business cases will seek approval for a 20-year programme of work for our estate in these areas.

The programme of work will focus on supporting alignment with operational policing priorities, notably the Police Scotland 2030 Vision, whilst delivering additional and wide-ranging benefits.

Tayside

High level details including expected impact and change of likely option

Estimated total investment requirement: c.£143m; estimated social benefits: c.£78m

Hub and Spoke:

- New Productions Store
- New Custody Hub
- New Community Touchpoints

Co-location:

- Property disposals:
- Reduced estate size:
- Reduced running costs:

Retained estate:

- Improved utilisation
- Refurbishment

Glasgow

High level details including expected impact and change of likely option

Estimated total investment requirement: c.£236m

Estimated social benefits: c.£265m

Hub and Spoke:

- New Productions Store
- New Custody Hub
- New Community Touchpoints

Co-location:

- Property disposals:
- Reduced estate size: Slight increase (1%)
- Reduced running costs:

Retained estate:

- Improved utilisation
- Refurbishment

Fettes Police Station, Edinburgh

Fettes Police Station, which opened in 1974, is an operational policing hub that houses some 700 officers and police staff. The location was the previous headquarters for the legacy Lothian & the Scottish Borders Force and is a prominent location within the local community and across Scotland.

The building is in poor state of repair and its condition is deteriorating, with Reinforced Autoclaved Aerated Concrete (RAAC) having been discovered in 10 areas. The costs of addressing this issue alone are expected to reach at least £4m and there are extensive backlog maintenance costs across the entire building. It is not an economically viable site.

Further, the current facilities are underutilised and do not support modern policing requirements. The building is an impediment to achieving the Police Scotland 2030 Vision.

The emerging option will see Police Scotland vacate and ultimately dispose of the property. All staff members will either be relocated into existing, refurbished and fit-for-purpose Police Scotland buildings or collocated with other public sector bodies.

This option will require significant levels of capital investment but will deliver a solution that is consistent with the ‘Hub and Spoke’ model and supportive of the 2030 Vision.

The site will eventually be sold to generate capital receipts for future investment.

Greenock Police Station

The existing Greenock Police Station on Rue End Street is over 50 years old. It has reached end-of-life condition and is in poor overall condition.

The facility no longer meets modern policing, public engagement, partnership, environmental, or efficiency standards and would require significant levels of investment to reach those levels and support the 2030 Vision.

In July 2026, we announced plans to replace Greenock police station with a new operational hub within the town marking a major milestone in the transformation of the police estate.

Lease terms have been agreed with Riverside Inverclyde Property Holdings for Ben Lomond View in Pottery Street, Greenock, which will become the new police station servicing the Greenock and Inverclyde areas.

Key steps include:

Ben Lomond View will initially be leased, with an option to purchase the site after two years.

Officers and staff will transfer into Ben Lomond View following refurbishment of the existing building to accommodate and CID and will include the provision of suitable amenities, welfare and training space.

Following ground survey and design work, plans will be submitted to build a new custody facility within the curtilage of the site – i.e. a 2-storey standalone new build Custody extension including cells and ancillary space. The total capital cost of this project is expected to be c.£12m.

To ensure continuity of custody service there will be a transition period where both Rue End Street and Ben Lomond View will both be used.

Once custody is relocated, the building at Rue End Street will be disposed to generate a small capital receipt.

Major updates including the relocation of officers to the new property, and the public counter relocation will be communicated to the public.

11.3 The five-case business case approach

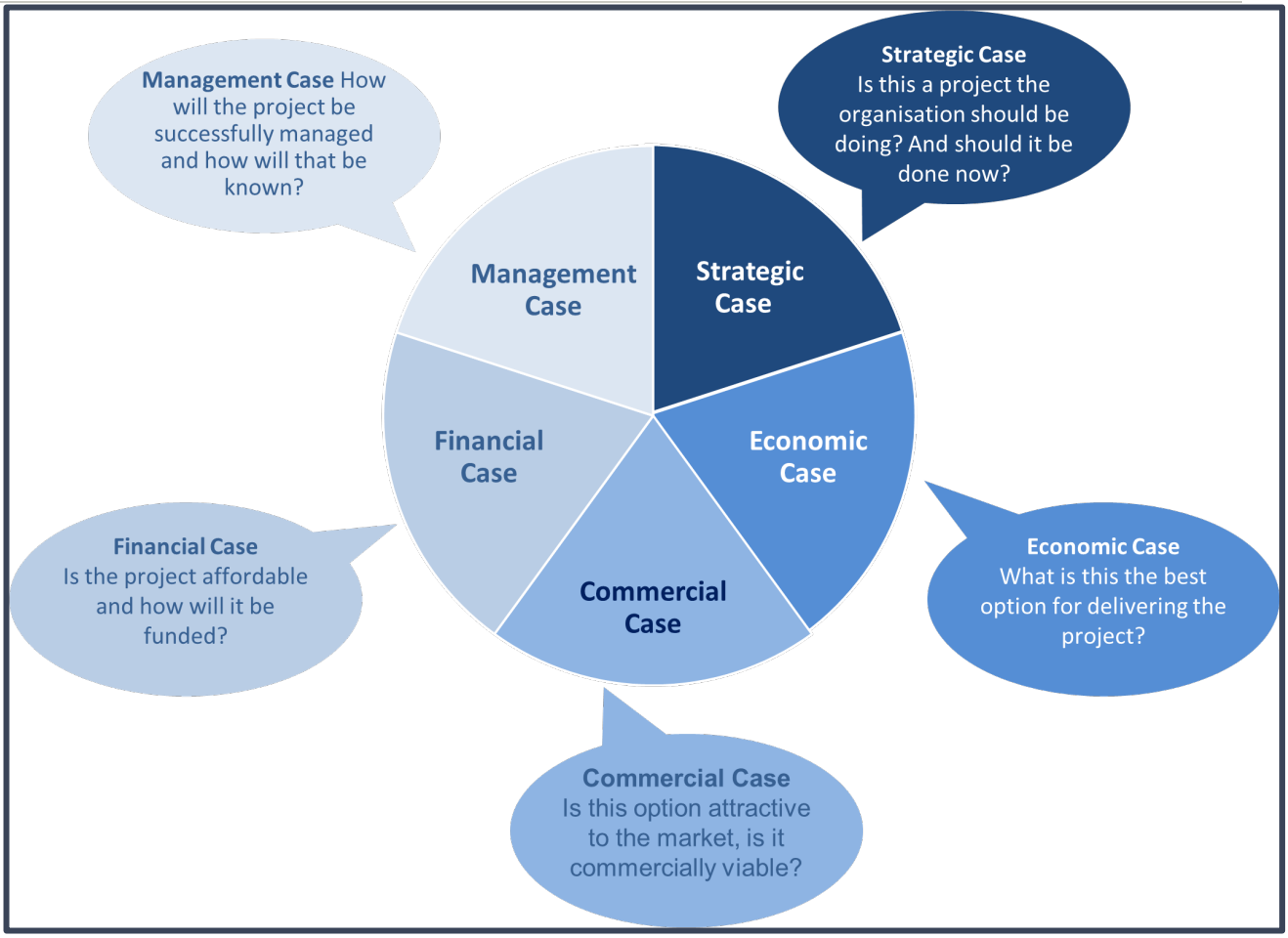
We will follow the five-case approach to develop all Masterplanning business cases based around the principles and guidance within the SCIM and the HMT Green Book

We will follow the five-case approach to develop programme business cases for Tayside and West of Scotland and a project business case for Fettes.

The business case approach develops an evidence base that justifies the initiation of a task, project or programme in support of good decision making. It does so by forcing us as to ask ourselves a number of questions:

- Is this something we as Police Scotland should be doing? Will it help deliver our 2030 Vision?
- Is it something we should be doing now? Should it be a priority?
- Is this the best, most advantageous way of doing it? What are the costs and benefits, quantifiable and non-quantifiable, that this investment will bring?
- Can the project or programme be delivered? What resources are required? Do we have those resources or how might they be accessed?
- Do we have the capacity, the capability and the time to deliver in the way we've outlined?

All Masterplanning business cases will follow a five-case methodology based around the principles and guidance within the Scottish Capital Investment Manual (SCIM) and the HMT Green Book. The five-case approach is a framework that provides discipline and structure to the decision-making process. It supports logical and consistent decision making and improves comparability between different project types. It is the recommended approach for developing business cases to justify Public Sector investment or expenditure and is widely used across the UK public sector since the early 2000's.



Our business case preparation process is wide-ranging and thorough. Key activities include:

- Extensive data review
- Detailed review of policy and contextual documentation - supported by consultation with relevant stakeholders
- Detailed research and consultation to understand and document current arrangements, including identifying the case for change
- Discussions with a variety of stakeholders from across Police Scotland divisions – including individuals focused on a range of areas including strategy, operations, estates, people, digital, finance and communications.
- Stakeholder workshops related to different stages of the business case process, for example optioneering, qualitative appraisal, benefits and commercial strategy
- Development of detailed economic and financial models to consider the potential benefits for different options and what they might cost to deliver

- Details of community engagement and planned external communication for this refreshed estate strategy as well as the wider masterplanning process are being developed and led by internal Police Scotland teams.

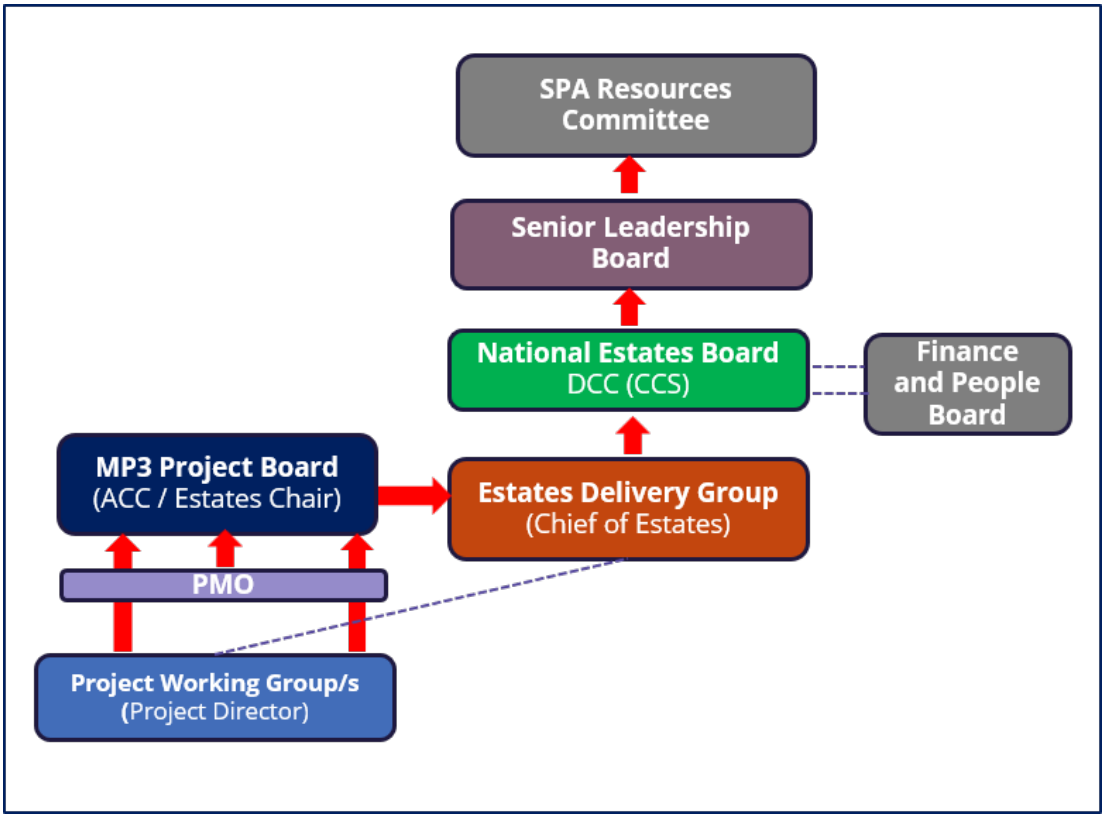
11.4 Estate Strategy governance

We have an established governance structure that will oversee the delivery of the refreshed Estate Strategy

The Masterplanning process and hence the Estate Strategy will be delivered, governed and monitored through the accepted SPA, Police Scotland Estates Transformation governance framework. There is a direct reporting link, via the SPA Resources Committee, into the SPA Board and subsequently into Scottish Government for Ministerial Approval.

The approach to estates governance will follow Police Scotland's existing assurance process, align with the Investment Governance Framework (IGF) and comply with the Scottish Public Finance Manual (SPFM) policies and processes. All financial approvals will be in line with the existing Approved Scheme of Delegation.

This governance structure for the Police Scotland Estates Transformation function is summarised in the diagram below:



The Project Board was established in 2025 as a sub-board of the Estates Delivery Group to oversee and drive the delivery of new buildings and capital investment projects within

the Estates Masterplan. The Board focuses on ensuring robust business cases, effective cost management, and the identification and implementation of innovative, value-for-money solutions that align with organisational strategy and priorities.

Individual Project Working Groups will be established to manage specific projects within the programme, supported by a PMO and reporting into the MP3 Project Board.

12. Measurement of Success

12.1 Background

We will use a balanced scorecard approach to track progress against implementation

Once implementation of the Estate Strategy has begun, we will regularly monitor progress against the key themes in our refreshed strategy and the specific metrics outlines in the individual MP3 project business cases.

12.2 Balanced scorecard

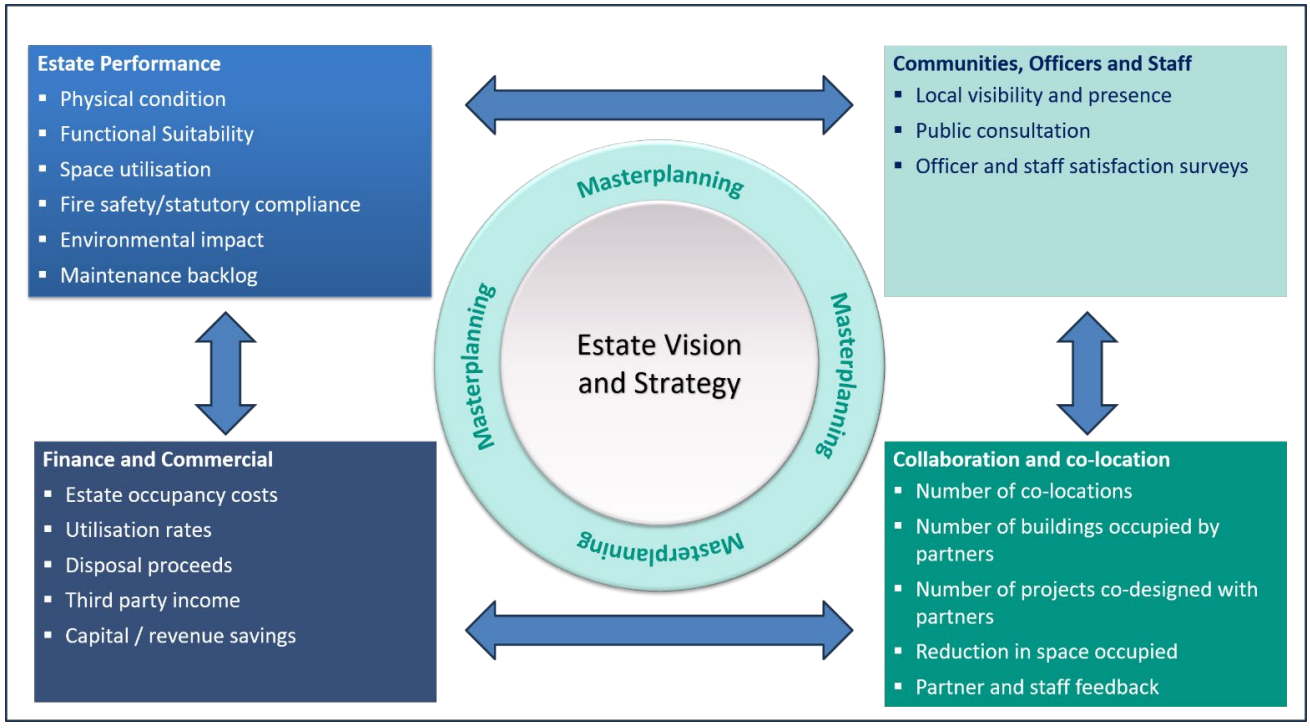
We will use a balanced scorecard monitor progress. This process is reliant on robust and timely data.

Each MP3 project business case will outline a set of targets for project delivery and post-delivery management. Each target will be owned, and we will monitor progress against these targets.

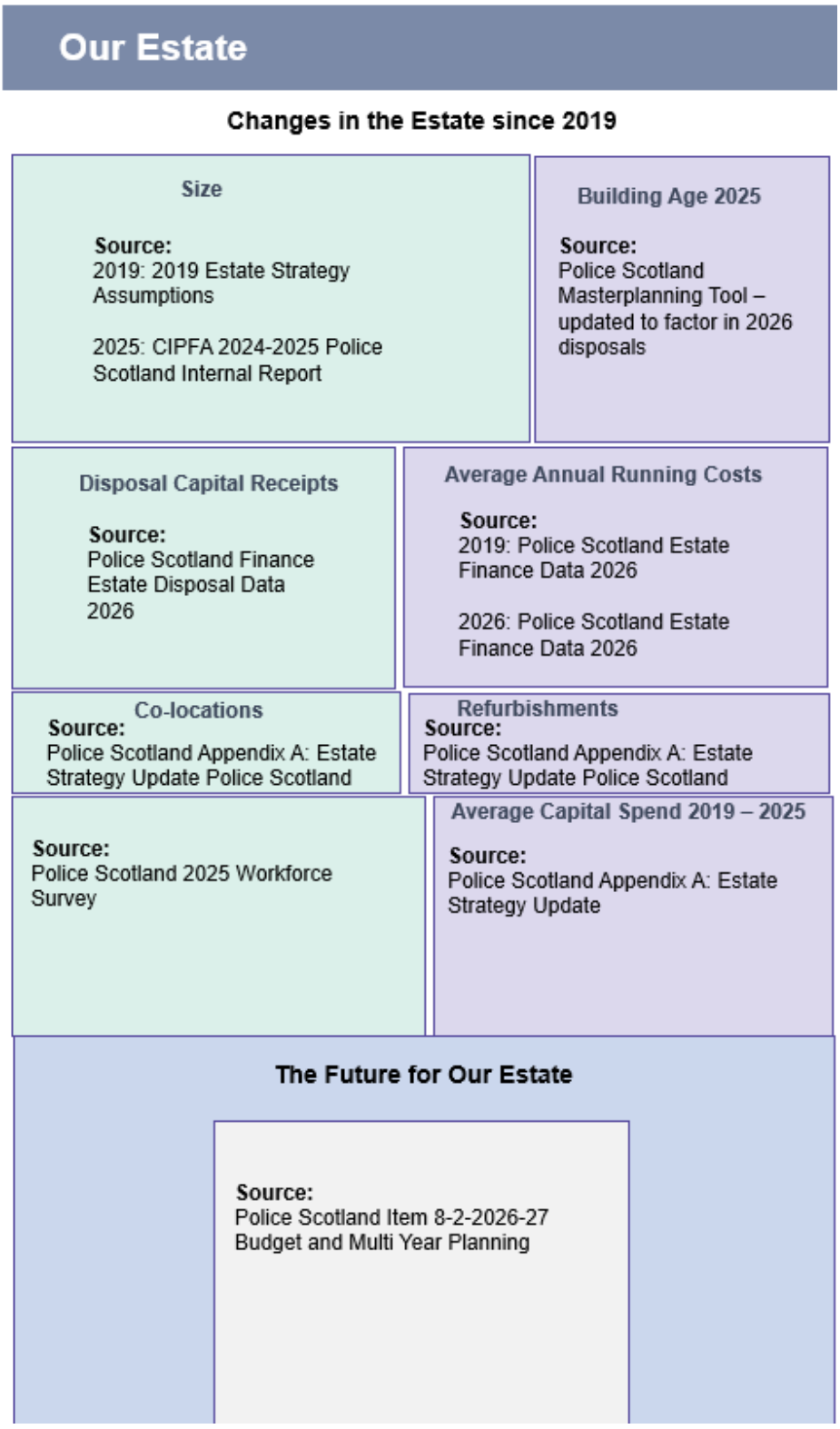
We have robust systems in place to generate the data and information required for this purpose.

We will conduct post-project reviews and consult widely for views on both the outcome and the process undertaken to get there.

We will continue to survey our staff on estate matters.



Alongside these internal initiatives, we will continue to actively participate in various voluntary and mandatory benchmarking programmes. Leveraging the CIPFA National Police Estates and Facilities Benchmarking, we will maintain ongoing assessment of the Police Scotland estate performance.

Appendix I

Estate Strategy in Numbers - references and source data