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Estates Transformation Programme 2024

Analysis of responses to the Muir of Ord Police Station consultation exercise

Report

February 2024

Research and Insight

Strategy, Insight and Engagement



**Estates Delivery
Group**

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Executive Summary

Following SPA approval, Police Scotland announced on Thursday 14 December 2023 proposals to close a number of police buildings across the country and invite members of the public, stakeholders and staff to give their views.

Our objective is to listen to communities, colleagues and stakeholders and respond to their needs through an open and inclusive consultation on the proposed Police Scotland estates transformation. Strategic outcome three within our [Joint Strategy for Policing \(2023\)](#) sets out our commitment to **keep public, communities and partners engaged and involved so they have confidence and trust in policing**.

Maintaining public confidence and trust involves keeping communities involved and engaged in what and how we do things, ensuring our policing model is effective that we can adapt how we connect with communities to enhance safety and protection.

Consultation and engagement approach

Launch of a national conversation

The consultation began on 14 December 2023 to support an open continuous conversation at a national level on our strategic approach to transforming our estate, hosted on our [Engagement Hub](#).

Opportunity for local engagement

At a local level, each site for consultation had its own dedicated area on our engagement hub with information about the site and proposed changes. Co-designed with colleagues, the level and scope of engagement is determined by the potential impact of proposed changes to local communities and stakeholders. This assessment takes into consideration the drivers of public confidence, user experience and accessibility of local policing.

Risk-based assessment

The level and scope of engagement was based on the impact of estate closures on communities and stakeholders and within the drivers of public confidence (i.e., visible, engaging and proactive local policing teams) – as summarised in appendix 1.

Engagement themes

The consultation includes qualitative and quantitative questions to capture agreement with the proposals and people's understanding, perceptions, and use of their local police buildings. The information was used to inform local communications and engagement, address areas of concern and impacts for informing decision-making and local scrutiny.

Communications

A co-ordinated, consistent, approach in efforts to raise awareness with at national and local level, public and stakeholders was designed by colleagues in communications. A toolkit was designed for use by divisional colleagues to support the national conversation on estates and the local engagement at divisional level of individual building closure proposals. Assets included a video of ACC Steve Johnson outlining

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the changes proposed, a BSL version of this video for national and local dissemination, and social media materials promoting the consultation.



Response

In total, **4 consultation responses*** were received from **4 individuals**.

Key findings

Overall, the findings show the importance of maintaining visible, accessible and proactive policing in local areas and keeping communities engaged and informed on next steps.

Agreement with proposals

Resourcing of Muir of Ord Police Station is perceived to be needed to be increased.

Factors influencing agreement with proposals

Respondents perceive Muir of Ord Police Station to be a symbol or manifestation of community policing in the locality.

1. Introduction

Police Scotland inherited a very large and ageing estate, much of which was not fit for purpose, with high maintenance costs, environmental inefficiencies, and in locations that no longer meet the requirements of local communities. Police Scotland currently owns over 320 buildings many of which are located less than 5 miles from the next nearest Police Scotland building.

Following SPA approval, Police Scotland announced on Thursday 14 December 2023 proposals to close a number of police buildings across the country and invite members of the public, stakeholders and staff to give their views.

The consultation included qualitative and quantitative questions to capture agreement with the proposals and people's understanding, perceptions, and use of their local police buildings.

An Engagement Hub went live on 14 December which allowed our staff, stakeholders and the public to take part in a national conversation as well as local consultations that will help us shape our estate for the future.

1.1. The Community Empowerment (Scotland) Act 2015

The Community Empowerment (Scotland) Act 2015 asserts to empower community bodies through the ownership or control of land and buildings, and by strengthening their voices in decisions about public services. A significant part of this act refers to participation in public decision-making whereby Scottish public authorities must promote and facilitate the participation of members of the public in the decisions and activities of the authority, including in the allocation of its resources.

The level and scope of engagement should be based on the impact of estate closures on communities and stakeholders, with consideration of the drivers of public confidence (i.e., visible, engaging and proactive local policing teams). The relative risk necessitates a proportionate response, meaning if 'high risk high participation', all preceding methods will be used (see appendix 1).

For determining risk, we sought information to understand:

- How the buildings are being used by colleagues, communities and stakeholders and the alternative options for continuing to meet needs
- How is local policing maintaining and/or enhancing visible, engaging and accessible services as part of the future policing model
- Viability of the estate for community asset transfer.

The risk assessment will be undertaken with each affected local policing division which will determine the level of engagement. The approach and methods of engagement are based on Police Scotland's Public Engagement and Participation Framework.

The local consultation for **Muir of Ord Police Station** was launched **12 December 2023** and concluded **18 February 2024**.

1.2. Analysis and reporting

This report presents a question-by-question analysis of the responses and comments made to the local consultation for Muir of Ord Police Station. All responses were gathered via our online Engagement Hub; no submissions were received via any other means.

The qualitative feedback is presented according to the balance and nuance of opinion relating to the impressions and perceptions of the site, in this instance of Muir of Ord Police Station.

Respondents to any public consultation or engagement are self-selecting, and the responses may not be representative of the population.

For each of the consultation questions the issues or common themes frequently raised by respondents are presented. Please also note that often respondents answer “None” or “No idea” or singular word responses without providing additional information to explain their response further.

The open questions did not have a fixed response, or a limit to the length of the response, allowing the respondents to answer in their own words and in as much or as little detail as they liked. Consequently, thematic analysis was used to analyse the open question survey responses. This meant that each response was read by a member of the research team and the codes (main points) were identified. The next step was then to read across the responses to systematically identify any common ideas or patterns of meaning. Themes were discussed across the research team to allow for comparisons and contrasts until consensus was reached among the team on the final structure.

Accordingly, the extent of the analysis is proportionate to the volume of feedback in terms of comments made. An example of the data analysis process leading to the ‘Impressions of Muir of Ord Police Station’ results is attached (see appendix 2). The quotes that are provided through the report are intended to illustrate some of the points in respondents’ own words and to capture some of the themes as they were written.

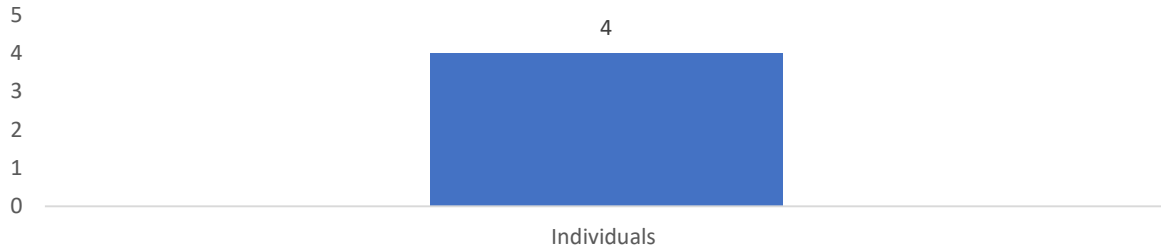
This analysis did not seek to provide a comparative or quantitative account of the issues that were raised but sought to summarise the range of topics and responses that were provided. However, descriptive terminology is used to add clarity on the views. For example, ‘some’ or ‘many’. It was not the intention to quantify the views, but it should be noted that in general, ‘many’ or ‘most’ refers to views that were shared across a large section of the responses. Use of the term ‘some’ is used to reflect an idea or viewpoint that came up less frequently than ‘many/most’.

Finally, the singular quantitative question on agreement relating to the proposed disposal of the site should not be taken independently from the qualitative context and narrative with which we thank respondents for providing.

1.3. Overview of respondent profile and responses

A total of 4 consultation responses were received from 4 individuals.

Breakdown of respondents - total respondents (n = 4)
received by classification



Listed below are the 2 most prevalent themes at a total sample level. This is to provide an understanding of the issues reported across the total sample. Themes are not presented in an order of magnitude.

- Muir of Ord Police Station present a physical representation of local, community, policing which is perceived to deter crime
- Respondents' relationship to the Muir of Ord Police Station would be bolstered by increased accessibility in resourcing a public counter

Individuals

Individual members of the public represented **100% (4/4)** of respondents, their views drive the prevalence of specific themes at a total sample level.

Local organisation representatives

There were no respondents answering as a representative of a local community group, community council, educational establishment or residents' association.

Table 1: response classification

	No. of respondents	% of all respondents
All respondents	4	100%
Individuals*	4	100%

*NB: The total "Individuals" number includes deducting the total number of individuals who work for Police Scotland

2. Consultation Analysis

2.1. Impressions of Muir of Ord Police Station

Impressions of how Muir of Ord Police Station is currently being used by the public for engaging with the police.

There were 3 responses to this open-ended question. Please note that this question did not capture quantitative data and accordingly only substantive themes/points raised by respondents are presented. The most frequently made points were that:

- Muir of Ord Police Station, if a public desk were manned, would bring a police presence to the community.

Impressions of how Muir of Ord Police Station is currently being used by police officers and staff for operational policing.

There were 2 responses to this open-ended question. Please note that this question did not capture quantitative data and accordingly only substantive themes/points raised by respondents are presented. The most frequently made points were that:

- Respondents perceived Muir of Ord Police Station as providing little utility for operational policing.
- Muir of Ord Police Station is located to alternative resources i.e. in Dingwall

Impressions of how Muir of Ord Police Station is currently being used by members of the public as a safe space.

There were 3 responses to this open-ended question. Please note that this question did not capture quantitative data and accordingly only substantive themes/points raised by respondents are presented. The most frequently made points were that:

- Muir of Ord Police Station represents a physical presence of community policing.

2.2. Perceptions of the proposal to dispose Muir of Ord Police Station

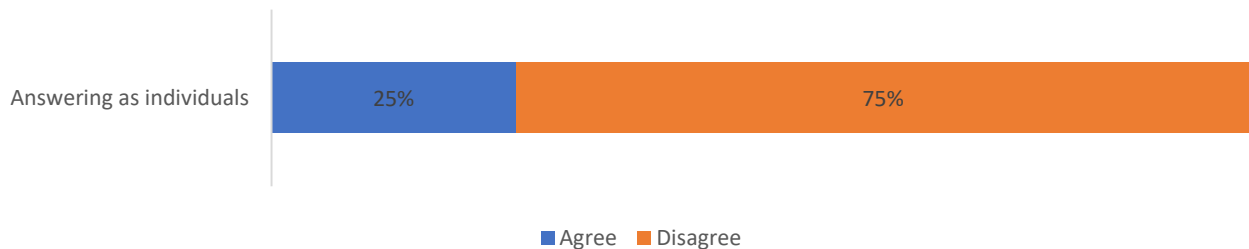
To what extent do you agree or disagree with the proposal to dispose of this building for the reasons stated at the start of this section?

	Total	Agree*		Disagree*		Neither agree nor disagree	
	N =	N=	%	N=	%	N=	%
All respondents	4	1	25%	3	75%	--	--
Individuals	4	1	25%	3	75%	--	--

“Strongly agree” and “Agree” have been combined into “Agree” as well as “Strongly disagree” and “Disagree” being combined into “Disagree”. “Don’t know/No Opinion” and blank responses have been omitted.

Graph 1: Agreement and disagreement on disposal of Muir of Ord Police Station by classification

Breakdown of agreement/disagreement regarding disposal by respondent classification



3. Conclusions

The consultation for Muir of Ord Police Station provided the opportunity for the public, stakeholders, and colleagues to provide their feedback and perceptions of Muir of Ord Police Station in response to the proposed estate transformation programme.

Although this approach provided a way for people to submit their views, given the relatively small number of responses, it cannot offer a complete or representative view that reflects the concerns and insights of all individuals and organisations.

Next steps

This report provides a summary of the consultation analysis in support of a consistent, co-ordinated, and open dialogue between Police Scotland and the public, stakeholders, and colleagues regarding the proposed estate transformation programme.

These results will be shared to the appropriate governance mechanisms within Police Scotland and will be shared with the public via the Engagement Hub in due course.

The next steps are summarised below as:

- A report will be prepared (which will include this consultation report) to Corporate Finance and Investment Board with evidence to inform decision-making.
- If approved to progress, a paper will be prepared for the Scottish Police Authority Resources Committee with a proposal.
- Police Scotland will progress the activities within the proposal to either dispose of a building (which may include selling), support a community asset transfer of a building, or invest in a building.
- Feedback to the public, communities and stakeholders will be shared and published in the form of 'you asked, you said, we listened' on our [Engagement Hub](#) where the consultation was hosted. Copies of the consultation findings will also be published.

Scottish Police Authority meetings are public and they [can be viewed online](#) via the SPA's website.

Appendix 1: Risk based assessment approach

Citizen Participation	Local Risk		
	Low	Medium	High
Low	<p>Inform (by distributing or making information accessible on policies, decisions, services and legislation).</p> <p>Inform Method: Website, Social media, Bulletins, Reports, Media releases.</p>		
Medium		<p>Discover and Review (by consultation); identifying local needs, concerns and feedback with the proposed estate changes, perceptions of modernisation and estate strategy. Understanding local reactions to and reflections of the proposal and using these to inform decision on disposal.</p> <p>Review 1: National Conversation (online feedback)</p> <p>Review 2: Local Estate Survey (online feedback, localised)</p>	
High			<p>Community Empowerment: Community meetings, workshops, focus groups to promote two-way communication and proactive, visible, participation</p> <p>Consensus building: deliberative forums to promote deeper engagement via public assemblies.</p>

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Appendix 2: Example qualitative coding matrix

Impressions of Muir of Ord Police Station	Theme	Coding	Response Quotes
	Muir of Ord Police Station used for the public engaging with Police	Valuable if open	“If there's a member of staff there it could be handy, assuming that staff member is manning a public desk.”
			“Overall I think Dingwall is close to Muir Of Ord but the value brought about by knowing there's a police station nearby is always nice and knowing there's a guaranteed safe place in the town is excellent.”
	Muir of Ord Police Station used by police officers and staff for operational policing	Limited use of facilities	“Probably not very much if its got no permanent team there and is just a rest stop.”
	Muir of Ord Police Station used by members of the public as a safe space	Presence inspires feelings of safety	“This building serves as a physical connection to a community that has long had trouble. It reminds people on a daily basis that policing is a part of this community and it works for them. This connection to the police help to combat increasing disenfranchisement of the community with the police that keep it safe. This building represents a connection, if to be removed it should be replaced with another building within the town to keep the police as a part of the community rather than something that comes from Inverness and therefore has separate interesstes than that of the community. Furthering divisions and empowering those with malicious intentions.”
			“Brings a police presence to a smaller local community”
			“The public see this as a physical metaphor for community policing”
			“This feels like a physical connection to something which is becoming increasingly intangible - police visibility and humanity.”
			“ This building shows that the police is a part of a community rather than a faceless enforcement body. The building is symbolic in its place, and presence at the heat of the community. Understanding that this building faces a large renovation cost it is with a deep concern that this may no longer be within the community. If this is sold as an asset there should be a replacement permanent structure within Muir of Ord/Beauly to re assure that the police is a part of the community working on their behalf rather than a body from Inverness working on the behalf of someone else. This is a key feature of community policing - physical presence.”