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Estates Transformation Programme 2024

Analysis of responses to the Kilsyth Police Station consultation exercise

Report

February 2024

Research and Insight

Strategy, Insight and Engagement



**Estates Delivery
Group**

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Contents

Contents.....	2
Executive Summary	3
1. Introduction.....	5
1.1. The Community Empowerment (Scotland) Act 2015.....	5
1.2. Analysis and reporting	6
1.3. Overview of respondent profile and responses	7
2. Consultation Analysis.....	8
2.1. Impressions of Kilsyth Police Station.....	8
2.2. Perceptions of the proposal to dispose Kilsyth Police Station	9
3. Conclusions	10
Appendix 1: Risk based assessment approach	11
Appendix 2: Example qualitative coding matrix	12

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

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



Response

In total, **87 consultation responses*** were received from **85 individuals** as well as 1 respondent answering as a local elected member (councillor) and 1 respondent answering as a representative of a local community group.

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

Respondents appeared to relate the perceived limited use of Kilsyth Police Station – related to the lack of public access, perceived limited visible policing, and lack of the station as a safe space – with the rationale for disposal.

Factors influencing agreement with proposals

Many respondents highlighted the potential use of Kilsyth Police Station as a valuable asset to the community, subject to further investment or recalibration of the site to the community including as an educational space. The centrality of Kilsyth Police Station within the town centre was a key determinant complicating the response to the site being identified for disposal.

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 **Kilsyth Police Station** was launched **15 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 Kilsyth 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 Kilsyth 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.

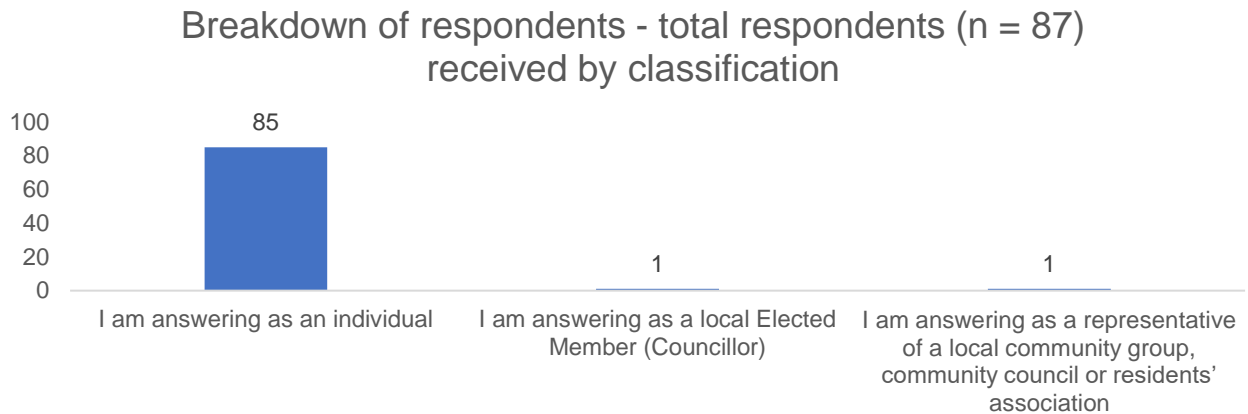
Accordingly, the extent of the analysis is proportionate to the volume of feedback in terms of comments made. An example of the data analysis process leading to the ‘Impressions of Kilsyth Police Station’ results is attached (see appendix 2). The quotes that are provided through the report are intended 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 **87** consultation responses were received from **85** individuals and **2** representatives of local organisations, MSP, etc.



Listed below are the **6** 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:

- Lack of public access
- Valuable if open
- Extended period of disuse
- Limited use of facilities
- Not used as a safe space
- Presence inspires feelings of safety.

Individuals

Individual members of the public represented **98% (85/87)** of respondents, their views drive the prevalence of specific themes at a total sample level. No Police Scotland employees provided a response.

Local organisation representatives

Responses from local organisation representatives represent **2%** of the sample.

Table 1: response classification

	No. of respondents	% of all respondents
All respondents	87	100%
Answering as individuals	85	98%
Answering as a local Elected Member (Councillor)	1	1%
Answering as a representative of a local community group, community council or residents' association	1	1%

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

2. Consultation Analysis

2.1. Impressions of Kilsyth Police Station

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

There were 68 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:

- Kilsyth Police Station is perceived as having considerable lack of public access, with some respondents questioning the opening times of the site and others perceiving the site as having been closed for long periods of time.

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

There were 63 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:

- Perceptions of Kilsyth Police Station included critiques of the site as having limited resources to support operational policing which also influenced the perception of minimal, visible, policing.
- Additionally, respondents highlighted the limited use of the site referencing instances like seeing officers have their lunch or used as a touchpoint site.

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

There were 54 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:

- Some respondents felt that Kilsyth Police Station, related to its perceived long-standing closure, is not used as a safe space.
- Other respondents highlighted that the presence of Kilsyth Police Station imparts a greater sense of importance related to community policing presence.

2.2. Perceptions of the proposal to dispose Kilsyth Police Station

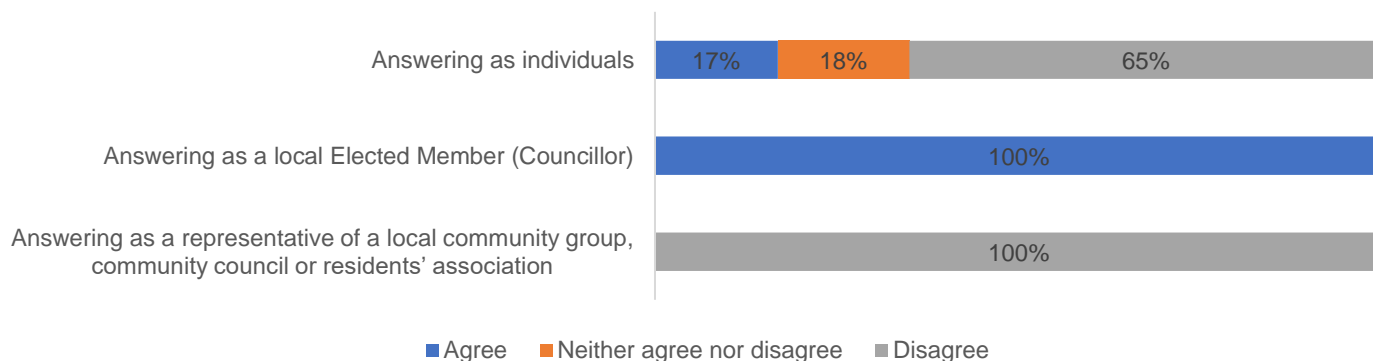
To what extent do you agree or disagree with the proposal to dispose of this building for the reasons stated at the start of this section?

	Total	Agree*		Disagree*		Neither agree nor disagree	
	N =	N=	%	N=	%	N=	%
All respondents	85	15	18%	55	65%	15	18%
Answering as individuals	83	14	17%	54	65%	15	18%
Answering as a local Elected Member (Councillor)	1	1	100%	--	--	--	--
Answering as a representative of a local community group, community council or residents' association	1	--	--	1	100%	--	--

“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 Kilsyth Police Station by classification

Breakdown of agreement/disagreement regarding disposal by respondent classification



3. Conclusions

The consultation for Kilsyth Police Station provided the opportunity for the public, stakeholders, and colleagues to provide their feedback and perceptions of Kilsyth 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.

Findings indicate the lack of access to Kilsyth Police Station is a driving influence on the impressions of its function in community policing in the local area.

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 Kilsyth Police Station	Theme	Coding	Response Quotes
	Kilsyth Police Station used for the public engaging with Police	Lack of public access	"Anytime I've tried to speak to someone the office has been closed"
			"Hard to engage when its never open"
			"How can we engage with an empty building"
			"I wasn't aware this building was used as I have never seen it manned"
			"Who's going to walk into a cop shop on a busy Main Street ???"
	Valuable if open		"Would be better if was open late afternoon and night"
			"Visible police presence in town and place where people can attend to speak with police"
			"Very little signs of life-it would make a fantastic ice base for operational policing...very close to our community's commercial heart. And literally in the middle of town."
			"If it was opened, then Yes it could be useful as a safe place."
			"Feel that Kilsyth policing could be so much more than it is. Our cops could become a vital part of the community. With hires sticking around for a few years, and with overlap to provide continuity, it has all the potential to really tap into local knowledge, and community spirit. Sadly this has not happened."
	Kilsyth Police Station used by police officers and staff for operational policing	Extended period of disuse	"Actually can't remember the last time I saw it manned."
			"Never seen an officer there in all the time it has been open"
			"There has never been an active presence of officers in the station."
			"We don't seem to see officers"
			"Would be better if was manned with police officers"
	Kilsyth Police Station used by members of the public as a safe space	Limited use of facilities	"Most of the time it's used as a meeting point in the morning. You see officers using the local bakery for food then then it closes around lunchtime, if it even opens at the front at all. There are usually traffic cars in the back car park."
		Not used as a safe space	"Always closed kilsyth is not a safe place"
			"It's never been a safe place for the public as it's never open to allow a save place for the public."
			"Lobby wouldn't be too safe and not sure of the size of the rest of the station."
			"Very important as police office is in a good location, easily accessible by all members of the community"
		Presence inspires feelings of safety	"Police need an actual presence and authority to deal with them!"