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**Estates Transformation Programme 2025**

**Analysis of responses to the Salen Police Station  
consultation exercise**

**Report**

**December 2025**

Research and Insight  
Strategy, Insight and Engagement



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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 national conversation aimed 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, **9 consultation responses\*** were received from **9 individuals**. No one was responding in the capacity of a Police Scotland employee; or **local representative of a local community group, community council or residents' association or MSP/MP.**\*

### 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

Due to Salen Police Station seeing such limited use, many respondents perceive Salen Police Station as not contributing much significant value to the community in its current state.

### Factors influencing agreement with proposals

Views in favour of disposal were largely driven by perceptions that Salen Police Station has limited accessibility and operational utility, and is in a poor state of repair. These factors led many respondents to conclude that retaining the building does not represent a good use of public funds. Some respondents also expressed reassurance about the proximity of alternative police estates at Tobermory and Craignure. A small number of respondents expressed reservations, reflecting on the station's historical role as a centrally located facility with an adjoining police house in a remote and rural area. Other views were linked to perceptions of the site's potential value for alternative community uses, such as for housing for local residents or key worker accommodation, outwith policing purposes.

## **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.

A new dedicated space on our Engagement Hub was launched in December 2023 which allows 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 **Salen Police Station** was launched **6 November 2025** and concluded **4 December 2025**.

## **1.2. Analysis and reporting**

This report presents a question-by-question analysis of the responses and comments made to the local consultation for Salen 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 Salen 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.

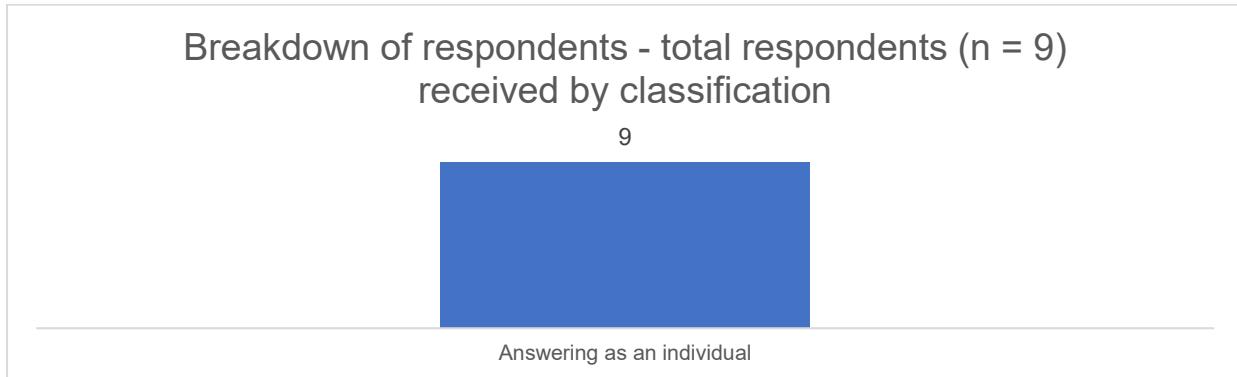
Accordingly, the extent of the analysis is proportionate to the volume of feedback in terms of comments made. An example of the data analysis process leading to the ‘Impressions of Salen Police Station’ results is attached (see appendix 2). The quotes that are provided through the report are intended 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 **9** consultation responses were received from **9** individuals (as well as **1** individual who reported working for Police Scotland).



Listed below are the **5** 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.

- Current lack of access to the public
- Extended period of disuse operationally
- Limited use of facilities and adjoining police house
- Not used as a safe space
- The station and adjoining police house served the immediate local area well in years past

#### Individuals

Individual members of the public represented **100% (9/9)** of respondents, their views drive the prevalence of specific themes at a total sample level.

#### Local organisation representatives

Responses from local organisation representatives represent **0%** of the sample.

**Table 1: response classification**

	No. of respondents	% of all respondents
<b>All respondents</b>	<b>9</b>	<b>100%</b>
Answering as an individual	--	--
Answering as a representative of a local community group	--	--
Individuals who are Police Scotland employees*	--	--
Answering as a MP/MSP	--	--

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

## **2. Consultation Analysis**

### **2.1. Impressions of Salen Police Station**

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

There were 7 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:

- Salen Police Station is perceived as having little functionality for public engagement as it is frequently perceived to be vacant and not accessible.
- One respondent felt that in years previous Salen station was well located centrally and the local officer had an “open-door policy,” giving a sense of police visibility and accessibility.

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

There were 6 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:

- Salen Station was perceived to have had a period of disuse in recent years, with no perceptions of current operational activity on the site.
- One respondent felt in years previous the station and adjoining police house were beneficial for the local officer, but is no longer used in that capacity.

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

There were 6 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:

- Due to the lack of public access in recent years Salen police station is not used a safe space by the public.
- Respondents have no recollection of the station being used in this way.

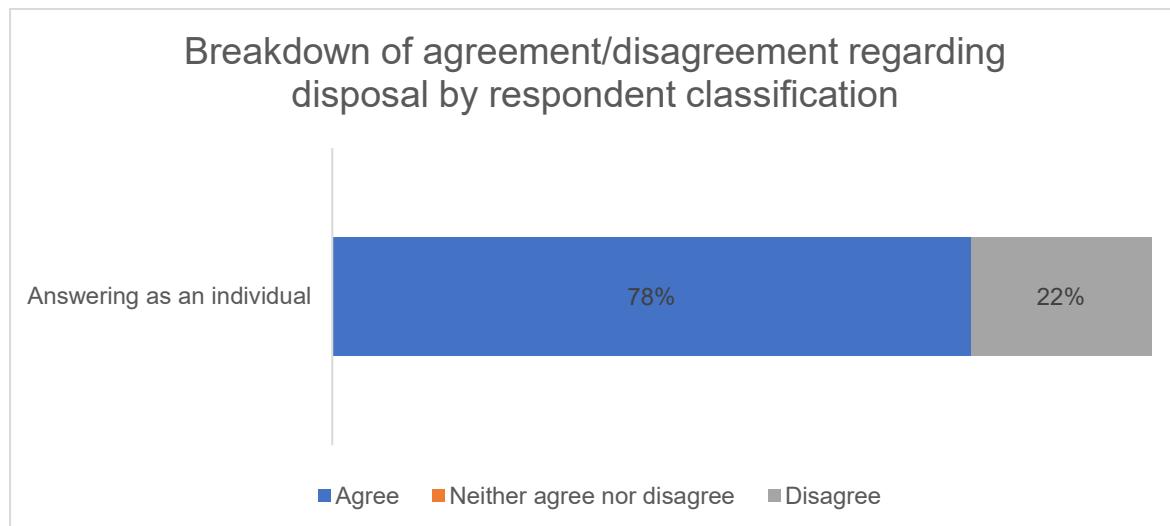
## 2.2. Perceptions of the proposal to dispose Salen Police Station

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?

	<b>Total</b> N =	<b>Agree*</b>		<b>Disagree*</b>		<b>Neither agree nor disagree</b>	
		N=	%	N=	%	N=	%
<b>All respondents</b>	<b>9</b>	<b>7</b>	<b>78%</b>	<b>2</b>	<b>22%</b>	--	--
Individuals	9	7	78%	2	22%	--	--
Individual(s) who are Police Scotland employees	--	--	--	--	--	--	--
Answering as a MP/MSP	--		--	--	--	--	
Answering as a representative of a local community group, community council or residents' association	--	--	--	--	--	--	--

*“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 Salen Police Station by classification**



### **3. Conclusions**

The consultation for Salen Police Station provided the opportunity for the public, stakeholders, and colleagues to provide their feedback and perceptions of Salen 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 long-standing lack of access to Salen 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.

**OFFICIAL****Appendix 1: Risk based assessment approach**

Citizen Participation	Local Risk		
	Low	Medium	High
Low	Inform (by distributing or making information accessible on policies, decisions, services and legislation).  Inform Method: Website, Social media, Bulletins, Reports, Media releases.		
Medium		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.  Review 1: National Conversation (online feedback)  Review 2: Local Estate Survey (online feedback, localised)	
High			Community Empowerment: Community meetings, workshops, focus groups to promote two-way communication and proactive, visible, participation  Consensus building: deliberative forums to promote deeper engagement via public assemblies.

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## Appendix 2: Example qualitative coding matrix

Impressions of Salen Police Station	Theme	Coding	Response Quotes
Salen Police Station used for the public engaging with Police	Salen Police Station used for the public engaging with Police	Lack of access	"If there's nobody there because duty police are out on patrol/involved in an incident, there's not much point in having it. Call to 101 results in the duty officer phoning back if necessary and general queries can be dealt with centrally."
			"I believe that the building is no longer used for engagement with the public."
			"Its not in operation"
			"Not required"
			Previous historical value to the community
		Period of disuse in recent years, with no perceptions of current operational activity on the site.	"Salen station was in a central location and the local officer had an open door policy since the last few years. It is untrue to insinuate that it has seen limited use"
			"Used when available"
			"Not required"
	Salen Police Station used by police officers and staff for operational policing	Beneficial for the local officer in year past	"Not in operation"
			"The building is apparently no longer used by the police."
			"The house and station were good for the police but obviously not of late"
			"Used by local office"
Salen Police Station used by members of the public as a safe space	Public experience of lack of use for this purpose	Public experience of lack of use for this purpose	"Can't see how it's a safe space if there's nobody there!"
			"I do not believe that the building is used as a safe space."
			"Derelict"
			"Not required"