Estates Transformation Programme 2024

Analysis of responses to the Baillieston Police Station consultation exercise

Report

February 2024

Research and Insight

Strategy, Insight and Engagement

Contents

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, **30 consultation responses*** were received from **29 individuals** (including 1 Police Scotland employee) and **1 local elected member (Councillor)**. *

Key findings

Baillieston Police Station is perceived as a site that is geographically located to alternative policing resources. The site has been perceived as having a history of a community presence, with respondents relaying positive experiences of using the site as a safe space.

Agreement with proposals

As Baillieston Police Station is perceived as being closed, there are limited perceptions of it being used by the public. Some respondents perceive Baillieston Police Station as contributing little to no value to the community due to the limited public access.

Factors influencing agreement with proposals

Perceptions influencing the disposal of Baillieston Police Station relate to the feelings of safety a police station in the locality affords. Some respondents discuss the growing population in the locality and perceive other policing resources in Shettlestone (2.5 miles) being too far away.

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 **Baillieston Police Station** was launched **14 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 Baillieston 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 Baillieston 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.
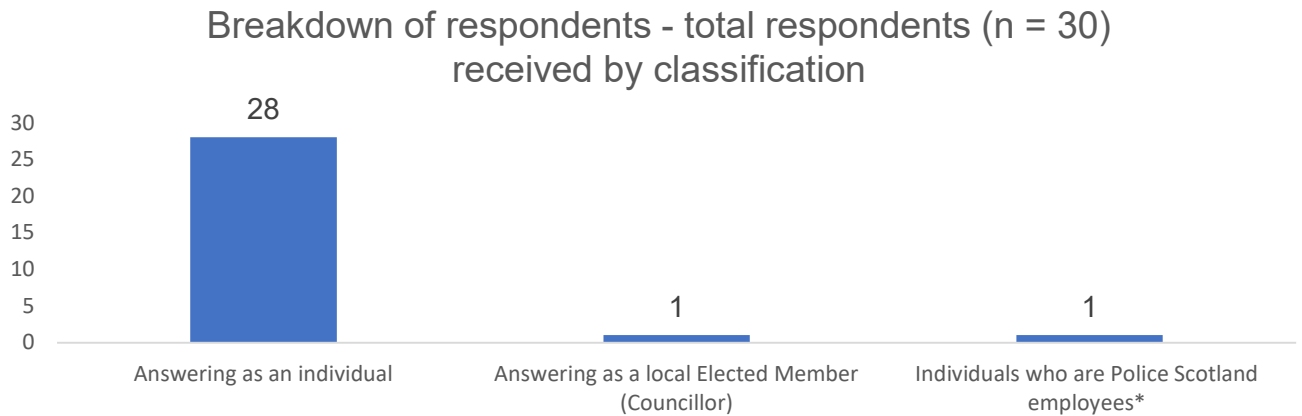
Accordingly, the extent of the analysis is proportionate to the volume of feedback in terms of comments made. An example of the data analysis process leading to the 'Impressions of Baillieston Police Station' results is attached (see appendix 2). The quotes that are provided through the report are intended 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 **30** consultation responses were received from **28** individuals (1 individual reported they work for Police Scotland) and **1** person answering as a local Elected Member (Councillor)

Breakdown of respondents - total respondents (n = 30) received by classification

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 access
- Valuable if open
- Location to other policing resources
- Limited use for policing
- Variable use as a safe space
- Presence inspires feelings of safety

Individuals
Individual members of the public represented **93% (28/30)** of respondents, their views drive the prevalence of specific themes at a total sample level.

Local organisation representatives
Responses from local organisation representatives represent **3%** (1) of the sample.

Table 1: response classification

	No. of respondents	% of all respondents
All respondents	**30**	**100%**
Answering as an individual	28	93%
Answering as a local Elected Member (Councillor)	1	3%
Individuals who are Police Scotland employees*	1	3%

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

2. Consultation Analysis

2.1. Impressions of Baillieston Police Station

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

There were 24 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:

- Baillieston Police Station is perceived as having little functionality for public access
- The site is already closed and, subsequently, this reduces the suitability of local policing resources
- Baillieston Police Station could be used in alternative ways to support community education

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

There were 21 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:

- Geographically, Baillieston Police Station is perceived as being nearby other policing resources, which reduces the rationale for the site remaining open
- The use of Baillieston Police Station is being perceived being light touch whereby officers may use the site as a touchpoint

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

There were 21 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 report experience of using Baillieston Police Station as a safe space
- Some other respondents report limited awareness of Baillieston Police Station as a safe space
- Baillieston Police Station as a site inspires feelings of community safety and may act as a deterrent to crime

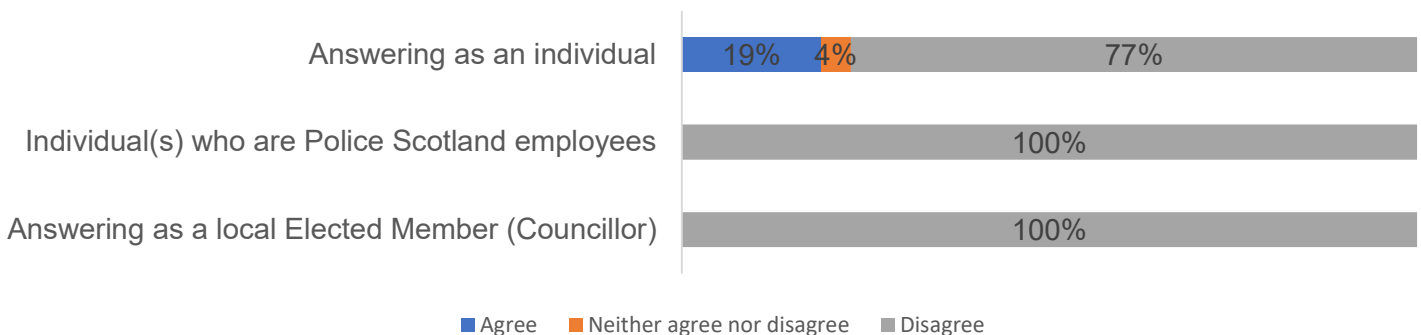## 2.2. Perceptions of the proposal to dispose Baillieston Police Station

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	**28**	**5**	**18%**	**22**	**79%**	**1**	**4%**
Individuals	26	5	19%	20	77%	1	4%
Individual(s) who are Police Scotland employees	1	--	--	1	100%	--	--
Answering as a local Elected Member (Councillor)	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 Baillieston Police Station by classification

Breakdown of agreement/disagreement regarding disposal by respondent classification

Answering as an individual — 19% 4% 77%

Individual(s) who are Police Scotland employees — 100%

Answering as a local Elected Member (Councillor) — 100%

■ Agree ■ Neither agree nor disagree ■ Disagree

3. Conclusions

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

Appendix 2: Example qualitative coding matrix

Impressions of Baillieston Police Station	Theme	Coding	Response Quotes
	Baillieston Police Station used for the public engaging with Police	Lack of access	"Always looked closed. Bring back proper police station for Baillieston. Number of houses growing"
			"Given that you have removed all officer and closed it to the public thus systematically making it unfixable, then yes, its is now a waste."
			"Nil if no public access"
			"There is no engagement it is if it is closed already."
		Valuable if open	"Very accessible but part time and not always open"
			"Not open enough"
			"Maybe inviting groups and schools to the building could enhance the experience of service and make the community more involved in local issue's, instead of that building is where you go when you are in trouble.
	Baillieston Police Station used by police officers and staff for operational policing	Location to other policing resources	"Local deployment always a good thing"
			"Officers can be redeployed easily. No need for an entire building for 4 officers."
			"Shettleston in close proximity little impact"
		Limited use for policing	"They need somewhere to eat rather than parking up to eat a chippy"
			"No idea as we, the public can't get in because you don't staff it."
			"Notice police cars and understand it is used as rest area"
	Baillieston Police Station used by members of the public as a safe space	Variable use as a safe space	"No knowledge of this"
			"Superb for finding a safe haven. I've used this numerous times when I have felt in danger. You have placed me at greater risk thanks to you closing it"
			"I have personally used this building and feel confident the community would continue to use it and feel safe."
			"Non existent"
		Presence inspires feelings of safety	"In my opinion it is a building that the community can feel safe using because it is not on the Main Street so if you need to speak to the police for any reason you can feel confident in doing so."
			"I think it is a plus for the area and probably deters more happening than u think"
			"It's a good place to feel safe."