

NOT PROTECTIVELY MARKED



# ESTATE STRATEGY

June 2015

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## **INTRODUCTION**

This Estate Strategy is designed to enable Police Scotland to enhance service delivery by transforming our estate into one that is modern, flexible and fit for future policing across Scotland.

The delivery of local policing services across Scotland lies at the heart of the estate strategy, emphasising visibility, accessibility and collaboration. It seeks to embed modern working practices and technology to help shape future service provision, whilst maximising opportunity for partnership working, from a modern and efficient asset base.

The demand for policing services in Scotland is unique, with extremes of urban and rural communities, and diverse expectations, under a single national organisation. The existing estate has evolved over the course of the last century, forming historical structures in response to local needs at that time.

Police Scotland recognises the integral importance of its buildings to the delivery of a high quality policing service. Visibility and accessibility are a cornerstone of service delivery, but increasingly this could be delivered in other ways than by police officers operating from a traditional police station. This strategy will support these key principles of service delivery, underlining the importance of equality of access and delivering a police service that is embedded in, and integrated with, local communities.

The Corporate Strategy, published in March 2014, states that Police Scotland will work in collaboration with others to deliver services that are accessible to, and engaged with, local communities. It requires assets to be managed to improve access, efficiency and sustainability; highlights the need for partnership working and co-location; and encourages the sharing of services, assets and systems across the public sector. Finally, it articulates the need for a strategy to support rationalisation of the police estate.

In addition to meeting these commitments, the Estates Strategy is informed by data collated within the Property Asset Management Plan (October 2013). It seeks to provide direction and clarity on the next steps, with enough flexibility to respond to any emerging needs. It recognises existing examples of good practice across Scotland, whilst promoting innovative ways to develop and maximise the benefits of the current estate.

In preparing this strategy, the operational requirements of each Police Scotland business area were assessed in detail. The resultant proposals were developed in consultation with key staff to ensure that the operational requirements of each business area were met. Whilst a range of options are broadly laid out, further analysis will be required to develop specific business and implementation plans.

## **STRATEGIC OBJECTIVES**

With a focus on keeping people safe, the purpose of Police Scotland is to improve the safety and wellbeing of people, places and communities in Scotland; working in collaboration with others in a way that is accessible to, and engaged with, local communities. The type and range of premises used by the police are vital to accessibility and engagement.

Early scoping work was completed in March 2015 which defined the strategic parameters to support a police estate that would meet the needs of Police Scotland. These established that the estate should be:

*Demand-led* – visible policing which is responsive to community needs, delivers better outcomes for places, and ensures equity of service and access.

*Collaborative* – both internally and externally, works with partners to share resources and take a joined up approach to deliver shared objectives and strengthen the policing presence.

*Modernising* – provides professional and flexible workspace that makes best use of ICT capability and supports agile working, allowing a reduction in floor space, maximises efficiency and reduces the carbon footprint.

## **STRATEGY DEVELOPMENT**

This Estate Strategy addresses the overall property footprint, residential properties, radio masts, facilities management and services, as well as management of the estate. This has involved research across all Police Scotland functions and the collation of detailed information from Estates, and operational divisions. The exploration of options for shared services was supported by significant input from the Scottish Futures Trust. Further engagement with relevant external groups and internal staff associations supported the development of an Equality Impact Assessment.

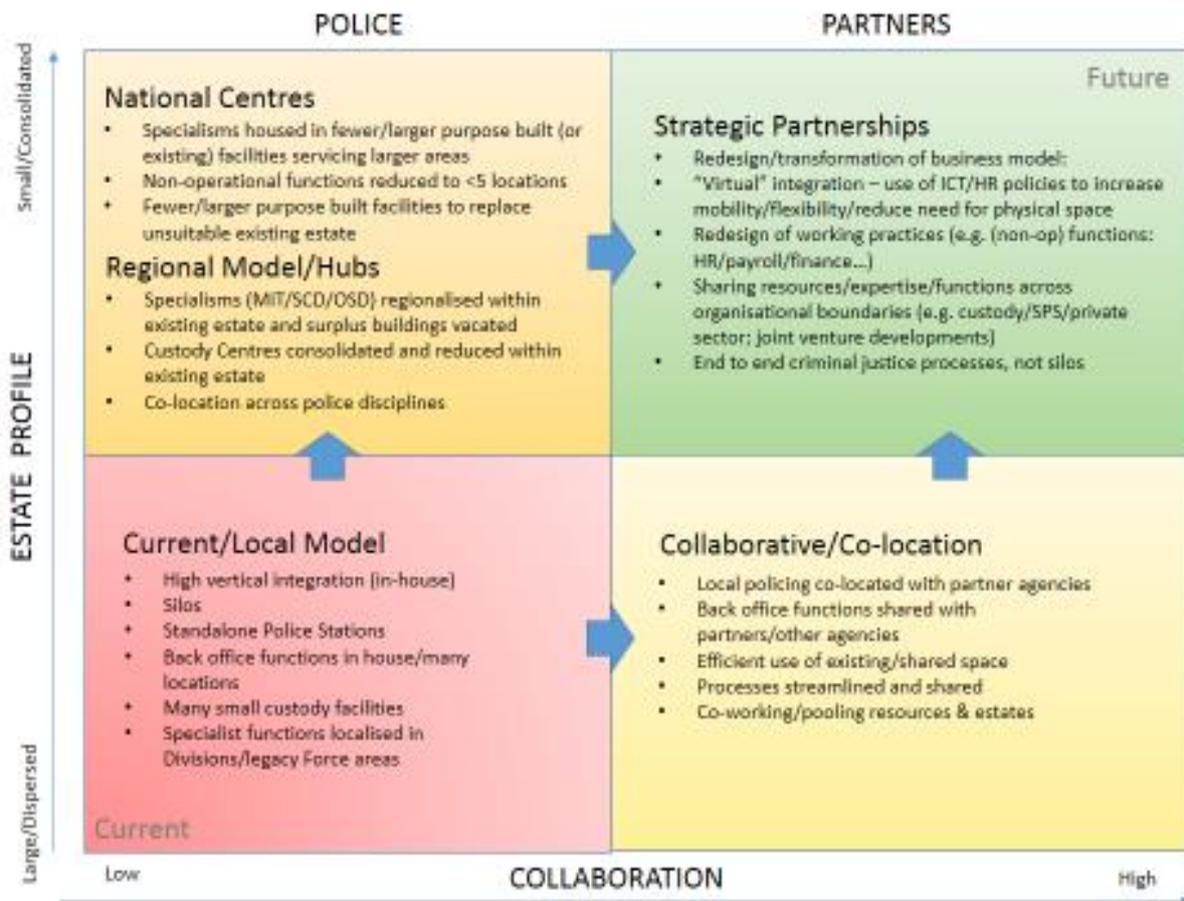
The impetus to review the Police Scotland estates footprint comes from a range of external drivers, which are summarised in the diagram below. The strategic parameters of 'Demand-led', 'Collaborative' and 'Modernising' emerge naturally from them.

<p><b>Political</b></p> <ul style="list-style-type: none"> <li>• Recognise opportunities from Christie Commission and the delivery of a radical new collaborative culture.</li> <li>• Drive for a radical change in design and delivery of public services.</li> <li>• Maintain police officer numbers.</li> </ul>	<p><b>Technological</b></p> <ul style="list-style-type: none"> <li>• Future ICT systems and infrastructure which will support more flexible/remote working practices.</li> <li>• Greater communications mobility, releasing officers and staff from office duties to front line service provision.</li> </ul>
<p><b>Social</b></p> <ul style="list-style-type: none"> <li>• People and communities at the heart of service delivery (bottom up, not top down), with a drive toward community empowerment and participation</li> <li>• Changing workforce demographic requiring greater demand for agile working (e.g. Flexible workers, carers)</li> <li>• Responsibility to support spectrum communities, particularly areas of deprivation.</li> </ul>	<p><b>Legislative</b></p> <ul style="list-style-type: none"> <li>• Community Planning – requiring joint services delivery and sharing of public resource; cross-cutting responsibility for community wellbeing</li> <li>• Community Empowerment Bill - making assets available to local communities and initiatives</li> </ul>
<p><b>Financial</b></p> <ul style="list-style-type: none"> <li>• Maximise resources by joint working &amp; collaboration</li> <li>• Stewardship of public funds: responsibility to be efficient and cost-effective and deliver service within reduced budget</li> <li>• Impact of socio-economic factors</li> </ul>	<p><b>Environmental</b></p> <ul style="list-style-type: none"> <li>• Climate change implications</li> <li>• Carbon emission reduction targets</li> </ul>
<p><b>Organisational</b></p> <ul style="list-style-type: none"> <li>• Formation of Police Scotland as the main driver for internal change and reform</li> <li>• Consolidation and streamlining of legacy structures</li> <li>• Corporate Strategy focusing on Keeping People Safe, Wellbeing and Community Planning</li> </ul>	

In the context of these external and organisational drivers for change, the new strategy lays the foundation for an estate that is fit for the future and adaptable to radically new conditions, which demand effective public services to be delivered in partnership at the heart of local communities.

Sharing resources with partner agencies can provide an effective means of delivering joint services to communities. This may be in the form of police staff co-located in partner premises, or partners working from police premises. Such co-location opportunities are not limited to local authorities. Options to partner with other emergency services, criminal justice partners, health and social services, voluntary and third sector organisations, or the private sector (such as offices in shopping centres), present a broad spectrum of opportunities to locate policing at the heart of the communities they serve, and to make police officers more visible and accessible.

The following diagram illustrates the proposed direction of travel from a dispersed isolated estate toward one that is more collaborative, consolidated and ultimately transformed into a modernised form that recognises strategic partnerships and processes, ICT future solutions, and agile working practices.



Alongside inter-connected themes of ICT and HR, the new Estates Strategy reflects an ongoing journey of modernisation and collaboration that will lead new

ways of working and delivery of public services through partnership, and shared services.

## **OPERATIONAL REQUIREMENTS**

Consultation with senior management and staff across all functions was undertaken to examine existing, and potential, operational models. This explored the requirement to locate in specific premises or areas; important functional associations; co-location opportunities; technological and human resource implications; storage requirements; and methods of operation.

Policing functions have been grouped into five service areas. The majority of these already demonstrate some progress towards collaboration and/or co-location. A summary of findings for each service area is provided as follows:-

### ***Local Policing***

There is no single approach to Local Policing as this must reflect local needs, but at its core is a focus on continued visibility and accessibility in the heart of communities. The priority is to deliver an enhanced service in a modernised and collaborative framework that is responsive to the needs of those communities. There are significant variations in the delivery model for Local Policing across the country which reflect local demographics and demand. In general terms there is a desire to retain a number of strategically located Divisional Hubs, from which response and community officers can be deployed to meet demand. Supporting these will be small local stations and community bases, many of which could be co-located with partners to maintain a presence in communities and deliver a more joined-up approach. Any standalone police buildings being retained should be reviewed to optimise use of space. The profile and structure required in a rural area will vary from that of a large city Division.

### ***Operational Support Division (OSD)***

There is a general requirement to maintain the existing geographic spread of cover to meet demand. Some functions are already located within Local Policing premises (e.g. Roads Policing), offering limited opportunity to consolidate the number of locations. Nevertheless, there is scope to rationalise provision throughout the country whilst ensuring that service to communities is enhanced and streamlined with no diminution in either responsiveness or service delivery. Opportunities also exist for further co-location with other policing functions.

### ***Specialist Crime Division (SCD)***

There is a requirement to maintain regional and national coverage to match demand. There is significant scope to amalgamate the number of premises occupied through the increased use of regionalised hubs. This will be supported by modern working practices, more agile working and co-location of units under a regional structure. A number of peripheral units must also be maintained and strong links with local Divisions will be kept to ensure equality of access to specialist support.

### ***5C (Contact, Command & Control, Criminal Justice & Custody Division)***

Proposals for C3 (Contact, Command and Control) are already established and are now being implemented in order to consolidate the number of locations from which services can be delivered without diminishing its quality. Custody Division is similarly reviewing its operating practice and facilities; opportunities remain to review future custody provision options, such as increasing partnership engagement and consolidating and enhancing existing sites. Criminal Justice functions are likewise subject to ongoing review.

### ***Non Operational services***

Non-operational services (e.g. HR, payroll, business support) predominantly employ standard office spaces and have limited need to occupy specific premises. There is a significant opportunity to rationalise functions, subject to future ICT developments and HR requirements. Support functions may lend themselves to a condensed number of regional hubs to service specific business areas, supported by smaller satellite locations dependent on geographic demand. Opportunities abound for co-location, both within and outside the organisation.

## **OUR ESTATE**

### ***Overview of the Estate***

The Police Scotland estate has developed over the last century in response to the policing demands of the time, and properties do not necessarily match current or future requirements. The majority of police offices pre-date modern ICT, partnership working models and environmental factors, such as carbon management plans. Whilst change in policing structure and demand has been constant, the pace has increased since the creation of Police Scotland, and although much of the estate is still well placed to meet current demand some of

it is not. Some buildings fail to meet expected standards, many lack the flexibility expected of modern workplaces, and some are disproportionately expensive to occupy and maintain.

The police estate can be characterised as follows:

- There are approximately 710 assets, which cover an area of circa 510,000 sq. metres.
- This includes about 460 operational properties (some of which have historically been identified as surplus).
- There are around 115 residential properties and 130 telecommunications masts. The operational portfolio (excluding residential properties and masts) is estimated to be worth between £135 and £180 million.
- 80% of properties are owned, with the remainder on formal or informal leases. There is one PFI property at Jackton.
- The estate ranges from 19th century buildings to brand new, purpose built premises.
- Some 77% of properties pre-date the 1980s and just 22% are less than 20 years old.
- The most recent condition profile of the overall estate highlights that just over 70% of the properties surveyed are in good or reasonable condition. This suggests that whilst Police Scotland retains a reasonably well managed estate, there are opportunities to improve and modernise through refurbishing or replacing parts of the portfolio.
- The estate consists of a number of core strategic sites including: Dalmarnock (2015); Gartcosh (2014); Kittybrewster (2014); and Livingston (2009). Training takes place at the Scottish Police College at Tulliallan and Jackton, the latter being the only PFI property in the estate, with contract expiry due in 2026.
- The larger properties in the estate account for a significant proportion of space and cost. The largest 20 properties are all in excess of 5,000 square metres and represent circa 200,000 square metres (40% of the total portfolio).
- The estate contains a large number of smaller assets, including police stations. Some 330 in number are under 1,000 sq. Metres in size, which could present an opportunity for co-location.
- The operational estate includes a number of critical specialist facilities. This includes the Scottish Crime Campus at Gartcosh and the Operational Support hub at Govan. The estate also includes property used by the SPA Forensic Services department.

Police Scotland has the opportunity to modernise and improve operational effectiveness by developing an estate where all properties are at least in a good condition. That estate will support current and future policing methods and provide staff with premises that better meet their welfare and organisational needs.

Introducing changes to the estate profile and the organisational culture around how accommodation is used will help deliver opportunities for increased internal and external collaboration. Increasing the number of shared sites and replacing inefficient or ineffective assets – whilst retaining a visible presence in communities – will help to fund investment in the retention and improvement of core properties.

### ***Residential Estate***

A review of Police Scotland's housing portfolio was actioned in 2013. As a consequence of this review, it was identified that a number of properties were no longer required for operational purposes. This stock is being sold on the open market to occupying police officers, at market value, or to other public sector partners/purchases. The remaining housing stock will continue to be reviewed to ensure that it remains consistent with operational deployment needs. Ongoing initiatives to meet specific current needs include the construction of three new residential blocks in Highland and Islands Division and the lease of flatted accommodation for officers in Aberdeen.

### ***Radio Masts***

A review of the current radio mast portfolio has been completed. This identified that twenty-seven of these masts could be declared surplus to requirements. This is subject to confirmation that none of these sites are required for the proposed new Emergency Services Network. It is intended to appoint a single managing partner to manage the remainder of the mast portfolio. This will ensure the application of consistent managing practices, including site access, equipment installation and the maximisation of the opportunity for rental income, and the recharging of costs to third-party communication companies.

### ***Environment & Sustainability***

Police Scotland by its very nature has an impact on the environment through day-to-day operations. Reducing the impact on the environment by thinking and acting more sustainably wherever possible is not just the right thing to do, it is obligatory under EU and UK Government directives, with financial penalties for

those who fail to meet their obligations<sup>1</sup>. We must demonstrate that we are an environmentally and socially responsible organisation, committed to delivering high quality services to communities in a sustainable way. Driving sustainability makes good business sense when financial, natural and personnel resources are under significant scrutiny and challenge.

Our Carbon Management Plan (CMP), published in 2014, sets out the ambitions for Police Scotland, and a roadmap for progress. Reducing carbon emissions is not only about our commitment to the environment, it is also about establishing a sustainable and efficient estate in the longer-term. The same processes used to identify how carbon emissions can be reduced will identify and realise financial savings through improved efficiency in the procurement and operation of buildings. Strategic reviews of core resources are currently ongoing and demanding targets are being set to reduce carbon emissions. Delivery of the estates strategy will have a significant role to play in achieving these targets.

## **EXISTING COLLABORATION AND GOOD PRACTICE**

Collaboration is critical to the future service delivery for Police Scotland, and there are positive examples across the country where partnering and sharing of space has brought significant benefits. The good practice arising from existing projects, typified by the following examples, will guide future activity in line with the Estates Strategy.

### ***Golspie Service Point***

A network of small shared facilities have been established across the Highland and Islands Division, including in the village of Golspie (Highland & Islands Division). The facilities, largely small shop front buildings, are shared by local partners including the Police and local authority. Local Community Officers are able to work from the shared facility providing a continued identifiable location for the Police in rural communities without the need to retain larger, inefficient standalone Police Stations.

### ***Tomintoul Police Office***

The Police, Fire and Ambulance Services have combined to create a new co-located facility in the village of Tomintoul in Moray (Aberdeenshire & Moray

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<sup>1</sup> The Carbon Reduction Energy Efficiency Scheme is a UK government scheme designed to improve energy efficiency and cut carbon dioxide (CO<sub>2</sub>) emissions in private and public sector organisations that are high energy users. ([www.gov.uk/crc-energy-efficiency-scheme-qualification-and-registration](http://www.gov.uk/crc-energy-efficiency-scheme-qualification-and-registration))

Division), which was opened in April 2014. The first combined Emergency Services station in the country, it was created by building an extension onto the existing Fire and Rescue Station, producing a modern facility with all three emergency services working together to produce a joined up local service whilst reducing costs.

### ***Fort William Police Office***

In February 2014 a new shared Police and Ambulance Station was opened in Fort William (Highland & Islands Division). The Police Office, comprising of over 1000 sq. M, offers modern working conditions for staff, as well as a public counter facility for the town open 7am to midnight, seven days a week. The office replaced a large and ageing office.

### ***Cupar Police Office***

In Fife, the Division leases and occupies 800 sq. M of space in a facility shared with Fife Council colleagues in Cupar, Fife (Fife Division). As well as providing benefits in terms of closer working, and a one stop shop location for the public to access services, the facility replaced a large, ageing and inefficient building located elsewhere in the town.

### ***Whinhill Police Station***

A new joint Police and NHS medical practice was opened two years ago in the Ferryhill area of Aberdeen (Aberdeen City Division). The facility provides a dedicated 100 sq. metres police facility for the local Community Policing team as well as being linked to a GP surgery and local authority social work offices which encourages joint engagement, whilst delivery policing from the heart of the community.

### ***Baillieston Police Office***

Baillieston Police Office (Glasgow City Division) is a new office opened in 2013, leased from Glasgow City Council. The station is the base for local Community Policing Teams as well as Community Carers and Nurses from the local authority, who operate in the same area, providing a shared approach to critical issues within the community.

### ***Livingston Civic Centre***

A new shared Civic Centre was opened in Livingston (Lothians & Scottish Borders Division) in 2009. The building houses the Livingston Area Command HQ and custody facility, as well as offices for West Lothian Council and the local court facilities. The main foyer area of the building is shared with the Police retaining a dedicated reception facility. The offices are open plan, which encourages daily engagement and collaboration between agencies.

### ***Scottish Crime Campus, Gartcosh***

Completed in 2014 in Gartcosh (Lanarkshire Division), the building provides a 22,500 sq. M specialist accommodation to house Scotland's Crime Campus. The facility accommodates approximately 1,000 staff, tackling organised crime through a collaborative approach with other agencies. 60% of the space is occupied by Police Scotland, with other tenants including National Crime Agency, SPA Forensics, COPFS and Revenue and Customs. The building provides an open and positive working environment that encourages collaboration and engagement in a secure environment.

## **FUTURE ESTATE PROPOSALS**

### **Improved Service Models**

A key part of the proposed footprint model is the way that Local Policing services are delivered. The type of premises that are required will be determined by local demographics and demand for service. For the purposes of modelling, the following indicative categories have been defined. The list is not definitive and delivery will be based on fulfilling local needs:

***Community Base Type 1*** – Facility of about 20 sq. m for one or two officers. Intended for engagement with a community and located in a room or space not dedicated to policing and owned by another agency or partner.

***Community Base Type 2*** – Facility of about 30 sq. m for one or two officers. A dedicated base, likely to be part of co-located facility for police officers who deploy from other premises. May include some shared public counter provision.

***Local Station Type 1*** – Facility of about 30 – 100 sq. m for one or two officers. Permanent police station commonly tied to a police house in a rural location. Can be either owned by the police or leased from another agency or partner.

***Local Station Type 2*** – Facility of about 250 – 500 sq. m for 10 to 30 officers. Medium sized office from which community or response officers deploy. May be

standalone or co-located and either owned by the police or leased from another agency or partner and likely to include public counter provision.

**Divisional Hub Type 1** – Facility of about 1000sq. m or greater for over 30 officers. Area command headquarters or large station from where community and response officers will deploy and will accommodate some specialist functions. Can be standalone or co-located with partner agency. Will include public counter provision.

**Divisional Hub Type 2** – Facility of about 5000sq. m or greater for over 100 officers. Divisional headquarters from which community and response will deploy and may accommodate national, regional and non-operational functions. Will include public counter provision.

Whilst focusing on Local Policing requirements, these categories can be used to describe most police premises – with the exception of regional hubs, whose primary purpose is to support specialist functions, or the national centres at Tulliallan, Gartcosh and Jackton.

## FOOTPRINT STRATEGY

The future strategy and proposals seek to optimise the balance between retaining, improving and replacing both operational and non-operational premises. This will mean implementing a strategy over time that will:

**Retain** and more effectively occupy accommodation and sites where properties are well located, in good condition and support strategy.

**Redevelop or refurbish** properties to improve those that are located in strategic locations, with potential to accommodate future requirements, including ICT need, which are currently in poor condition.

**Replace** property not in the right location, or properties in poor condition that cannot provide for future needs. Service provision will be enhanced through investment in better located accommodation, which could mean:

- Acquiring new accommodation, either new leasehold property or a new freehold build, or acquisition,
- Enhanced collaboration and co-location with partners in shared facilities.

**Recycle** the estate in the spirit of Community Empowerment; working with communities, voluntary and third sector organisations to enable property to be used by relevant groups; or transfer ownership to support local improvements, initiatives and social enterprises.

**Regenerate** in collaboration with partner agencies, COSLA and SOLACE, seek opportunities to support local development in areas of deprivation where this may be appropriate (e.g. Ongoing local regeneration initiatives).

These proposals will be supported by agreed targets to improve the use, utilisation and efficiency of office space including the following aims:

- A presumption for open plan as standard; design of any future office space should be open plan, not cellular. Individual offices should not be allocated purely on rank or grade; and the need should be clearly identified by job function.
- An 80% desking provision for designated team / departments – representing 8 workstations for every 10 staff.
- Operational shifts and other organisational functions, to be assessed at the appropriate standards.
- Workstation space standard to be targeted between 10-12 sq. (GIA); including locker storage.
- Greater use of off-site storage for productions, records management and equipment, with only items required swiftly held in or close to offices. The need for hard copy files will be discouraged and the use of electronic filing on the Force Network, in an organised system, encouraged.
- The concept of workspace will allow for flexible working from any location.
- The introduction of more flexible and agile working practices, subject to ICT developments.

## **ESTATE FOOTPRINT OPTIONS TO BE DEVELOPED**

The outlined footprint strategy has been applied to a number of example areas to allow illustrative options to be developed. These options reflect the functional requirements and meet the established strategic parameters. In the form of a minimum achievable option and a maximum stretch option, they describe a range of opportunity. The maximum stretch option involves increased collaboration and co-location, greater challenge to the status quo and the application of more ambitious space standards. However, this does not automatically equate to a better outcome, as the more ambitious proposal may not be the best match within each of the strategic parameters.

The process indicates the extent of benefit which could be achieved, but each example would require further development by means of a business case to establish which level of ambition is most appropriate.

The range of options will be influenced by a number of factors including, but not limited to:

- Pace of change of enablers (ICT programme, HR reform, Future Policing Plan).
- Available funding (from existing budget, capital receipts, additional 'up front' funding).
- Partnering and space sharing opportunities.
- Property market variations; and Implications of the Community Empowerment Bill.

This estates strategy will therefore require annual review to reflect development and change.

It has been noted that the largest 40 properties make up over 50% of the total estate by space and account for about 25% of the occupancy costs. This provides considerable opportunity to review use and implement more modern, flexible working practices

## **SERVICE IMPLICATIONS**

As detailed, this strategy supports a re-shaping of the existing police estate to support improved service delivery to communities. This will better meet future organisational and operational requirements, and bring a number of benefits. It will enable increased partnering, collaboration and space sharing to allow an enhanced community policing presence.

Implementation of the strategy will also reduce unnecessary spend on inefficient and outdated accommodation, without diminishing the footprint of local policing. Investment in modern, efficient working accommodation will facilitate new working practices that the organisation is seeking to employ, such as flexible working across the estate, remote working and ICT-enabled mobility.

## **FINANCIAL IMPLICATIONS**

More effective use of accommodation may not result in Police Scotland being located in less premises, but it should reduce floor space occupied by 10% to 25%. It is estimated that that this could generate annual revenue savings of between £5M - £18M. Through re-shaping the local estate there is the potential to realise capital receipts of between £22M and £34M, allowing for a 20%

deviation in the forecast market values. This is based upon high level estimates which require formal valuation, space surveys and more accurate data to confirm.

## **PROGRAMME DELIVERY**

Although this is a national strategy, the criticality of its success will be driven from a local perspective by local commanders through local engagement and consultation with relevant stakeholders and communities.

Delivery of the estates strategy will be planned and implemented as a programme over a 3 – 5 year period. A key element will be the development of area business cases which demonstrate the best approach to policing a geographic area, supported by robust evidence for the preferred option applied to each property. These will be prioritised for development and implementation, taking into consideration the size and geographical spread of the property portfolio, the extent of possible change, existing opportunities for collaboration as well as the resources and capacity to meet demand.

An implementation plan has not been developed as the right solution for each community can only be identified following local research and consultation. Business cases will follow the adopted strategy and strategic directives as described in this document and will be presented in line with recognised methodology, for final approval by the SPA.

It is intended that the first phase of developing area business cases will take place over an initial 3-6 month period. This will include necessary processes to ensure that all proposals are subject to engagement and consultation with partners and local communities as well as appropriate Equality Impact Assessment.

A prioritized programmed approach will then be adopted to meet organisational needs and re-shape the estate using a consistent approach. Whilst the prioritisation process will recognise a range of set criteria, it will also provide the local flexibility to react to partnering, space sharing and opportunities as they arise. Appropriate resources will be directed to deliver the individual projects in line with recognised project management methodology.

## **CONCLUSION**

The Estate Strategy has highlighted that the range and nature of the current police estate is both significant as well as being diverse. However the potential

opportunities arising from the implementation of the Estate Strategy are considerable.

It provides an opportunity to consolidate the floor space occupied by Police Scotland and rationalise the assets held without compromising on visibility and accessibility for communities. The intention of the strategy is to ensure that services are delivered consistently across a range of rural and urban locations, now and in the future whilst having flexibility to evolve the estate to meet emerging and future change.

Collaboration at a local and national level is integral to the strategy and builds on the vision of a modernising, demand led and collaborative model of policing that is fit for the future.

In conclusion, the Estate Strategy lays the foundation for developing an estate that is fit for the future and adaptable to meet new challenges meeting the demand for an effective public service that will be delivered in partnership at the heart of local communities.