
Report to Clackmannanshire Council

Date of Meeting: 24 October 2019

Subject: Proposal to Integrate Local Police Services at Kilncraigs

Report by: Strategic Director, Partnership & Performance

1.0 Purpose

- 1.1. The purpose of this report is to seek Council agreement to integrate local police services, currently based in Alloa Police Station at Tullibody Road, Alloa, within the Council's headquarters complex at Kilncraigs Mill, Alloa.

2.0 Recommendations

- 2.1. It is recommended that the Council:
- a. comments on and challenges the contents of this report and the related business case (provided as a background paper to all councillors);
 - b. having commented on and challenged the report, and the related business case, agrees to the integration of local police services within the Kilncraigs Mill complex, subject to similar agreement at a later date by the Scottish Police Authority; and,
 - c. subject to agreeing the recommendation at paragraph 2.1b, agrees to allocate £68,000 capital funding to the project to enable implementation.

3.0 Considerations

- 3.1. The Christie Commission report (2011) stated that: "Reforming the delivery of [public] services is not only a matter of fiscal necessity. We also have to implement reforms that improve the quality of public services to better meet the needs of the people and the communities they seek to support".
- 3.2. One of four principles in the Christie report is 'integrated service provision', whereby public service providers must work much more closely in partnership "to have effective and sustainable public services capable of meeting the challenges ahead".
- 3.3. Consistent with Christie's principles, public sector reform lies at the heart of transformation agenda in the Council's recently agreed Corporate Plan and

Police Scotland's *'Policing 2026: Our 10-year strategy for Policing in Scotland'*.

- 3.4. Council officers and Police Scotland, supported by the Scottish Futures Trust and other partners, have been exploring the potential for a more integrated approach to local service delivery for over 2 years, culminating in the business case that has been shared with all members, and which formed the basis of a recent member briefing.
- 3.5. The business case concludes that there is a compelling case for the integration of local police and council services at Kilncraigs Mill, both financially but perhaps more crucially given our local contexts, enabling more coordinated and rapid preventative and earlier interventions for our most vulnerable citizens and those on the cusp of statutory service intervention.
- 3.6. A summary of the main benefits set out in more detail within the business case include:
 - Opportunities to improve services and access to services for citizens;
 - Opportunities to develop a cutting edge on site multi-agency tasking and coordinating group to respond rapidly to those at risk of vulnerability;
 - Opportunities to further develop co-operation, closer working relationships and further preventative initiatives with police, housing, social services, education and other partners;
 - Opportunities to reduce costs to the public purse and fairly share the cost of public assets and liabilities, creating a benefit to the Council of approximately £1.5M over the period of a 15 year lease agreement;
 - Opportunities to respond positively to climate change by co-locating services within a reduced overall building footprint and a more sustainable operating environment.
- 3.7. The business case also sets out a number of risks and challenges associated with the project, which may need to be managed or mitigated. These include:
 - Police Scotland's essential policing requirements are not met at the Kilncraigs site
 - Scottish Police Authority (SPA) does not approve the funding for Police Scotland's implementation and set-up costs
 - Police Scotland's information security requirements and GDPR compliance is not met
 - Delays in the governance process means delays to the project plan and benefits being realised
- 3.8. In developing the business case, consultation took place with the community, services users and staff of respective organisations. A number of issues were raised, including preservation of respective organisational identities, parking congestion and potential reluctance of services users to access services.

- 3.9. The business case concludes that mitigation measures can be put in place to significantly address most concerns. Loss of parking capacity, particularly in Candleriggs Lane, is an area where further work is ongoing. Whilst it is unlikely that this can be mitigated fully within site constraints, options are being explored to minimise the net loss. At this stage it is believed that associated costs are likely to be relatively modest; therefore, current intention is to work within contingency allocations. Should additional expenditure prove necessary, appropriate governance will be sought.
- 3.10. The project has also investigated and addressed a significant and complex range of issues including security of assets and information, traffic management, ICT, information sharing and design.
- 3.11. A long list of 8 options were explored, which, through a process of review, was reduced to a short list of two: Option A do nothing; and the recommended option, Option B, Alloa Police Station to co-locate with Council Services at Kilncraigs, with the provision of a separate police front reception counter.
- 3.12. The majority of capital costs associated with project implementation would be met by Police Scotland; these will be the subject of a separate business case being prepared for the SPA by Police Scotland. There are, however, other aspects of capital spend required by the Council of circa £68,000 primarily to enhance security and pedestrian and road safety in and around the car park and adjacent Greenside Street.
- 3.13. Should Council agree to the implementation of this project, it should be noted that it cannot proceed until the SPA similarly agree Police Scotland's separate business case. At this stage it is anticipated that the SPA will consider the Police Scotland business case in late 2019. If the Council and the SPA agree to proceed, it is projected that work will commence on site in late spring 2020, with an operational start date likely to be around November 2020.

Conclusions

- 3.14. This proposal represents a cutting-edge and innovative transformational opportunity for the Council, Police Scotland and our partners and communities that is likely to be of national significance.
- 3.15. It provides the opportunity for significant medium to long term financial, non-financial and environmental sustainability benefits that are consistent with the Council's corporate priorities and the Public Service Reform agenda.
- 3.16. Whilst there are always risks with major innovations on this scale, the associated business case concludes that these can be mitigated, and that overall, these are significantly outweighed by the opportunities and benefits that exist.

4.0 Sustainability Implications

- 4.1. The proposal presents opportunities to substantially reduce the combined environmental footprint of public service provision in Clackmannanshire.

5.0 Resource Implications

5.1. Financial Details

5.2. The full financial implications of the recommendations are set out in the report (and the associated business case). This includes a reference to full life cycle costs where appropriate. Yes

5.3. Finance have been consulted and have agreed the financial implications as set out in the report. Yes

5.4. *Staffing – there are no identified staff resourcing implications. There will be, however, a requirement to relocate those staff currently housed on the 1st floor to other parts of the building to facilitate this proposal.*

6.0 Exempt Reports

6.1. Is this report exempt? Yes (please detail the reasons for exemption below) No

7.0 Declarations

The recommendations contained within this report support or implement our Corporate Priorities and Council Policies.

(1) **Our Priorities** (Please double click on the check box)

Clackmannanshire will be attractive to businesses & people and ensure fair opportunities for all

Our families; children and young people will have the best possible start in life

Women and girls will be confident and aspirational, and achieve their full potential

Our communities will be resilient and empowered so that they can thrive and flourish

(2) **Council Policies** (Please detail)

Corporate Plan 2018-22, Be the Future.

8.0 Equalities Impact

8.1 Have you undertaken the required equalities impact assessment to ensure that no groups are adversely affected by the recommendations?
Yes No

9.0 Legality

9.1 It has been confirmed that in adopting the recommendations contained in this report, the Council is acting within its legal powers. Yes

10.0 Appendices

10.1 Please list any appendices attached to this report. If there are no appendices, please state "none".

None

11.0 Background Papers

11.1 Have you used other documents to compile your report? (All documents must be kept available by the author for public inspection for four years from the date of meeting at which the report is considered)

Yes (please list the documents below) No

Clackmannanshire Council Transformation Programme Business Case – Alloa Police Station to share space with Clackmannanshire Council at Kilncraigs, Alloa

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