

T: 0300 244 4000
E: scottish.ministers@gov.scot

John Finnie MSP
Convener,
Justice Sub-Committee on Policing,
Scottish Parliament,
Room T2.60,
Edinburgh
EH99 1SP

6 February 2020

Dear John,

REPORT ON CAPITAL RESOURCES FOR POLICE SCOTLAND IN THE SCOTTISH GOVERNMENT'S 2020-21 BUDGET

I thank the Justice Sub-Committee on Policing for its extensive pre-budget scrutiny of the capital resources required for policing in 2020-21. I welcome the Committee's report and note the Committee's conclusion that there is a pressing need for the level of capital funding to increase if the police service is to transform its estate, fleet and ICT infrastructure.

Following the Sub-Committee's 2019-20 pre-budget scrutiny, and taking account of the findings of the Sub-Committee the policing capital budget was increased by £12m, a 52% increase. Police Scotland prioritised this funding to support mobile working. Despite continued constraints on the Scottish budget, through a decade of austerity, I have listened to the Sub-Committee and others and have been able to further increase the police capital budget by £5m in 2020-21. This £5m is provided to allow Police Scotland to turn its Fleet Strategy and investment plan into a delivery plan and to allow progress to be made in 2020-21 specifically around greening the police fleet. This capital uplift is provided alongside a £37.2 million increase to the police resource budget, £25m of which is provided for continuation of the Government's commitment to protect the policing budget in real terms for the lifetime of the parliament. These additional investments will also ensure that Police Scotland can maintain and modernise the police estate.

The overall budget settlement for policing is therefore an additional £42.2 million, a 3.6% increase compared to the 2019-20 budget position. The total policing budget in 2020-21 is £1.22 billion. This will ensure that officer numbers are maintained at current levels.

I would like to assure the Sub-Committee that I will continue to make the case for additional capital investment for policing in relation to the capital spending review which will take place later in 2020. Capital budgets beyond 2020-21 will be published by June 2020 to take account of the findings of the Infrastructure Commission for Scotland, and will take account

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of the Scottish Government's next Infrastructure Investment Plan, informed by the advice of the Infrastructure Commission.

I have noted the range of requests, actions and recommendations within your report, a number of which are for the Scottish Police Authority, the Chief Constable or Police Scotland to respond to with further information. I have identified three areas where the Committee is seeking a response from the Scottish Government. These responses are detailed below.

Digital, Data and ICT

Paragraph 71 - The Sub-Committee asks the Cabinet Secretary to scrutinise the funding requirements of the digital data and ICT strategy as a matter of urgency and come to a view on the relevant level of ICT funding required for the police service. This analysis and his findings should be shared with the Sub-Committee.

Police Scotland continues to make good progress on a number of ICT projects which are key to delivering on its DDICT Strategy, and which support the ongoing transformation of the service as outlined in the ten year policing strategy, *Serving A Changing Scotland*. Police Scotland's initial focus has been on providing officers and staff with the basic ICT provision required to modernise ageing assets inherited from the legacy forces. The Scottish Government has provided funding which has contributed to a number of projects through both core and reform funding, this includes ADEL, National Network, Mobility and Core Operational Systems.

Police Scotland's overarching DDICT outline business case (OBC) seeks to transform Police Scotland's IT capabilities and develop the national infrastructure expected and required in the 21st century. The OBC sets out a route map for change, alongside plans for how the current ICT systems will be replaced and improved, with separate business cases being developed for individual projects which are then scrutinised and approved through agreed governance routes.

Looking to the future Scottish Government officials are in discussion with Police Scotland to better understand its future DDICT requirements with a view to informing both the Scottish Government's Infrastructure Investment Plan and the forthcoming capital spending review. This will involve an analysis of Police Scotland's plans and priorities while taking a view across the wider public sector to explore and scope out opportunities for efficiencies and joint working across priority areas. While we recognise that Police Scotland's DDICT strategy is over a period of ten years, we plan to focus initially on the next 3-5 years. I will be happy to share the findings of this work and analysis with the Committee in due course.

We have recently taken a similar approach with the Police Scotland Fleet Strategy. We approached this with the aim of turning their investment plan into a delivery plan to address their ambition to green the police fleet. This collaborative approach has resulted in an additional £5m in the 2020-21 budget for greening the police fleet.

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Efficiency Savings

Paragraph 97 - The Sub-Committee asks the Cabinet Secretary for Justice for his views on the merits of continuing to expect Police Scotland to make further efficiency savings as outlined in the financial memorandum for the 2012 Act when it is the Justice Committee's view that the outline business case, on which those savings are based, was not robust.

As I noted in my letter of 30 October 2019 to the Committee, the efficiency savings contained within the financial memorandum for police reform, prior to the passage of the 2012 Act, were prepared in accordance with HM Treasury Green Book guidance. The financial memorandum noted that the precise profile of costs and savings might change as the reform and transition programme progresses.

The Sub Committee will be aware that Police Scotland is on track to exceed the level of savings outlined in the financial memorandum, albeit that they are operating with a budget deficit. Most of these savings have been delivered in the early years of reform, and are rolled forward on a cumulative basis leading to savings by 2026 which are estimated to be around £1.9 million.

In May 2018, the Chief Constable reported to the SPA Board that the savings had been achieved without affecting the frontline, through a combination of:

- *the creation of nationwide support and control functions, generating economies of scale and requiring fewer police staff overall;*
- *the implementation of appropriate spans and layers at senior officer level as legacy force structures were realigned; and*
- *a reduction in police overtime as resources are deployed more efficiently across the organisation, with better management of peaks in demand.*

The Scottish Government has always acknowledged that police reform is an ongoing process. Change of this scale is almost unprecedented and there were always going to be challenges. Over the last few years, considerable work has been undertaken by the SPA and Police Scotland around transforming the service, and they published their ten year policing strategy – *Serving a Changing Scotland*, in June 2017 to support this. Work to deliver the vision in the strategy is well underway, with underpinning strategies now in place to support implementation. Transformation activities seek to modernise the police service, while at the same time delivering efficiencies and improvements to operational policing which will all contribute to the delivery of a financially sustainable police service.

The SPA and Police Scotland are currently consulting on their new Joint Strategy for Policing (2020). This sets out the strategic direction for the SPA and Police Scotland for the next 3-years. It will inform refreshed financial plans, providing an opportunity for Police Scotland to refocus and redirect their resources to deliver on the five outcomes contained within the Strategy. This will enable Police Scotland to meet the needs of the public and communities, ensuring their safety and protection,

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COP26 Summit

Paragraph 157 - The Sub-Committee agrees that the policing and security costs for hosting the COP26 summit should not be covered by Police Scotland's core budget and recommends that the Cabinet Secretary continues to pursue securing funding from the UK Government.

The Scottish Government looks forward to welcoming the United Nations delegates and participants from around the world to Glasgow later this year for the COP26 summit, and is working collaboratively with the UK Government and other partners to ensure that the event is a success. Planning is very much ongoing, and the Scottish Government is clear in that it expects that the full costs associated with COP26 will be borne by the UK Government. The Scottish Police Authority and Police Scotland are working closely with the UK and Scottish Governments to ensure the safety and security of the event.

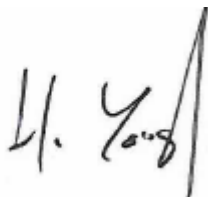
The Cabinet Secretary for Justice and the Cabinet Secretary for Finance, Economy and Fair Work recently discussed the funding of COP26 with the Chancellor of the Duchy of Lancaster, The Rt Hon Michael Gove MP. They agreed that collaborative working is essential, and that the Scottish Government and partners are engaged early and involved in decision making in relation to the delivery of the event.

They recognised that the rough desk top estimate of costs undertaken by the Metropolitan Police cannot serve as a basis for agreement on the costs of policing the event, and that a process of full budget development, with appropriate governance, is now required, and that the costs of the other emergency and wider public services whose direct contribution is critical to the delivery of a safe and successful event must also be considered.

The SPA has now provided initial indicative costs of policing COP26 for initial consideration by the UK Government. It has been agreed that these indicative policing costs will continue to be developed and validated, alongside independent security and financial assurance work. The policing budget for COP26 will be reviewed and scrutinised by the COP26 Policing and Security Assurance Group ahead of the SPA Board meeting on 25 March 2020 when the SPA Board will be asked to approve the COP26 budget alongside its annual budget for 2020-21.

The Cabinet Secretary for Justice will continue to work closely with the SPA and Police Scotland as they develop their funding requirements, seeking assurance from the Authority, Her Majesty's Inspectorate of Constabulary in Scotland and others as required.

I trust that this information will be helpful to you and the Sub-Committee members.



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