

# Corporate Policy and Strategy Committee

**10am, Tuesday, 14 May 2019**

## **2019-2022 Police Plan: Response to Consultation**

Item number  
Executive/routine  
Wards  
Council Commitments

### **1. Recommendations**

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- 1.1 To note the Council's response to the Police Scotland consultation on the 2019-2022 Police Plan, approved by the Chief Executive in consultation with the Convener and Vice Convenor under urgency provisions contained within Committee Terms of Reference and Delegated Functions.

**Andrew Kerr**

Chief Executive

Contact: Yvonne Gannon, Senior Policy and Insight Officer

E-mail: [yvonne.gannon@edinburgh.gov.uk](mailto:yvonne.gannon@edinburgh.gov.uk) | Tel: 0131 553 8334

## 2019-2022 Police Plan: Response to Consultation

### 2. Executive Summary

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- 2.1 This report includes the Council's response to the countrywide consultation commissioned by Police Scotland on the 2019-2022 Police Plan. The Plan sets out Police Scotland's priorities for policing and explains how these will be delivered over the next three years. The Police Plan offers an opportunity to shape the service they provide in our communities.
- 2.2 A coordinated response has been compiled based on feedback from service areas and alignment with the Council's outcomes and priorities as set out in the Council Business Plan 2016-20.
- 2.3 Police Scotland published their consultation on 25 March seeking responses by 30 April. The 5 week consultation period was not sufficient for the draft response to be taken through committee before being submitted. As such, it was approved by the Chief Executive in consultation with the Convener and Vice Convener under urgency provisions contained within Committee Terms of Reference and Delegated Functions.

### 3. Background

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- 3.1 In 2017, Police Scotland agreed a ten-year strategy for how they want to build a sustainable service able to adapt to the needs of a changing Scotland. Since then, they have been planning for and delivering change, whilst continuing to provide the local and specialist services that keep people safe.
- 3.2 Each year Police Scotland are required to publish an Annual Police Plan which sets out operational priorities for the year ahead. This year they are enhancing that by bringing together the work they do locally and nationally across their operational and support functions and with their transformational activity, into one plan covering the next three years. This will show how all the parts of the service come together to make a positive impact for policing and society, and to keep people safe across Scotland against a set of strategic outcomes.
- 3.3 Police Scotland have conducted a consultation with citizens and organisations to provide feedback on their operational priorities to inform the development of the

2019-2022 Police Plan. The Scottish Guidance suggest a minimum of 6 weeks for any consultation by statutory bodies, however, both the citizen consultation and this consultation have been conducted within 4 and 5 week periods. It is extremely difficult to respond in these timescales. It is extremely difficult to respond in these timescales – especially for organisations with internal governance processes and it would be helpful for stakeholders if Police Scotland would implement these standards.

## **4. Main report**

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- 4.1 Police Scotland have identified four broad themes:
  - 4.1.1 Protecting vulnerable people
  - 4.1.2 Working with communities
  - 4.1.3 Tackling cyber-related crime
  - 4.1.4 Support for operational policing
- 4.2 Under these broad themes, they have split the consultation into six sections:
  - 4.2.1 Keeping people safe
  - 4.2.2 Communities are at the heart of policing
  - 4.2.3 Contacting and talking to us
  - 4.2.4 Supporting our people
  - 4.2.5 Managing demand
  - 4.2.6 Our policing priorities
- 4.3 The consultation questions relate to key objectives within each section
- 4.4 The coordinated response to the consultation on behalf of the City of Edinburgh Council, as prepared by officers is included at Appendix 1 of this report. This response takes account of the Council's strategic priorities and outcomes, 2050 Edinburgh City Vision, the Edinburgh Partnership review, and actions being taken by services.

## **5. Next Steps**

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- 5.1 The Council is committed to ongoing partnership work with Police Scotland to shape, improve and deliver services.

## **6. Financial impact**

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- 6.1 None to report.

## **7. Stakeholder/Community Impact**

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- 7.1 The response to the consultation has been developed based on engagement with all Council service areas led by the Council's Strategy and Communications Service.

Feedback is being used by Police Scotland to shape the service they provide within communities.

## **8. Background reading/external references**

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- 8.1 <https://consult.scotland.police.uk/consultation/3b48a7fb/>

## **9. Appendices**

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- 9.1 2019-2022 Police Plan: The City of Edinburgh Council Response to Consultation



# Shaping our direction and delivery 2019-2022 – survey

## Overview

Police Scotland wants to hear from the public and our partners about how we shape the service that we provide.

In 2017

we agreed a ten year strategy for how we want to build a sustainable service able to adapt to the needs of a changing Scotland. Since then, we have been planning for and delivering change, whilst continuing to provide the local and specialist services that keep people safe.

Each year we are required to publish an Annual Police Plan which sets out our operational priorities for the year ahead. This year we will enhance that by bringing together the work we do locally and nationally across all our operational and support functions and with our transformational activity, into one plan covering the next three years.

This will show how all the parts of the service come together to make a positive impact for policing and society, and to keep people safe across Scotland against a set of strategic outcomes.

We will continue to focus our resources on the issues that cause the most harm in order to improve outcomes for people and communities. Our planning is informed by our analysis and assessment of the threat and risk posed and what we are told through our Your View Counts survey.

As part of our ongoing engagement, we are looking for opinions from people across Scotland on our proposed outcomes, our approach, and how you want to be involved in working with us to continue to shape future services.

We are also keen to hear your views to help shape our future strategies in respect to prevention and public contact and engagement.

Your opinions will help us to make sure that our plan fits with expectations and enables continued collaboration, and that we identify any areas of the plan that require to be amended or strengthened.

Our plan will be laid before the Scottish Parliament by the end of March 2019.

## How to respond

There are six sections we would like you to consider headed:

- Keeping people safe
- Communities are at the heart of policing
- Contacting and talking to us
- Supporting our people
- Managing demand
- Our policing priorities

Our survey can be completed online at:

<https://consult.scotland.police.uk/consultation/2019shape>

You can also complete this form electronically and email it to:

[StrategicPlanningDevelopment@scotland.pnn.police.uk](mailto:StrategicPlanningDevelopment@scotland.pnn.police.uk)

You can also print this document if you prefer. You can scan and send it back to the email address above. To submit a hard copy by post, please send it to:

Police Scotland Strategy and Planning Team  
Tantallon B  
Police Scotland College - Tulliallan  
Kincardine  
Fife  
FK10 4BE

You can also hand it in at the front counter of a police station.

The survey may take between 10 and 20 minutes to complete depending on how much input or comments you have.

**The survey closes on Monday 18 March 2019.**

## If you have questions

Should you have any questions, please get in touch.

Telephone: 01786 893 060

Email: [StrategicPlanningDevelopment@scotland.pnn.police.uk](mailto:StrategicPlanningDevelopment@scotland.pnn.police.uk)

# Our policing priorities

As part of our planning process, Police Scotland assesses what our priorities should be to address the highest threat and risk of harm from crime to the people and communities of Scotland.

This involves our own analysis, as well as public input through our Your View Counts survey.

We have identified four broad themes:

- protecting vulnerable people
- working with communities
- tackling cyber-related crime
- support for operational policing

Some of the areas we will focus on are: serious violence and murder; sexual crimes including child sexual abuse and exploitation; domestic abuse; human trafficking; counter terrorism and domestic extremism; drugs; crime related to serious organised crime groups involving violence, firearms, feuds and finances; fraud; robbery; hate crime; antisocial behaviour; reducing road casualties; driving under the influence of drink and drugs; and our workforce planning.

## Q. Do these feel like the right themes and priorities to you?

(Please add 'X' next to your selection)

Strongly agree <input checked="" type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
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Please provide further comments in the box below.

These priorities and objectives throughout appear to link closely with the City of Edinburgh Council's overall Aims for Edinburgh to be: a vibrant city; a city of opportunity; and a resilient city. And for our organisation to be a forward-looking Council and an empowering Council. (More information [http://www.edinburgh.gov.uk/info/20204/council\\_planning\\_framework/1255/strategic\\_plan](http://www.edinburgh.gov.uk/info/20204/council_planning_framework/1255/strategic_plan))

Key outcomes of the Council which align closely with objectives highlighted throughout this consultation, include:

1. Communities are safe, strong and able to cope with change
2. We provide services that are focused on prevention and early intervention
3. We plan our services to ensure we can continue to meet the needs of citizens and communities into the future
4. Our organisation is flexible and adaptable and embraces change
5. A leading Council in community engagement and empowerment, giving citizens confidence to make decisions and act on issues
6. We place our customers at the heart of all that we do, we are responsive, accessible and fair to all
7. We work with our partners and communities to deliver services locally
8. We are an open, honest, inclusive and transparent organisation
9. Citizens lead healthy and active lives with improved wellbeing
10. Our places and localities make Edinburgh a great and unique place to visit and study
11. All children and young people have the best start in life and are able to reach their full potential
12. Citizens are socially connected and able to participate and develop throughout their lifetime

In addition to the above objectives, in 2016, the Council began a conversation about its future to create a vision for 2050: what priorities should the vision include and how might they be delivered. City Vision was launched so that everyone in the Capital can work together to shape and achieve the city's goals. Analysis of findings are currently taking place.

Many of the outlined objectives are already embedded in our collaborative approach to tackling areas noted in this consultation. We therefore welcome the commitment to an ongoing cohesive and consistent approach delivered through the Partnership Agreement between the City of Edinburgh Council and Police Scotland.



# Keeping people safe

***Police Scotland is responsive and resolves threats to public safety and wellbeing.***

The public should be safer as a result of our work to reduce the harm caused by crime and other incidents. We make communities aware of, and prepared to respond to, current and emerging threats and risks. People considered vulnerable are protected from harm.

We will do this by:

- Using all available information and intelligence to prevent and respond to crime
- Protecting vulnerable people and victims of crime from harm
- Improving our understanding of, and response to, the threat from cybercrime
- Working with the public, communities and partners to reduce re-offending
- Working with communities to ensure they are well equipped and prepared to deal with all threats to public safety
- Effectively tackling current and emerging threats to public and community wellbeing

## Q. Do these objectives meet your expectations?

(Please add 'X' next to your selection)

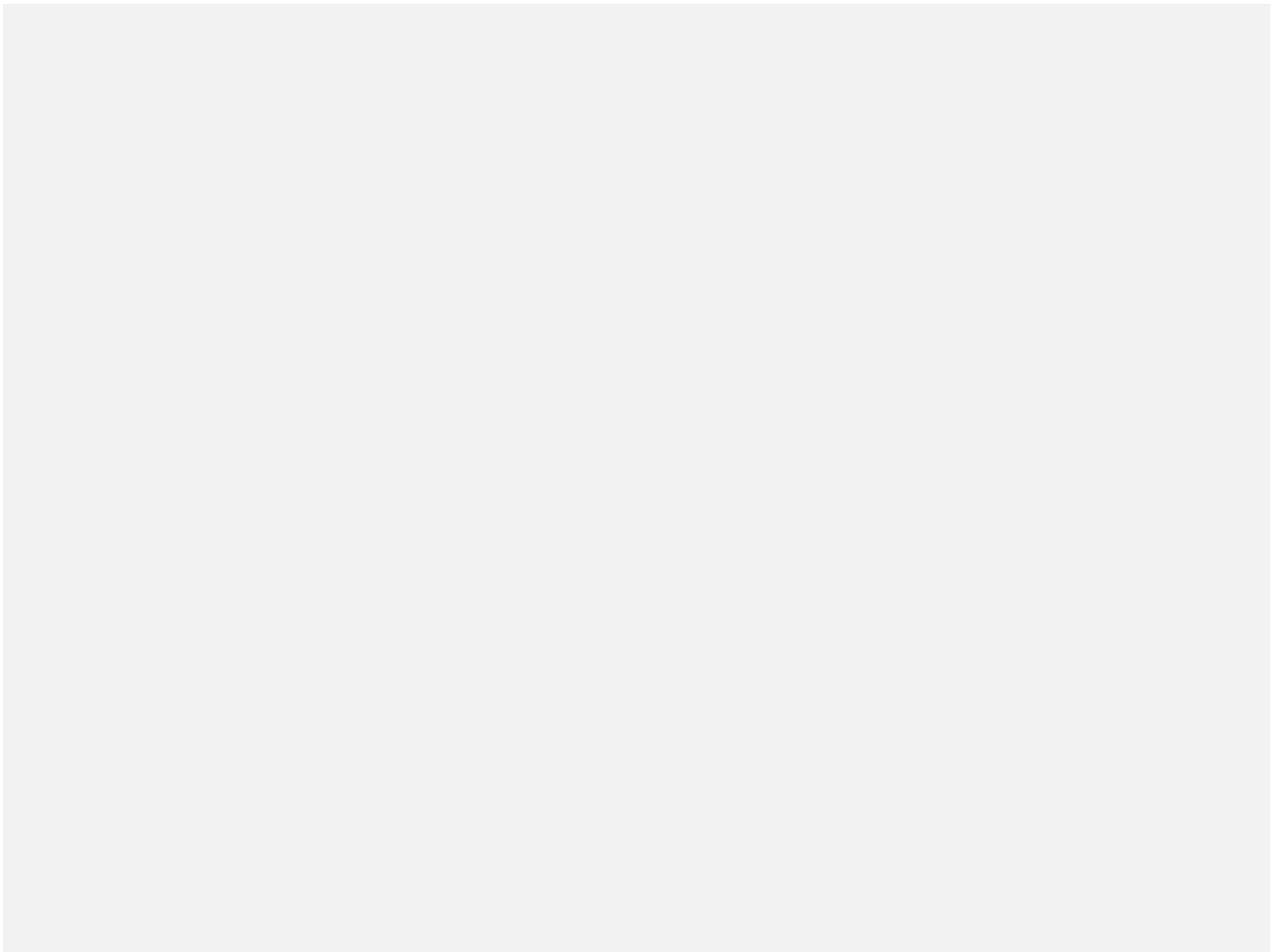
Strongly agree <input checked="" type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
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Please provide further comments in the box below.

This fits in well with the Council's aim to be a resilient city, a forward looking and empowering Council. It also fits in with being a vibrant city and one of Opportunity. Key outcomes of the Council are:

- Communities are safe, strong and able to cope with change.
- We provide services that are focused on prevention and early intervention.
- We work with our partners and communities to deliver services locally. All children and young people have the best start in life and are able to reach their full potential
- Citizens lead healthy and active lives with improved wellbeing
- Everyone, regardless of wealth and background, can fulfil their potential and benefit from the city's success
- Citizens are socially connected and able to participate and develop throughout their lifetime

See previous comment.



# Communities are at the heart of policing

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## ***Police Scotland delivers a service that meets the needs of local communities.***

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We are aiming for a tailored local policing delivery that meets the needs and expectations of Scotland's diverse communities, whether defined by place, identity or virtual connection. Support is provided by national resources, delivered locally.

We will do this by:

- Ensuring our resources deliver services that meet the needs of local communities
- Working collaboratively with our partners on our shared priorities, including public health and vulnerability
- Designing, developing and supporting local preventative approaches to reduce harm and demand
- Building, developing and maintaining effective local partnerships
- Improving our support services to enable the delivery of effective local policing

### **Q. Do these objectives meet your expectations?**

(Please add 'X' next to your selection)

Strongly agree <input checked="" type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
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Please provide further comments in the box below.

This is also a key priority area for the Council and we are committed to working in line with the Community Empowerment Act. We aim to be a forward-looking and empowering Council with key outcomes including:

- We deliver value for money services through optimising our use of resources and building on the capabilities of our talented workforce
- We provide services that are focused on prevention and early intervention
- We plan our services to ensure we can continue to meet the needs of citizens and communities into the future

- A leading Council in community engagement and empowerment, giving citizens confidence to make decisions and act on issues.
- We place our customers at the heart of all that we do, we are responsive, accessible and fair to all.
- We work with our partners and communities to deliver services locally.
- We are an open, honest, inclusive and transparent organisation

There are 44 posts funded by the Council from the £2.078.000 grant. Community Police Officers based in the local wards will be tasked through their respective local Community Improvement Partnership (CIPs) and the Council Family and Household Support teams (FHS). Tasked activities will be aligned to local community safety priorities identified in the Locality Outcome Implementation plans, local community and policing plans.

The local CIPs will meet on a regular basis and will identify crime and antisocial behaviour trends, based on analytical information provided by the Council. This local information, aligned to local community and policing plans, will in turn identify tasks and priorities for the Community Police Officers. This may include initiatives to monitor antisocial behaviour around schools where this is identified locally as a concern and to tackle antisocial behaviour trends and acquisitive crime including housebreaking, motor vehicle crime, or young people involved in crime.

To complement this community based presence, focus will be applied to joint information sharing and operational activities to ensure early and effective interventions leading to more sustainable joint outcomes, replicating the success of work undertaken in 'Stronger North'.

Over the last year, the Council has worked with Police Scotland and other statutory partners within the Edinburgh Partnership to look at how we organise ourselves and improve how we work across the city. Our major goal was to agree a new way of working which helps us to create a city where everyone can share in our success; a city where people have enough money to live on, can access jobs, learning or training opportunities, and have a good place to live.

In April the Partnership agreed the new structure which will support this way of working. This new structure will give us a better focus for partnership working in the city. We will have four city-wide partnership groups, four local community planning partnerships, and 13 neighbourhood networks. Each group will take responsibility for a theme or plan to achieve our goal of a city where poverty and inequality are reduced. They will all feed into the Edinburgh Partnership Board.

This structure will strengthen how the Partnership works with communities and membership will include community councils and groups, residents' organisations, parent councils, voluntary groups, councillors, amongst others. Police Scotland's active partnership working in this setting is essential and valuable to the outcomes we collectively achieve. Local discretion within Police Scotland to work differently and according to local needs within each partnership is essential as is the local support for community empowerment infrastructure and capacity.

**Do you have any views on how we could improve the way we serve different people and communities?**

Comments

**How would you like us to share information with people and communities on how to keep safe?**

Comments

**What ways do you think we should work with other organisations to prevent harm to communities?**

Comments

# Contacting and talking to us

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***Public and communities are engaged, involved and have confidence in policing.***

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We want to ensure the public feel that their input is genuinely valued, listened to and is having an impact on our policing approach. We want people to feel that Police Scotland delivers a service that makes them confident in policing.

We will do this by:

- Enhancing public contact and ensuring our services are available by a range of accessible channels
- Maintaining and enhancing public and community (user) satisfaction and developing our approach to understanding and improving public confidence
- Improving the reach of our public and community engagement initiatives
- Using insights and feedback to shape and improve our services

The public rightly expects to be able to contact the police 24 hours a day, 7 days a week, using modern methods of communications. This could be to report an emergency, seek advice, offer information or express an opinion.

Police Scotland has a responsibility to ensure that everyone is able to access our services in a way meets their needs. Wherever possible this should also exceed accessibility standards.

Our research shows us that the way that people would like to communicate with us varies for a range of reasons across different communities. This could include the reason why they are getting in touch, as well as where they live.

The public can currently contact us in the following ways:

- **Emergencies** - Telephone 999 and SMS text service or 18000 dial using Textphone (text speech) for people with hearing, speech or language impairment

- **Non-emergencies** - Telephone 101, text service 1 800 1 101 for people with hearing, speech or language impairment, video relay services, email, online forms on our website, by post, in person
- **Advice and information** about crime in your local area, advice on a criminal or legal matter, or learn more about Police Scotland and its role – website, social media (Facebook and Twitter), police stations, Ask the Police website and app, community meetings and events
- **Giving feedback** or expressing an opinion about policing and our services – online via our website and social media, email, post, police stations, and community meetings and events

**Q. Do these objectives meet your expectations?**

(Please add 'X' next to your selection)

Strongly agree <input checked="checked" type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
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Please provide further comments in the box below.

The Council aims to be an empowering Council which is in line with the above objectives. Our key outcomes under this include:

- A leading Council in community engagement and empowerment, giving citizens confidence to make decisions and act on issues.
- We place our customers at the heart of all that we do, we are responsive, accessible and fair to all.
- We work with our partners and communities to deliver services locally.
- We are an open, honest, inclusive and transparent organisation.

The new Partnership structure, highlighted in the previous section, will strengthen community engagement, empowerment and satisfaction.



**Q. Do these methods of contact with the police meet your expectations?**

(Please add 'X' next to your selection)

Strongly agree <input type="checkbox"/>	Agree <input checked="" type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
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Please provide further comments in the box below.

Consideration appears to be given to offline methods as well as online methods.

**Q. How should we develop our approaches to make contact safe and accessible for different people and communities?**

Please provide further comments in the box below.

**Q. What are the best ways to keep people up to date about a crime or incident they have reported?**

Appointment to speak to an officer/staff member <input type="checkbox"/>	Call <input type="checkbox"/>	Email <input type="checkbox"/>	Text <input type="checkbox"/>	Track online <input type="checkbox"/>	Other, please state below <input type="checkbox"/>
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From public feedback we know that it is important for the police to provide updates to those who contact us, both during the initial contact and afterwards as the situation develops.

Some possible ways of being kept up to date are listed below.

(Please rate these in the boxes below with 1 as most preferred, and 6 as least preferred.)

Please add any comments below, including suggestions for other contact methods you would find helpful.

Comments

### **What are the best ways for people to give us feedback and how might we be more engaging?**

The way we listen to the public is important to our understanding of what matters most to people.

This helps us to consider how best to tackle local problems and prevent harm to communities from crime.

Some possible ways of providing feedback are listed below.

(Please rate these in the boxes below with 1 as most preferred, and 7 as least preferred.)

Community meetings and events <input type="text"/>	Email <input type="text"/>	Focus groups <input type="text"/>	Other, please state below <input type="text"/>
Social media <input type="text"/>	Video <input type="text"/>	Website <input type="text"/>	

Please add any comments below, including suggestions for other feedback methods you would find helpful.

Ensure adequate time to allow for large organisations to communicate and coordinate with colleagues internally throughout the different sections to produce and submit a response.

Applying the Scottish Government guidance for consultations by statutory bodies to be a minimum of 6 weeks would be helpful to key stakeholders.

# Supporting our people

***Police Scotland is a positive working environment with staff who are enabled and supported to serve the public.***

We want to ensure our officers and staff have the necessary skills, resources and technology available to them. We also want to promote an inclusive and supportive culture, where our people have a voice, feel listened to, and are involved in shaping our services.

We will do this by:

- Implementing an integrated strategic workforce plan to build a diverse workforce that has the right size, shape and capability
- Creating a positive environment for our people to achieve their potential
- Promoting the health and safety of our people
- Ensuring our people are confident to lead and equipped to face current and new challenges
- Developing and maintaining the right crime and specialist support services for policing in Scotland

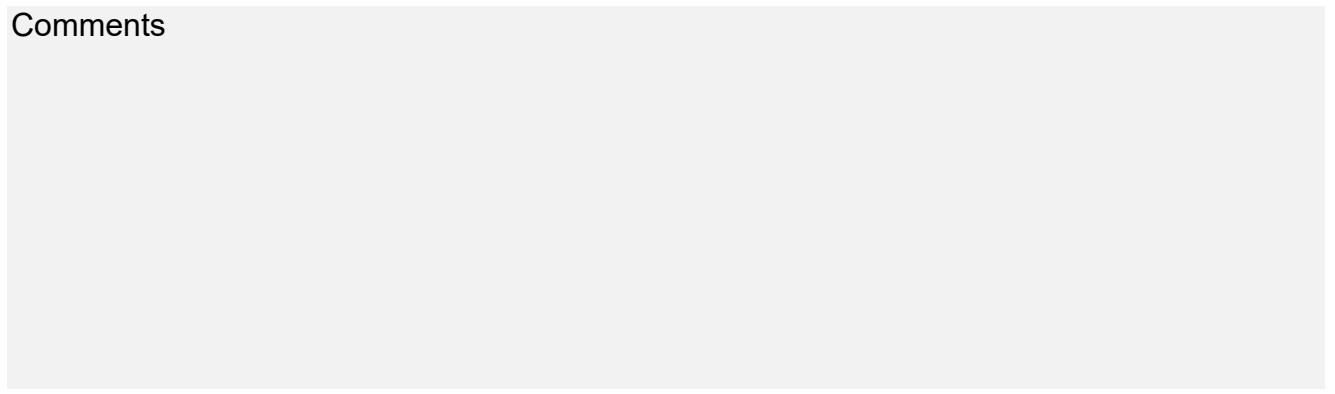
**Q. Do these objectives meet your expectations?**

(Please add 'X' next to your selection)

Strongly agree <input checked="" type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
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**Please provide further comments in the box below.**

Comments



# Meeting demand

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***Police Scotland is sustainable, adaptable and prepared for future challenges.***

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Sustainability is a long-term goal for Police Scotland, so that policing is able to meet future demand and ensure the public and communities are given the appropriate response to meet their needs.

Only one fifth of the calls to which officers are deployed result in a crime being recorded and much of the remaining demand sees officers assisting vulnerable people in a variety of situations, including those related to mental health.

Our aim is to make sure that our service will meet the growing and changing demands on policing, by investing in the right parts of the service. To do this we need to think about things like the impact of budget constraints, advances in technology, and demographic changes. This will mean that we can be flexible and adaptable in the future.

We will do this by:

- Ensuring Police Scotland is meeting and adapting to growing and changing demands on policing
- Developing and promoting best practice in the advancement of our Equality Outcomes
- Transforming and developing lean and agile corporate support services for policing
- Building and maintaining a sustainable financial direction for policing in Scotland and evidence best value
- Investing in our use of information and technology in accordance with our digital, data and ICT strategy
- Developing and supporting an innovative culture

**Q. Do these objectives meet your expectations?**

(Please add 'X' next to your selection)

Strongly agree <input checked="checked" type="checkbox"/>	Agree <input type="checkbox"/>	Neither agree nor disagree <input type="checkbox"/>	Disagree <input type="checkbox"/>	Strongly disagree <input type="checkbox"/>
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**Please provide further comments in the box below.**

These priorities and objectives throughout appear to link closely with the City of Edinburgh Council's overall Aims for Edinburgh to be a vibrant city; a city of opportunity; and a resilient city. And for our organisation to be a forward-looking Council and an empowering Council.

See earlier comments.

# About you

We ask these questions so that we can understand how representative the respondents are of the general population.

Q. What age are you?

16-25	<input type="checkbox"/>	26-40	<input type="checkbox"/>	41-55	<input type="checkbox"/>	56-70	<input type="checkbox"/>	70+	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>
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Q. Do you consider yourself to have a disability?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>
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Q. Which of the following describes your gender identity?

Female	<input type="checkbox"/>	In another way	<input type="checkbox"/>	Male	<input type="checkbox"/>	Prefer not to say	<input type="checkbox"/>
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If you have chosen in another way, please state below



**Q. Please choose one option that best describes your ethnic group and background.**

(Please add 'X' next to your selection)

White British <input type="checkbox"/>	Indian, Indian Scottish, Indian British <input type="checkbox"/>
White English <input type="checkbox"/>	Mixed or Multiple Ethnic Group - please state below <input type="checkbox"/>
White Gypsy/Traveller <input type="checkbox"/>	Pakistani, Pakistani Scottish, Pakistani British <input type="checkbox"/>
White Irish <input type="checkbox"/>	Other Asian group - please state below <input type="checkbox"/>
White Northern Irish <input type="checkbox"/>	African, African Scottish, African British <input type="checkbox"/>
White Polish <input type="checkbox"/>	Black, Black Scottish, Black British <input type="checkbox"/>
White Scottish <input type="checkbox"/>	Caribbean, Caribbean Scottish, Caribbean British <input type="checkbox"/>
White Welsh <input type="checkbox"/>	Other African group - please state below <input type="checkbox"/>
Other White British - please state below <input type="checkbox"/>	Other Black group - please state below <input type="checkbox"/>
Other white ethnic group - please state below <input type="checkbox"/>	Other Caribbean group - please state below <input type="checkbox"/>
Bangladeshi, Bangladeshi Scottish, Bangladeshi British <input type="checkbox"/>	Arab, Arab Scottish, Arab British <input type="checkbox"/>
Chinese, Chinese Scottish, Chinese British <input type="checkbox"/>	Other - please state below <input type="checkbox"/>
Prefer not to say <input type="checkbox"/>	

**Q. What is your postcode?**

Please enter the first part of your postcode below.

EH8 8BG

**Q. Are you responding as an individual or an organisation?**

I am answering as  
an individual

☐

I am answering on  
behalf of an organisation

☒ X

**Organisation name**

The City of Edinburgh Council

**Q. (Optional) Please provide your contact details below.**

**Your name**

Strategy and Communications

**Your telephone number**

**Your email address**

[strategyandinsight@edinburgh.gov.uk](mailto:strategyandinsight@edinburgh.gov.uk)

**If you would prefer to be contacted in another way, please tell us below.**

Also flagged through Edinburgh Partnership

**Q. Would you like to be contacted by Police Scotland in the future about opportunities to participate in developing our approaches to policing?**

If so, please choose your preferred methods below.

(Please note this is only to let us know that you might be interested and you are not committing to taking part.)

By email	<input checked="" type="checkbox"/>	By phone	<input type="checkbox"/>	Other method provided above	<input checked="" type="checkbox"/>
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Thank you very much for taking part. Details of how to submit your response can be found on page 2.