SCOTTISH POLICE AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Agenda Item 4.1

Meeting	**Policing Performance Committee**
Date	**12 March 2024**
Location	**Video Conference**
Title of Paper	**North East Proportionate Response to Crime Pilot Evaluation**
Presented By	**ACC Emma Bond**
Recommendation to Members	**For Discussion**
Appendix Attached	**Appendix 1: Proportionate Response to Crime Pilot – Evaluation Report** **Appendix 2: Process Map** **Appendix 3: Case Studies** **Appendix 4: Insight Pack**

PURPOSE

The purpose of this paper is to invite Members of the Policing Performance Committee to discuss the evaluation report relating to the 12 week Proportionate Response to Crime pilot which took place within North East Division.

Members are invited to discuss the content of this report.

1. BACKGROUND

1.1 In August 2022, activity commenced within the Contact Engagement & Resolution Project to progress work to develop a national Proportionate Response to Crime process. The Contact Engagement & Resolution Project is focused on improving standards of service through Police Scotland's response to vulnerability, risk and public need at the earliest opportunity; maximising opportunities for remote engagement and resolution; reducing Local Policing demand and directing appropriate incidents to the right agency through pathway referrals and enhanced collaborative working.

1.2 In May 2023, the Modernised Contact & Engagement Programme Board approved the Contact Engagement & Resolution Project's recommendation that a Proportionate Response to Crime process should be piloted within North East Division over a 12-week period. The pilot was developed in collaboration with Contact, Command and Control Division, the Divisional Crime Management Unit in the North East and Local Policing colleagues.

1.3 Between 28 September and 19 November 2023, the newly developed Proportionate Response to Crime process was piloted within North East Division.

1.4 During the pilot, incidents with low associated threat, harm, risk or vulnerability were assessed for investigative opportunities whilst crime reports were obtained via telephone by C3 Division. Where no proportionate lines of enquiry were identified, crime reports were sent to North East Division with a recommendation that they were direct filed.

1.5 An evaluation of the North East Division pilot has been completed (see appendix 1). The evaluation recommends that Police Scotland roll out the Proportionate Response to Crime process across the rest of the Force. We intend to progress this on a phased basis with ongoing engagement and evaluation.

2. Proportionate Response to Crime

2.1 The concept of a Proportionate Response to Crime process is not new, indeed several legacy Forces, mainly in the east and north of Scotland operated a 'Proportionate Enquiry Policy' prior to the establishment of Police Scotland.

2.2 Prior to the role out of the Contact Assessment Model (CAM), some local policing divisions allowed crime reports obtained over the phone by the Public Assistance Desks to be directly filed.

What is Proportionate Response to Crime?

2.3 Firstly, Proportionate Response to Crime is not a policy of non-investigation. When an incident is reported to Police Scotland it is subjected to a THRIVE process, where an assessment of **T**hreat, **H**arm, **R**isk, **I**nvestigative opportunity, **V**ulnerability and **E**ngagement is undertaken – where any vulnerability is identified the police will always attend. Crimes with low associated threat, harm, risk or vulnerability are recorded remotely via telephone following the THRIVE assessment. This is called Direct Crime Recording or DCR, and is one of the resolution options available to Contact, Command and Control Service Advisors as part of the Contact Assessment Model.

2.4 There are approximately 95,000 Direct Crime Rerecording reports taken annually across Police Scotland, with such reports recorded by members of police staff and police officers working within the Resolution Team within our Contact, Command & Control Division via an appointment system.

2.5 Proportionate Response to Crime is an additional process, over and above the THRIVE assessment, where we carry out a structured initial investigative assessment of a crime when it is reported to the police. This process allows a much earlier assessment around lines of enquiry, which could include availability of CCTV, or witnesses to a crime.

2.6 Assessing the existence, or otherwise, of proportionate investigative opportunities within reported crimes already takes place on a daily case-by-case basis across the country. The Proportionate Response to Crime process essentially moves that assessment to an earlier point within the crime investigation process.

Proportionate Response to Crime Process

2.7 The process tested in North East Division was only applicable to certain crime reports recorded by the Resolution Team within our Contact, Command & Control Division as part of the Direct Crime Recording Process.

2.8 Every applicable crime report recorded by the Resolution Team was subject of an initial investigative assessment whilst the crime report was being recorded.

2.9 Where the Resolution Team assessed that there were no proportionate lines of enquiry, the reporter was advised that, although the crime report would be sent to their local policing division for review and assessment, it was unlikely the crime report would be allocated for enquiry and as such there was unlikely to be any further police contact. This process means callers are informed about the progress of their report more quickly, rather than waiting days for officers to contact them to provide the same outcome.

2.10 Crime reports assessed as having no proportionate lines of enquiry were fully updated with the circumstances of the crime, the review of investigative opportunities and were then sent to the North East Division Crime Management Unit with a recommendation that they were directly filed.

2.11 Police officers within the North East Division Crime Management Unit reviewed all crime reports recommended for direct filing and made their own divisional assessment as to whether or not the crime report should be allocated or filed.

2.12 Crime reports directly filed were fully visible to Local Area Command teams, affording them the opportunity to review the circumstances and allocate filed crime reports based on local knowledge.

Evaluation Results

2.13 During the 12 week pilot, 472 crime report were directly filed. This equates to 4.6% of all crimes recorded within North East Division during the pilot period.

2.14 The direct filing of 472 crime reports freed up an estimated 2,657 police officer hours. In taking a proportionate response to crime reporting, we aim to give officers more time to focus on local policing priorities - keeping people safe from harm, protecting the vulnerable, bringing criminals to justice, solving problems, and reducing offending.

2.15 To support the evaluation of the pilot, the project team worked with Strategy, Insight & Engagement to obtain the views of the public, police officers and police staff.

2.16 Prior to commencing the pilot, 72% of North East Division Constables reported they would regularly be allocated crime reports where no proportionate lines of enquiry existed.

2.17 At the conclusion of the pilot, 68% of North East Division Constables noticed a positive difference to their workload and 56% of Constables felt they had more time to investigate crime reports which had proportionate lines of enquiry.

2.18 The Proportionate Response to Crime process has continued to be used within North East Division.

2.19 Since the introduction of the process, public satisfaction rates in the Division have remained at a similar level, with a 66% satisfaction rate prior to the introduction of PRTC and a 64% rate recorded after three months.

2.20 The Police Scotland User Experience Survey is conducted to help us understand the experiences of the people who have contacted Police Scotland. Each month we contact about 14,000 people at random who have either reported or witnessed a minor crime.

2.21 The most recent User Experience Survey results for North East Division are as follows:

	Nov 23	Dec 23	Jan 24	Feb 24
Overall Satisfaction	65%	69%	73%	70%
Receiving Appropriate Response	57%	65%	71%	71%

2.22 Contact, Command & Control Division Management are confident that following the Proportionate Response to Crime process is achievable within the existing process time available to process a Direct Crime Recording incident / appointment and record a crime report.

2.23 Any further roll out of the process should not therefore result in a reduction in the number of available Direct Crime Recording appointments, nor require an uplift in the number of police officers and staff working within the Resolution Team.

3. FINANCIAL IMPLICATIONS

3.1 The test of change within North East Division aims to ensure callers will be informed about the progress of their report more quickly, rather than waiting days for officers to contact them to inform them of the same outcome. In turn and by adopting this process, we aim

to provide front-line officers more time to focus on local policing priorities - keeping people safe from harm, protecting the vulnerable, bringing criminals to justice, solving problems, and reducing offending, making best use of the resources available to Police Scotland in line with our budget. There are no specific financial costs associated with the process tested.

4. PERSONNEL IMPLICATIONS

4.1 The test of change within North East Division was available only to colleagues within our Contact, Command & Control Division, and is aligned to the existing Direct Crime Recording option managed by the Resolution Team. Engagement has been ongoing with Contact, Command & Control Division before, during and since the pilot and as a key stakeholder in the evaluation group, to ensure the process has no unintended consequences for officers and staff within the division. There are no personnel implications associated with this report, with colleagues within our Resolution Team now being provided with a structured investigatory question set and associated training to support them in their role.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

6.1 There is a reputational risk to Police Scotland in terms of how any proposed implementation of this process is managed. As outlined below at section 8, public trust and confidence in policing is of critical importance to our legitimacy. A detailed communications plan has been developed and engagement with a wide range of key stakeholders is ongoing to ensure the service is clear on the nature of the process, what it means to members of the public contacting Police Scotland, and to shape any implementation by listening to the views of the public and our people.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

8.1 Police Scotland is acutely aware of the reporting on the pilot in North East Division, and the impact this has on both local communities and people right across the country. In order to ensure the thoughts and

views of those engaging in the pilot were captured, both internally and externally, the project team worked closely with our Strategy, Insights and Engagement Team to analyse data from the User Experience and Your Police surveys to provide further insight into the impact of the pilot.

There are only minor percentage differences in responses to relevant User Experience survey questions. These include responses before and during the pilot in North East Division and in comparison with national responses. Only a small number of qualitative responses referenced the pilot in the Your Police Survey.

In addition, Police Scotland commissioned a private company to undertake an additional qualitative strand of research into the Proportionate Response to Crime pilot through progressive focus groups, with the learning from such engagement supporting the engagement plan moving forward.

It would be our intention to continue to work closely with Strategy, Insights & Engagement to capture feedback from those engaged in the process and address any concerns at the earliest opportunity.

We want to remain open and transparent from the outset with people contacting the police. If there are no lines of enquiry to pursue, we do not want to set an expectation that there are things that the police can do when no lines of enquiry exist.

9. EQUALITIES IMPLICATIONS

9.1 There are no equality implications in this report. Each incident being reported to Police Scotland will be subjected to a THRIVE assessment and where appropriate for Direct Crime Recording, will undergo a further bespoke investigatory assessment relevant to the crime being reported. This approach will allow Police Scotland to continue to focus on the individual caller's needs in deciding on the most appropriate and proportionate response.

10. ENVIRONMENT IMPLICATIONS

10.1 There no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the content of this report.

Contact Engagement & Resolution Project

POLICE SCOTLAND
Keeping people safe

Proportionate Response to Crime

North East Division Pilot

Evaluation Report

December 2023

Contents

Version Control and Date	V1.2 31 January 2024
Authors	PI Andrew Johnson PS Stacey McIntyre
Review	T/Chief Superintendent Gregg Banks Michael Notaro, Project Manager Superintendent Brian Anderson
Approved By	Superintendent Brian Anderson

1. Purpose

This report provides an evaluation of the 12-week, North East Division (A Division), Proportionate Response to Crime pilot and considers if the process used should be rolled out across Police Scotland.

2. Background

2.1 Proportionate Response to Crime Policy

The concept of having a Proportionate Response to Crime investigation policy is not new. Under the legacy force model a number of forces had proportionate enquiry policies or similar.

Following the establishment of Police Scotland and prior to the introduction of the Contact Assessment Model (CAM) in 2019, some divisions allowed crime reports obtained over the phone by the Public Assistance Desks to be directly filed. After the introduction of CAM some local policing divisions report that they do not currently allocate every crime report recorded through the C3 Division Direct Crime Recording (DCR) process to front line officers and that some are directly filed with no further enquiry.

The concept of proportionate response to crime investigation is not therefore new, but there is no Standard Operating Procedure or National Guidance covering the allocation and filing of crimes recorded by C3 Division. As such currently, the vast majority of local policing divisions reallocate all DCR recorded crimes to local officers to investigate - regardless of the level of investigation required or the proportionality of further investigation.

2.2 Contact Assessment Model

In November 2015, HM Inspectorate of Constabulary in Scotland (HMICS) made a recommendation that Police Scotland should adopt a more formalised risk and vulnerability assessment model based on the THRIVE model (Threat, Harm, Risk, Investigation, Vulnerability and Engagement) used extensively in England and Wales.

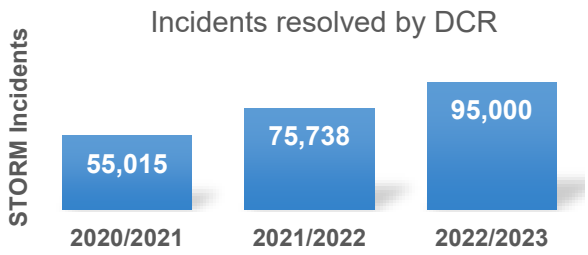
In June 2019, Police Scotland began to implement Phase 1 of CAM encompassing the THRIVE risk assessment model. Following the COVID-19 pandemic a full roll out was expedited and completed in April 2020. The original CAM Business Case outlined the strategic intention and purpose in establishing Resolution Teams was to remove 15% of incident demand from Local Policing.

The adoption of CAM changed the way Police Scotland responded to calls from the public; from one bound by policy driven police responses, to one based on the individual assessment of THRIVE for each caller, empowering staff to decide on the most appropriate response.

2.3 Direct Crime Recording

Direct Crime Recording is one of the CAM Resolution Options available to C3 Division officers and staff following a THRIVE assessment. DCR involves reports of crime without any immediate vulnerability or investigative imperative that would require local officers to attend the incident at the time. Such crimes can be recorded remotely by C3 Division and submitted onto crime systems to be allocated to local officers for investigation. DCR removes the immediacy of demand for Local Policing, providing an alternative option to sending local officers at the time.

When CAM was first rolled out, the scale of DCR was not fully recognised, but emerged during the pandemic due to a need to maximise remote engagement opportunities. Since the inception of CAM there has been a significant increase in the use of DCR which was unforeseen when CAM was first designed and initially rolled out.



2.4 HMICS Assurance Review of CAM

In August 2022, HMICS published their assurance review of the Police Scotland Contact Assessment Model. The review focussed on the operational impact of CAM and made a number of recommendations for improvement.

Recommendation 4 stated:

"Police Scotland should review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion."

2.5 Contact Engagement Resolution Project

The Modernised Contact and Engagement (MCE) Programme is a collection of projects designed to deliver on the Contact and Engagement Strategy. MCE aims to create a seamless public experience, enabled by digital services. The Contact Engagement Resolution Project (CERP) is one of the projects within MCE.

CERP aims to maximise opportunities for remote engagement and resolution, reducing local policing demand and directing appropriate incidents to the right agency through pathway referrals and enhanced collaborative working.

The CERP Full Business Case (FBC) was approved by the Force Change Board in December 2021. The CERP project team have been in place since April 2022.

2.6 Proportionate Response to Crime Proposal / Drivers

One of the deliverables outlined within the CERP FBC is to:

"Support the development of a Proportionate Response to Crime Policy for minor crime – informing decisions around minor crime based on THRIVE, to reduce duplication of effort and improve service for victims."

Within the summary findings of the FBC it was estimated that implementing a Proportionate Response to Crime policy could remove an estimated 10,500 minor crimes from being allocated to Local Policing for enquiry.

The FBC evidenced the requirement for a Proportionate Response to Crime policy and process based on the following user and officer insights around DCR:

- Lack of investigative considerations by the Resolution Team - requiring local officers to start enquiries from the beginning.
- Missed opportunities to ask complainers to secure evidence such as CCTV.
- Victims expressing frustration at having to repeat their reports on multiple occasions.
- Officers taking statements from every complainer, regardless of how minor the crime or the likelihood of detection.
- DCR crime reports being allocated for enquiry where there is no further enquiry required.

In March 2023, Police Scotland was made aware of their funding allocation for 2023-24 which represented a real terms reduction - meaning more than £50m of savings are required to ensure a balanced budget. This has resulted in a number of changes to service delivery, including a reduction of Police Scotland's budgeted officer establishment to 16,600.

Although the proposal to pilot a Proportionate Response to Crime process was not originally influenced by Police Scotland's 2023-24 budget allocation, Proportionate Response to Crime has subsequently become one of the measures under consideration to help maintain effective policing for our communities. Taking a proportionate approach to crime will reduce demand, increase capacity and will help in allowing Police Scotland to continue to deliver a high standard of service while responding to growing and increasingly complex individual and community needs, within a tightening financial environment.

2.7 Proportionate Response to Crime Pilot

In October 2022, the MCE Programme Board approved a CERP request to commence engagement with local Policing Divisions on Proportionate Response to Crime Investigation.

In May 2023, the MCE Programme Board approved CERP's briefing paper recommending that their newly developed Proportionate Response to Crime process be piloted within North East Division.

3. Process

A high-level summary of the Proportionate Response to Crime process followed during the pilot is as follows:

All STORM incidents were subject to a THRIVE assessment by a C3 Division Service Advisor. Through this existing process, incidents deemed suitable to be dealt with by DCR were assessed as having low Threat, Harm, Risk and Vulnerability.

When noting details for a crime report over the telephone, Resolution Team Assistants (RTA's) asked investigative questions of the complainer from which they made a recommendation around the crime reports suitability to be directly filed. RTA's also gave careful consideration to the THRIVE assessment during the DCR process to ensure that any specific needs or vulnerability for the complainer were considered.

Where it was assessed that there were no proportionate investigative opportunities, the reporter was advised that, although the crime report will be sent to their local policing division for review and assessment, it was unlikely the crime report would be allocated for enquiry and as such there was unlikely to be any further contact from police.

RTA's thereafter fully updated the crime report with the circumstances of the crime, their review of investigative opportunities and their recommendation around the crimes suitability for direct filing. Crime

reports deemed suitable for direct filing were marked accordingly and sent to an RTA supervisor for forwarding to the A Division Crime Management Unit.

A Division Crime Management reviewed all DCR crime reports recommended for direct filing and decided if they should be allocated or filed.

Crime reports directly filed were fully visible to Local Area Command teams affording them the opportunity to review the circumstances and allocate filed DCR crime reports for local policing officers to investigate based on local knowledge and/or emerging crime trends.

A process map detailing the Proportionate Response to Crime process used during the pilot can be viewed in Appendix A.

4. Findings

4.1 Projected Impacts and Benefits

The CERP FBC estimated that 15% of DCR crime reports could be directly filed, which equated to around 10,500 crime reports nationally. Further dip sampling of DCR crime reports by the current project team supported the original 15% estimate detailed within the FBC.

However, the dip sampling methodology initially used was assessed to be conservative and, where it was unclear within a crime report if a line of enquiry existed or not (due to lack of appropriate questioning of the complainer) those crime reports were recorded as being unsuitable for direct filing.

Further qualitative analysis for DCR crime reports by the project team estimated that 80% of all DCR crime reports recorded nationally would fall within the agreed crime type criteria and could be considered for direct filing.

In advance of the A Division pilot, the project team delivered basic crime refresher upskill inputs to all Resolution Team Assistants. The inputs reinforced the potential investigative considerations when recording a crime. It also provided a foundation for the development of Proportionate Response to Crime.

4.2 Communications Strategy

The relationship between the police service and the people who live, work in and visit Scotland is vital to building trust and confidence that the service will keep people safe. Policing in Scotland is based on the fundamental principle of policing by consent. Throughout the initial consultation phase of the pilot, local policing divisions unanimously expressed a desire for a proactive Communication Strategy to be developed alongside the new process.

In the lead up to the pilot commencing, a comprehensive Communication Strategy was developed by Corporate Communications with messaging being released to the media at the start of the pilot, and much of the reporting focusing on a “non-investigation” process.

4.3 Case Studies

To aid understanding of the process and the types of scenarios where the Proportionate Response to Crime process has been applied, examples of crime reports recorded during the pilot have been provided within Appendix B.

4.4 Crime Statistics – Outcome

The headline crime figures from the 12 week A Division Pilot are as follows:

- A total of 10,121 crime reports were recorded within A Division
- 18% (1,773) of those crime reports were recorded by DCR
- 79% (1,400) of those DCR crime reports met the criteria for Proportionate Response to Crime
- 519 (37%) of the 1400 crime reports were recommended for direct filing
- 9% (47) of the crime reports recommended for direct filing were allocated for enquiry by A Division
- At the time of writing 3 of those 47 allocated crime reports have been solved
- A Div Sergeants chose to directly file 6 (0.7%) crime reports recommended for allocation
- **27% (472) of all A Division DCR crime reports were directly filed - this equates to 4.6% of all A Division crime reports**

It has not been possible to obtain accurate solvency figures to ascertain if the Proportionate Response to Crime pilot has impacted positively or negatively on the A Division solvency rate. This is because a significant number of crime reports allocated for enquiry are still live enquiries which have not yet been concluded.

4.5 Productivity Gains & Demand Reduction

One of the potential benefits of a Proportionate Response to Crime policy is to reduce demand on front line officers, thus increasing their capacity to spend time investigating crimes with proportionate lines of enquiry which could subsequently result in the perpetrator being identified.

In order to evidence productivity gains and demand reduction, there is a requirement to estimate how many police officer hours could be freed up through a Proportionate Response to Crime policy.

There is no specific data available to show the average investigation time for DCR crime reports directly filed under Proportionate Response to Crime (i.e. crime reports that contain no proportionate investigative opportunities). Nevertheless, results from the Demand and Productivity Unit (DPU) 'Crime Survey' contain average investigation times for individual offence types. CERP have worked with the DPU and their 'Crime Survey' data in order to estimate how many police officer investigation hours have been freed up during the 12-week pilot.

The average investigation time for each crime is made up of the following elements:

- Police Database Searches
- Door to door enquiry (including travel time to and from)
- Time spent noting a statement from the witness / complainer (including travel time to and from)
- Time spent carrying out a CCTV trawl / enquiry (including travel time to and from)
- Time spent updating the complainer on the progress of the enquiry
- Time spent updating police systems

Based on the DPU Crime Survey data, the 472 crime reports directly filed during the 12-week pilot freed up 2,657 non-cashable Police Officer hours.

The non-cashable time savings allow the opportunity for front line officers to focus on other priorities in their local communities.

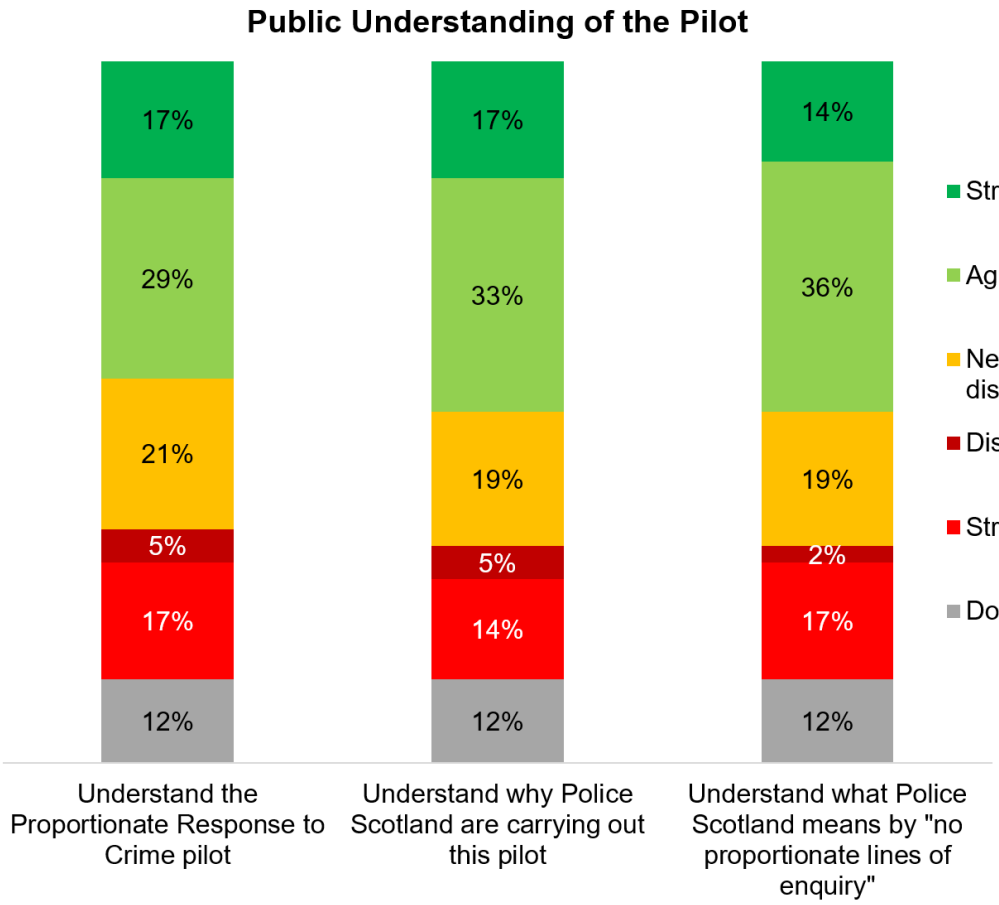
4.6 Strategy and Insight

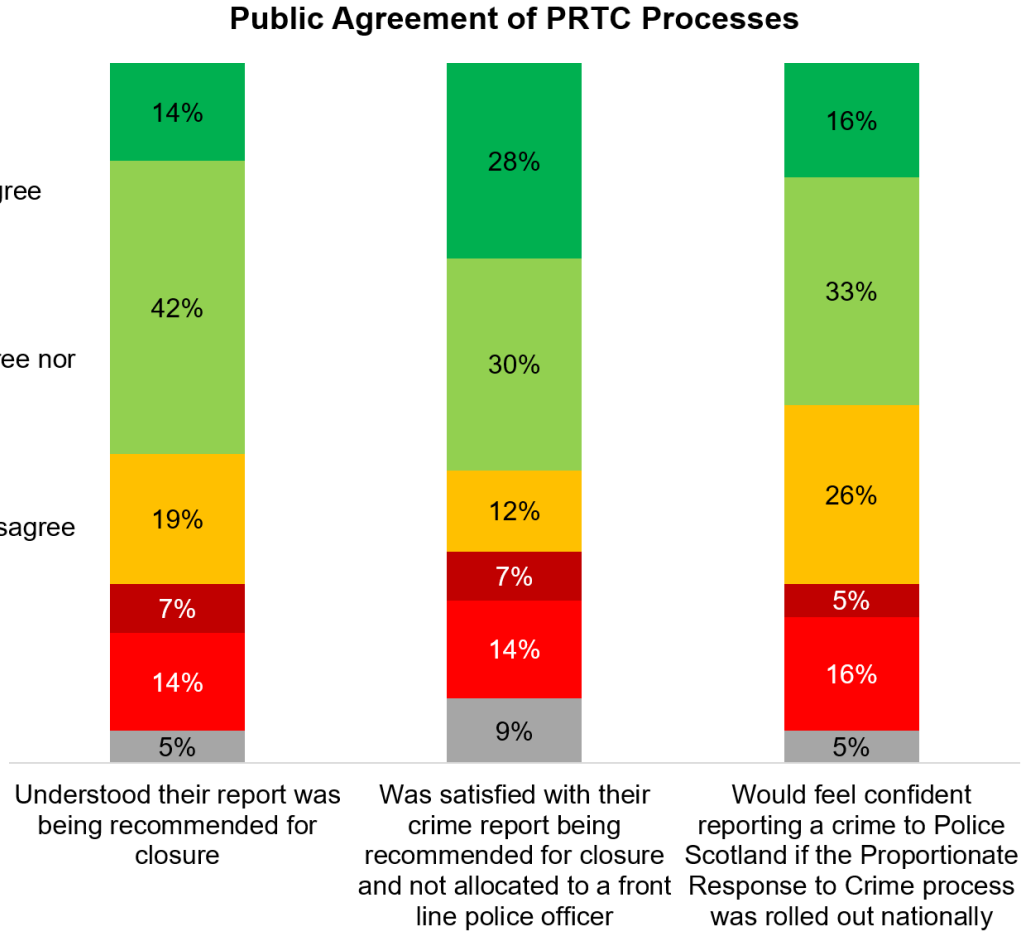
To support the evaluation of the A Division Proportionate Response to Crime pilot, CERP worked with Strategy, Insight & Engagement to obtain the views of the public and staff on the pilot.

Below is a summary of the findings held within the Insight Pack which can be found within Appendix C.

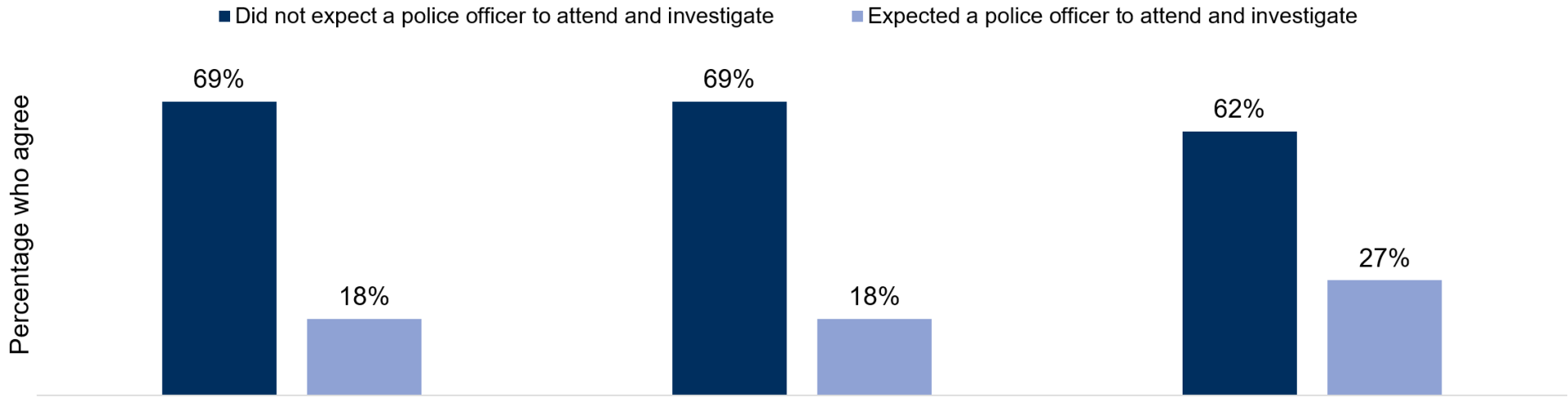
Public Survey

Key insights from the public survey responses are captured in the following graphs:





Expectations v Agreement with Process



69% of those who did not expect to receive officer attendance agreed they understood their report was recommended for closure, 51% higher than those who were expecting officer response.

69% of those who did not expect to receive officer attendance agreed they were satisfied their report was recommended for closure, 51% higher than those who were expecting officer response.

62% of those who did not expect to receive officer attendance agreed they would feel confident reporting a crime if PRTC was rolled out nationally, 35% higher than those who were expecting officer response.

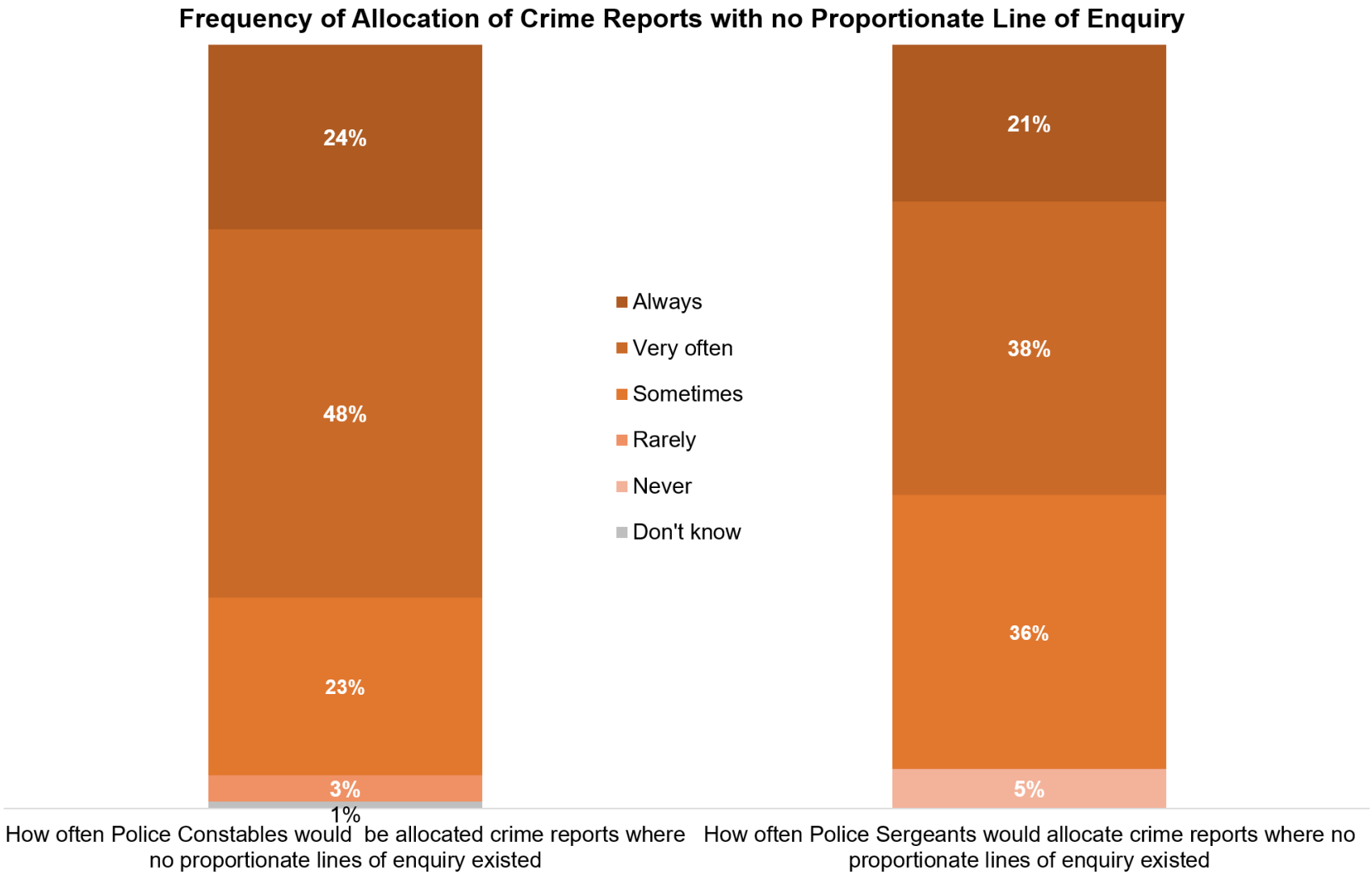
"I think perhaps where residents are fearful, or this is an indication that they may be, a face to face visit from a Police Officer may offer some reassurance. ***Of course, this should be based on your risk assessment and the gravity of what has been reported.*** *It is important to try to understand* ***how the victim may be feeling*** *and whilst it is accepted that you cannot always resolve all the crimes reported, a courtesy call/presence may help a person in distress."*

"To be fair, first time I have contacted police in a long time. ***Reported incident more for information as knew details given were not enough to take forward. However totally happy with response and timeline****. So no complaints. You guys have a hard enough job as it is. So well done 👍"*

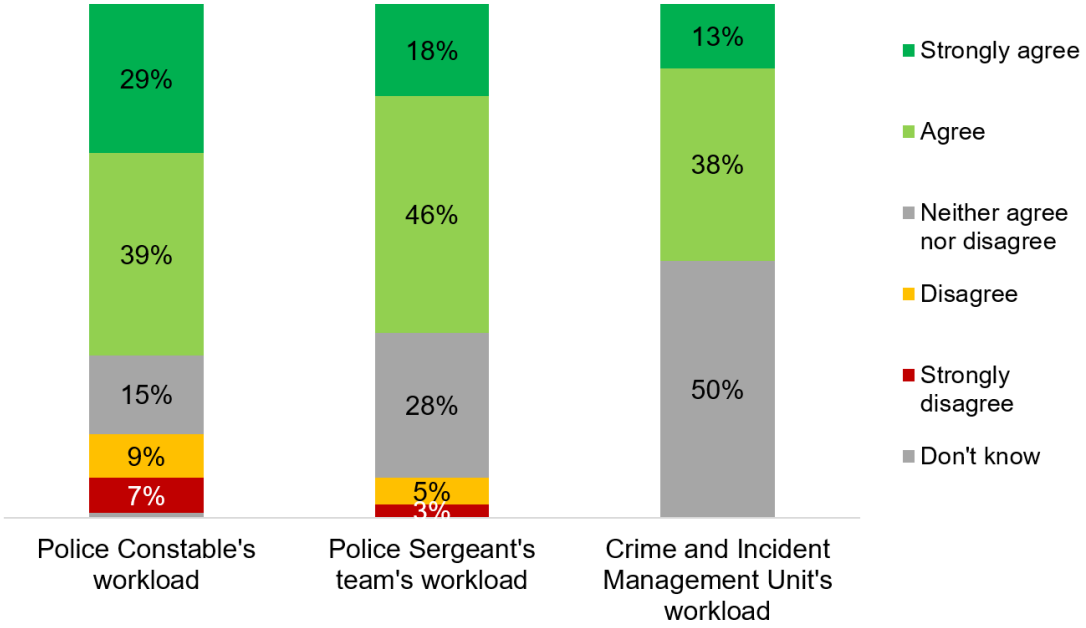
"The follow up call I received was handled ***very professionally and with an appropriate amount of understanding****, for which I was grateful."*

A Division Staff Survey

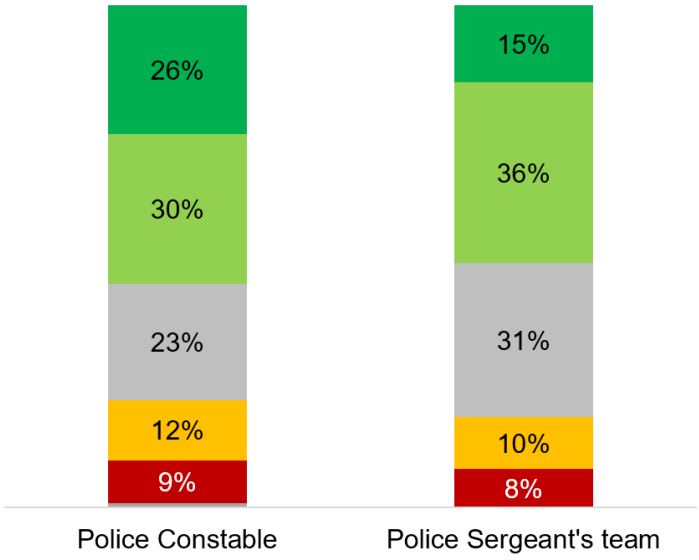
Key insights from the A Division staff survey responses are captured in the following graphs:



Q: Since the Proportionate Response to Crime pilot has started, I have noticed a difference in my/my team's crime report workload.



Q: Since the Proportionate Response to Crime pilot has started, I/my team have more time to investigate crime reports that have a proportionate line of enquiry.



"There has been a significant reduction in Crime Reports requiring to be allocated daily which is an enormous relief to officers workload which at times can be unmanageable due to the volume. This has assisted officers greatly with them able to concentrate, prioritise their workload and have more time to progress enquiries. It has also boosted morale and has been well received."

"This has been a huge positive in lessening the burden on an already stretched CPT, allowing for proportionate lines of enquiry to be carried out in a more timely manner for relevant enquiries, as well as providing officers more time to submit reports/statements etc in a more timely manner and to a better standard."

"Frontline officers should be made explicitly aware of PRTC; I was not aware until I saw the email requesting me to complete this survey (that may have been a previous email oversight by me). I spoke with other members of my team who were also unaware. It would definitely be a morale booster for the frontline, so it should be highlighted more effectively to them! Great initiative, thanks."

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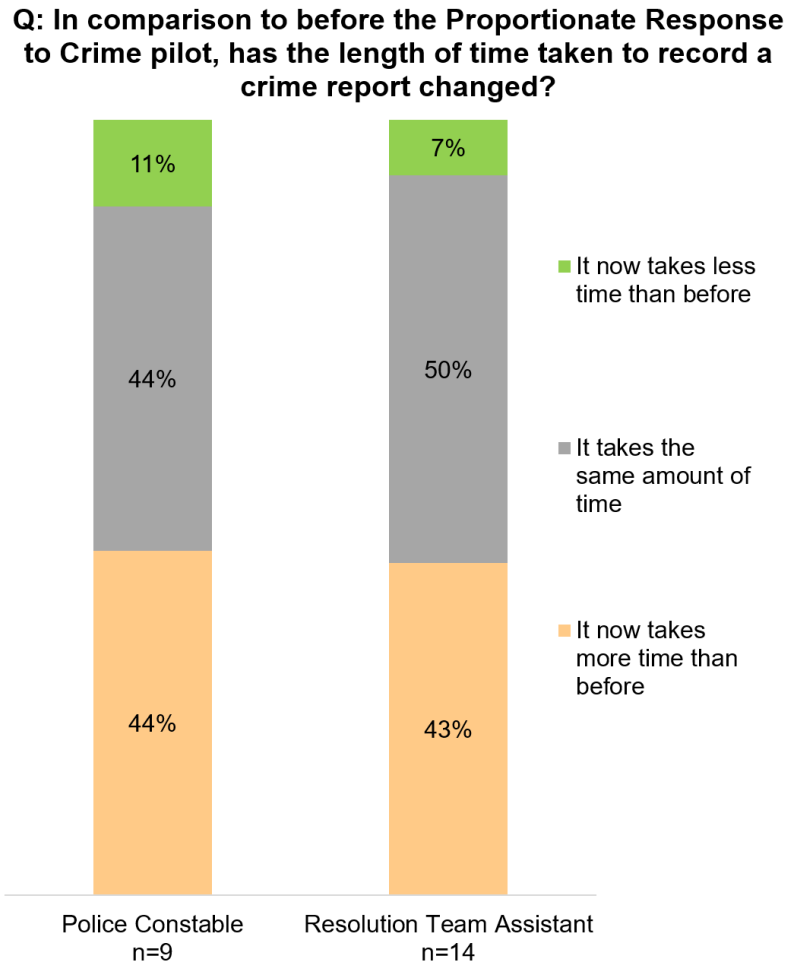
"Given the climate we are operating in now it allows frontline officers more time to deal with more serious matters."

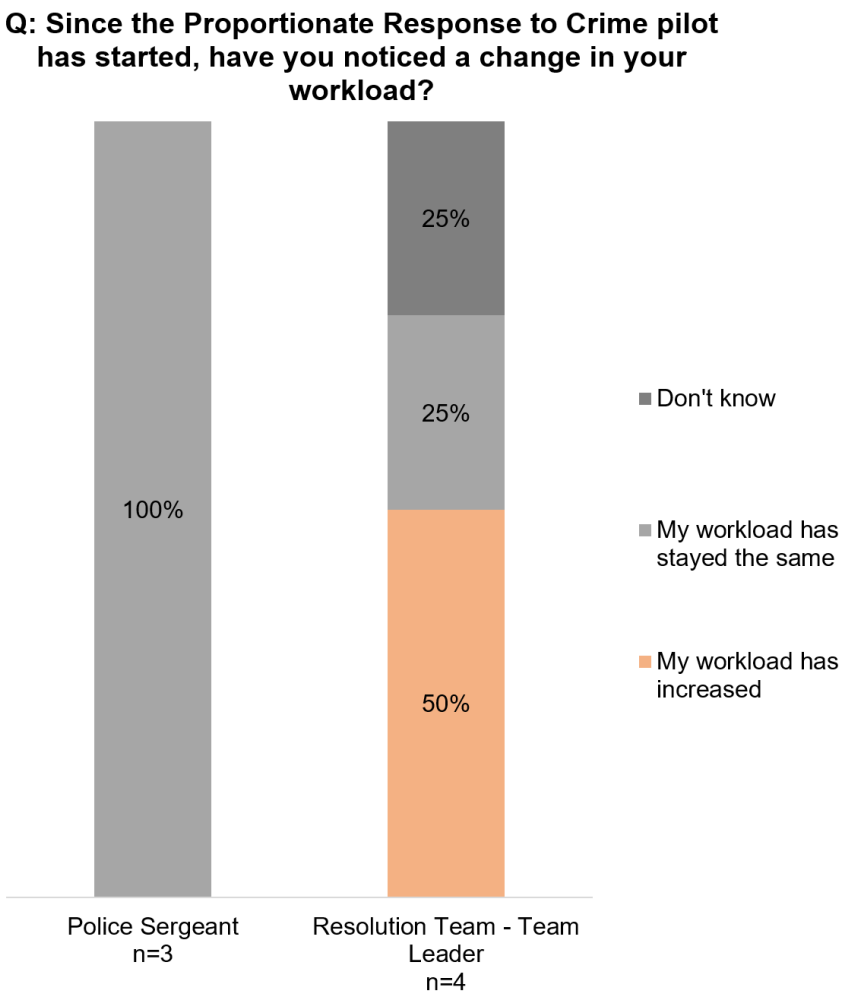
"While I note that this initiative should be giving us more time to investigate crime and I am sure to some extent that it is, given that we are now running all the time with significantly less staff than ever, it doesn't feel like it."

"I would also say it is difficult to measure whether the team are being afforded more time to complete enquiries which have proportionate lines of enquiry, due to them dealing with various matters which are not even criminal - such as mental health etc. This of course is a different challenge and conversation."

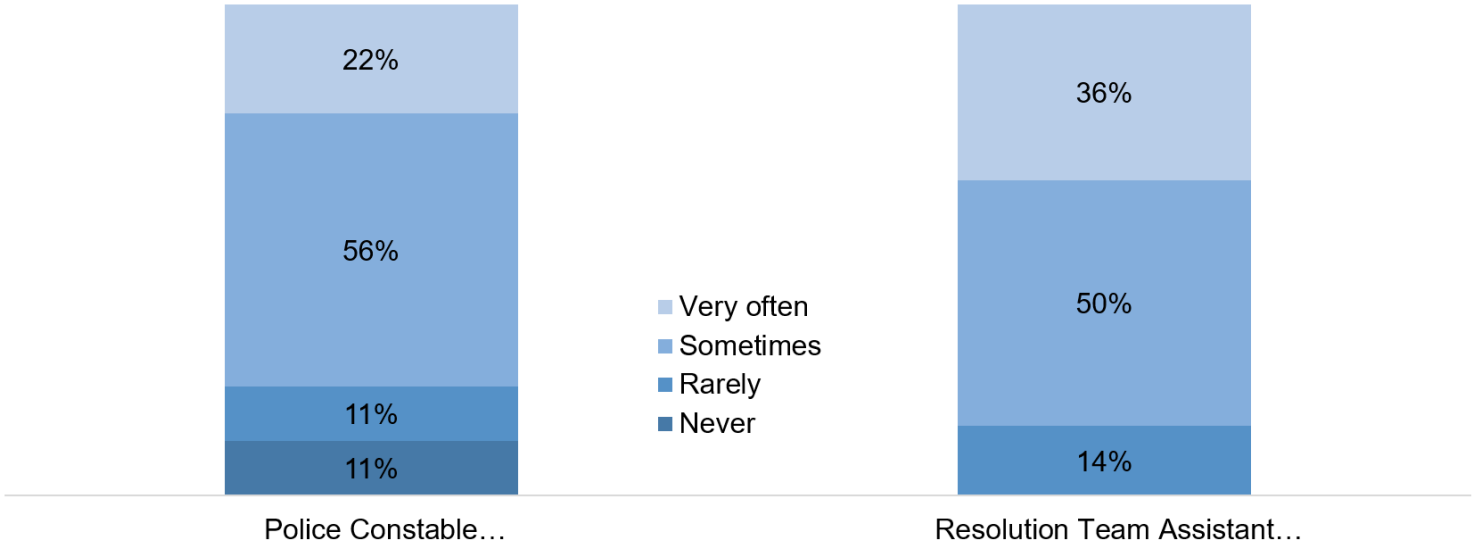
C3 Division Staff Survey

Key insights from the C3 Division staff survey responses are captured in the following graphs:





Q: Prior to Proportionate Response to Crime, how often did a reporter advise you that they only wanted the crime reference number and did not expect an enquiry to be carried out?



"I had no issue that caused me to seek support so cannot comment. Email updates on arising issues were useful although I did not have any problems with CR's submitted under scheme."

"CERP team have always been on hand to deal with any questions and it was a very open communication between RTA's and the CERP team. The Teams group chat that was set up has helped RTA'S learn form others asking questions also."

"I felt extremely supported after the briefing by the trainers. Andy and Stacey were very helpful and stayed with us for the first few days of the pilot as they knew there would be lots of initial questions in the beginning. After this, they created a group chat for any further questions that we needed answers to which was so helpful as most of the RTA's had the same questions and it was easy for us to refer back to. During the pilot, both Andy and Stacey have kept us updated with anything that had changed or any feedback they had received which was great to know."

"Perhaps having more examples on the Proportionate pages with examples as they developed would be useful with common scenarios and guidance but appreciate still early days and some decisions needed more time for consultation and agreement with stakeholders like crime management and crime registrars."

"Andy & Stacey were great! clear instruction and direction, and on hand/contactable when we had questions."

4.7 User Experience and Your Police Surveys

Analysis of data from the User Experience and Your Police surveys was conducted to provide further insight into the impact of the pilot. There are only minor percentage differences in average responses to relevant User Experience survey questions. This includes before and during the pilot in A Division and in comparison with national responses. Only a small number of qualitative responses referenced the pilot in the Your Police Survey.

4.8 Progressive Focus Groups

To complement the staff and public surveys detailed above, Police Scotland commissioned a private company to undertake an additional qualitative strand of research into the Proportionate Response to Crime pilot.

These insights were obtained via a number of focus groups with Police Officers, Staff and members of the public in North East Division and are summarised below:

Public

- The public broadly understand the pressures facing the police service (limited staff/budget) and that this might necessitate prioritisation of crime.
- The public worry that the police don't appreciate the many facets of an individual case that might impact how someone feels about their report being filed and that the police haven't explored all possible avenues before deciding to file a crime report.
- The public see Proportionate Response to Crime as part of an ongoing trend of the police retreating from public life and may lead to the police being less aware of what's happening in their local communities.
- The benefits of Proportionate Response to Crime must be clearly communicated to the public.

Police

- The police have too much to do and not enough resource to meet demand for services.
- Police Officers and staff understood why Proportionate Response to Crime had been set up and will lead to improving morale, better managing public expectations and achieve a more efficient use of resources.
- Police staff felt empowered by the new process and now have greater autonomy in their role.
- There was a unanimous view that Proportionate Response to Crime should be rolled out across Scotland.
- The Proportionate Response to Crime process should be extended to other crimes such as fraud and cybercrime.
- Feedback from officers and staff suggests that the public have responded positively to the pilot.
- The benefits of Proportionate Response to Crime (increased morale, freeing up time for proactive and responsive policing, and enabling colleagues to focus on the most critical cases and vulnerable people etc.) should be clearly communicated to the public.

5. National Roll Out Projection

The following table projects the potential demand reduction and capacity release achievable by rolling the Proportionate Response to Crime process out across Police Scotland. The projection is made on the assumption that the A Division pilot results (27% of all DCR crime reports being directly filed) are replicated in each division.

Division	Projected DCR CR's recorded in 12 months	Demand Reduction	Productivity Release
		DCR CR's directly filed	Police Officer Investigation hours saved
N	2,742	823	4,628
A	7,483	2,245	12,629
D	8,175	2,453	13,797
E	10,686	3,206	18,035
J	5,858	1,757	9,887
C	4,642	1,393	7,834
P	6,212	1,864	10,484
G	14,170	4,251	23,915
Q	8,688	2,606	14,663
U	5,304	1,591	8,952
K	3,972	1,192	6,704
L	1,656	497	2,795
V	1,218	365	2,056
TOTAL	**80,806**	**24,242**	**136,376**

The police officer investigation hours saved have been calculated using the DPU 'Crime Survey' results which contain the average investigation times for individual offence types.

If achieved, the projected annual police officer investigation hours saved would result in a yearly capacity release of 21.5 hours for every response and community policing constable in each local policing division across Scotland.

C3 Division Resolution Team Management are confident that following the Proportionate Response to Crime process is achievable within the existing process time available for Resolution Team Assistants to process a DCR incident / appointment and record a crime report. Rolling out the Proportionate Response to Crime process should not therefore result in a reduction in the number of available DCR appointments nor require an uplift in RT staff.

6. Learning Point

6.1 Learning Points

The project team have recorded the following operational learning points which should be factored in to any further roll out plans:

1. Training for Crime Management and RT officers and staff should be delivered in person.
2. Post training Quality Assurance is imperative to the success of the process.
3. Crime Management Units have disparate working practices and staffing levels making it difficult to assess the impact a future roll out would have. This needs to be carefully worked through with each division.

4. A number of minor amendments to COS UNIFI are considered desirable to make the process more efficient and effective.

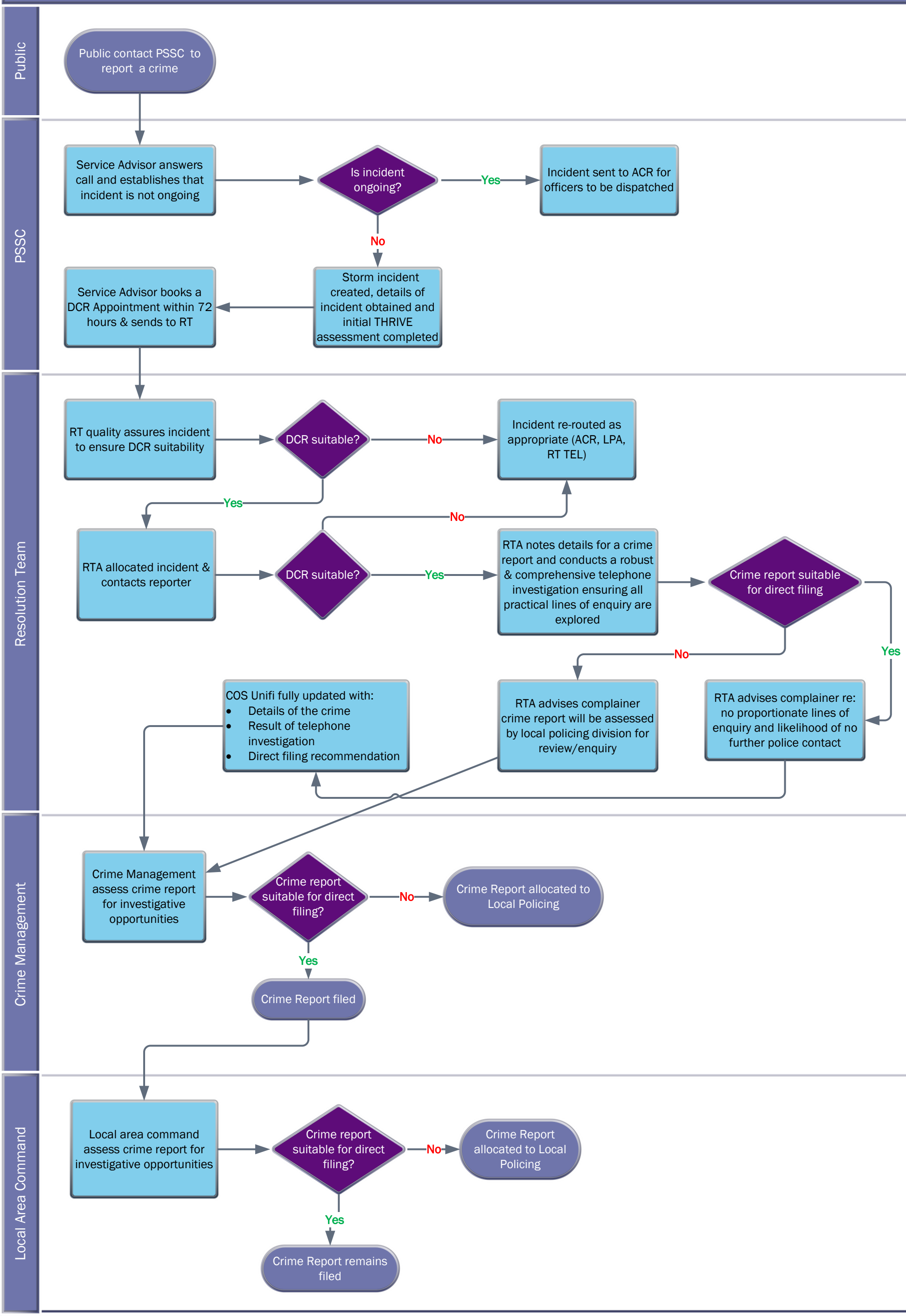
7. Recommendations

Based on the findings of this report, CERP make the following recommendations:

1. The Proportionate Response to Crime process for DCR crime reports should be rolled out across Police Scotland.
2. The project board supports the submission and prioritisation of a Potential Application & Functionality Assessment (PAFA) Form requesting efficiency amendments are made to COS UNIFI. This will require further assessment by COS.
3. Consideration should be given to extending Proportionate Response to Crime practices to local policing by empowering front line officers to directly file crime reports that they record where no proportionate lines of enquiry exist.
4. Police Scotland should update their Crime Investigation Standard Operating Procedure to make it clear that enquiry officers do not require to note a statement for every crime report allocated to them for enquiry.

Proportionate Response to Crime Investigation Process

Version 1.4



Contact Engagement Resolution Project

Proportionate Response to Crime – Crime Case Studies

POLICE SCOTLAND
Keeping people safe

1. Purpose

This report provides provides a number of examples of crimes reported to Police during the A Division Proportionate Response to Crime pilot.

2. Crime Examples

Case Study 1

A retailer reported the theft of a packet of crisps, the suspect had left the store without paying. The incident was captured on CCTV and showed a child aged between 14 & 16 as having been responsible. This was allocated to a local officer for enquiry.

Case Study 2

The caller reported that they had parked their car in car park for 6 hours. On returning they noticed damage to their rear bumper which appeared to have been caused by another car. No note had been left on the callers car and no CCTV covering the car park. The caller was advised that the crime report would be recommended for direct filing.

Case Study 3

The caller reported on returning home from a walk they realised their mobile phone was no longer in their pocket. The caller re-traced their steps however couldn't find their phone. The caller was unable to trace or track their phone and it was turned off, leading the caller to believe someone had found their phone. There was no public CCTV covering the streets walked by the caller and the phone had not been handed in to the police. The caller was advised that the crime report would be recommended for direct filing.

Case Study 4

The caller reported that they parked their car in a public street near to their house, on returning to the car four days later they found damage to the car's paintwork. It appeared the damage had been caused deliberately. There was no note left on the car, their neighbours had not seen anything and there was no CCTV in the street. The caller was advised that the crime report would be recommended for direct filing.

Case Study 5

The caller reported that they had returned home to find their house window had been smashed. There had been nobody at home for eight hours and nobody had seen what had happened or when it happened. The caller and her neighours did not have any CCTV or doorbell cameras. No forensic opportunities existed and the damage had already been repaired. Despite the lack of any proportionate lines of equiry the crime report was allocated to a local officer as the reporter was assessed as being vulnerable.

Case Study 6

The caller reported that their bag was left unattended for a period of time within a public park. On returning home they realised their mobile phone was no longer in their bag. The caller was unable to trace or track their phone and it was turned off, leading the caller to believe someone had taken their phone. There was no CCTV covering the area. The caller was advised that the crime report would be recommended for direct filing.

At a later date, the caller recontacted police to advise that their phone now appeared to be on and showing a live location. The crime report was re-opened and allocated to a local officer for enquiry. Following enquiries the callers phone was recovered and the person responsible was traced.

Case Study 7

The caller reported that a delivery driver had left a parcel outside their door which was within a common close. On the caller returning home the parcel was missing. The caller spoke with neighbours who confirmed they didn't have the parcel nor see anyone taking it. The caller advised that there was no internal or enxternal CCTV. The caller was advised that the crime report would be recommended for direct filing.

On local officers assessing the crime report, using local knowledge they were aware of CCTV cameras covering the main door to the building. The crime report was allocated to a local officer for enquiry.

Case Study 8

The caller reported that they had not been at home for four weeks. On returning home she noticed two ornaments were missing from her front garden. The caller had spoken to her neihbours and nobody had see anything. There was no CCTV covering her garden. The caller was advised that the crime report would be recommended for direct filing.

Case Study 9

A public body emailed the police reporting that an information sign within a car park had been deliberately damaged. The time of the damage was unknown and there was no CCTV coverage. The police made three unsuccesssful attempts to speak with the reporter. The crime report would be recommended for direct filing.

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Proportionate Response to Crime Pilot: Public and Colleague Survey Insights

Research and Insight
December 2023

Contents

Summary of Insights: Public Responses

The majority of public responses received to the Proportionate Response to Crime survey were from the Aberdeen City area (58%), followed by equal responses from Aberdeenshire and Moray (21%). 43 responses were received in total. Key insights from the public survey responses were:

- Almost half (49%) of respondents were expecting to receive a crime reference number (e.g., for insurance purposes) and 30% were not expecting a police officer to attend and investigate. 26% were expecting officer attendance.
- Most respondents (91%) were not aware that the pilot was running in their area.
- 45% of respondents agree or strongly agree that they understand the pilot, with a further 50% agreeing or strongly agreeing that they understand why the pilot is being carried out and what is meant by “no proportionate lines of enquiry”.
- 46% agree or strongly agree they understood that their report was being recommended for closure when their crime was being recorded. 58% were satisfied with their crime report being recommended for closure and not allocated to a front-line police officer.
- 49% would feel confident reporting a crime to Police Scotland if the Proportionate Response to Crime process was rolled out nationally.
- Public expectation of officer attendance is an important factor in relation to understanding, satisfaction and confidence in the context of Proportionate Response to Crime. 69% of those who did not expect to receive officer attendance agreed they were satisfied their report was recommended for closure, 51% higher than those who were expecting officer response.
- Across qualitative responses, respondents shared concerns around the risks of crime increasing if the approach was rolled out. Some understood the need and benefits of the approach, whilst others suggested this was an “excuse to do nothing”.

Analysis of data from the User Experience and Your Police surveys was conducted to provide further insight into the impact of the pilot. There are only minor percentage differences in average responses to relevant User Experience survey questions. This includes before and during the pilot in A Division and in comparisons with national responses. Only a small number of qualitative responses referenced the pilot in the Your Police Survey.

Summary of Insights: Colleague Responses

In total, there were 30 responses to the Proportionate Response to Crime survey from C3 Division and 163 from A Division. Key insights from the colleague survey responses have been outlined.

C3 Division

- 97% of C3 colleagues stated they feel confident in applying the Proportionate Response to Crime process. 96% of Police Constables and Resolution Team Assistants feel confident in informing someone that their crime report is being recommended for filing.
- C3 colleagues provided positive responses about the support they received from CERP, stating this was helpful, supportive and proactive.
- Most colleagues (48% average between Police Constables and Resolution Team Assistants) reported that recording crime reports takes the same amount of time as it did before the pilot. On average, 43% of C3 colleagues reported that this takes more time in comparison to before the pilot. A small number of colleagues stated it takes less time than before, a higher proportion of these responses were from Police Constables.
- All Police Sergeants stated their workload has remained the same since the pilot started, half of the Team Leaders (n=2) stated their workload has increased. No Police Sergeants or Team Leader reported a reduction in their workload.
- Most colleagues stated reporters only required crime reference numbers ‘sometimes’ or ‘very often’.
- Colleagues suggested the process could be improved by increasing knowledge of the process across departments, increase feedback when reports are returned, including more crime types and increasing public awareness of the pilot.

Summary of Insights: Colleague Responses

A Division

- The vast majority of A Division colleagues were aware of the pilot, understood it and how it would affect their role. Police Constables generally had less awareness of this than sergeants and CIMU colleagues.
- 72% of Police Constables report, prior to the Proportionate Response to Crime pilot, they would be allocated crime reports where no proportionate lines of enquiry existed “very often” or “always.” 59% of Police Sergeants report allocating crime reports where no proportionate lines of enquiry existed always or very often.
- 68% of Police Constables and 64% of Police Sergeants have noticed a difference in their own or their team’s workload since the pilot started. 51% of CIMU colleagues agree they have noticed the difference in their workload. 56% of Police Constables and 51% of Police Sergeants agree that they or their team had more time to investigate crime reports with proportionate lines of enquiry.
- Open ended comments reflected the positive difference relating to receiving a reduced number of crime reports for allocation. Colleagues shared how this can boost morale, particularly for frontline officers. Other colleagues shared that they have not experienced the benefits of reduced crime reports due to the wider demands they face, with particular reference to non-criminal calls and reduced staffing levels in the division. This was not directly related to the pilot, with many colleagues being aware of the benefits despite not experiencing this for themselves at this time.
- The majority of respondents have not had any interactions with the public regarding the pilot. Where these interactions have occurred, responses from the public have been mixed. Where negative interactions occurred, colleagues stated that explaining the process to members of the public helped to change their view.

Areas for Consideration

- Multiple examples were provided relating to public misunderstanding of the Proportionate Response to Crime process. Accessible communication in terms of what the police service is doing locally to address concerns is key to improving indicators identified in the Your Police survey. How we tell the story about what we are doing every day to keep people and communities safe is key. This is a driver of public confidence, so any improvement in these areas will likely increase confidence, as well as trust, in Police Scotland.

- It is clear across our engagement activities that a key driver of positive user experience is police attendance. In cases where this is not deemed proportionate, the way we make people feel, particularly in our use of language, approach and compassion, is as important as the outcome of the report in ensuring that the individual feels safe, protected and likely to contact and cooperate with the police, and report crime, in the future.

- Public expectation of police attendance is an important factor in relation to understanding, satisfaction and confidence in the context of Proportionate Response to Crime. It is important to consider how greater awareness of the approach may benefit managing these expectations.

Suggestions for national roll out

All colleagues were asked for suggestions for rolling out the approach nationally. Most responses were positive, stating the approach was effective. Suggestions made related to:

- Increasing public communications to raise awareness and understanding. The need for this can be seen from both colleague and public responses.
- Inclusion of more crime types (e.g., low level fraud).
- Increase awareness for frontline officers about Proportionate Response to Crime.
- Further training about what constitutes a ‘proportionate’ line of enquiry, ensuring all divisions are aware and have received briefings.
- Improve consistency and quality assurance in crime report quality and increase feedback when reports are returned.

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Public User Survey

Public Responses

Demographics

Council area	Percent	Count
Aberdeen City	58%	25
Aberdeenshire	21%	9
Moray	21%	9

Gender	Percent	Count
Woman	53%	23
Man	42%	18
Prefer not to say	2%	1
Not Answered	2%	1

Sexuality	Percent	Count
Heterosexual	81%	35
Bisexual	7%	3
Prefer not to say	5%	2
Other (please specify)	2%	1
Gay	2%	1
Not Answered	2%	1

Ethnicity	Percent	Count
White Scottish	78%	32
White other British	7%	3
Any other white ethnic group	7%	3
Any mixed or multiple ethnic group	2%	1
African, African Scottish or African British	2%	1
Indian, Indian Scottish or Indian British	2%	1

Physical or mental health conditions or illnesses	Percent	Count
No	74%	32
Yes	21%	9
Don't know	2%	1
Not Answered	2%	1

Age	Percent	Count
19-24 years old	2%	1
25-34 years old	5%	2
35-44 years old	12%	5
45-54 years old	34%	14
55-64 years old	29%	12
65-74 years old	12%	5
75-84 years old	5%	2

Religion	Percent	Count
No religion	51%	21
Church of Scotland	24%	10
Roman Catholic	10%	4
Any other religion	5%	2
Other Christian	5%	2
Prefer not to say	2%	1
Hindu	2%	1

Caring responsibilities	Percent	Count
No	83%	33
Yes - unpaid care provider full-time	10%	4
Yes - unpaid care provider part-time	5%	2
Prefer not to say	3%	1

43 responses were received from members of the public from across A Division. The majority of these were from the Aberdeen City area (58%), followed by Aberdeenshire (21%) and Moray (21%).

We received the majority of responses from people who are White Scottish (78%), identify as women (53%) and do not have any physical or mental health conditions or illnesses (74%).

Reporting Expectations

When reporting the crime to Police Scotland:

- 49% (n=21) were expecting to receive a crime reference number (e.g., for insurance purposes);
- 30% (n=13) were not expecting a police officer to attend and investigate; and
- 26% (n=11) were expecting officer attendance.

Those who responded “Other” (16%, n=7) stated:

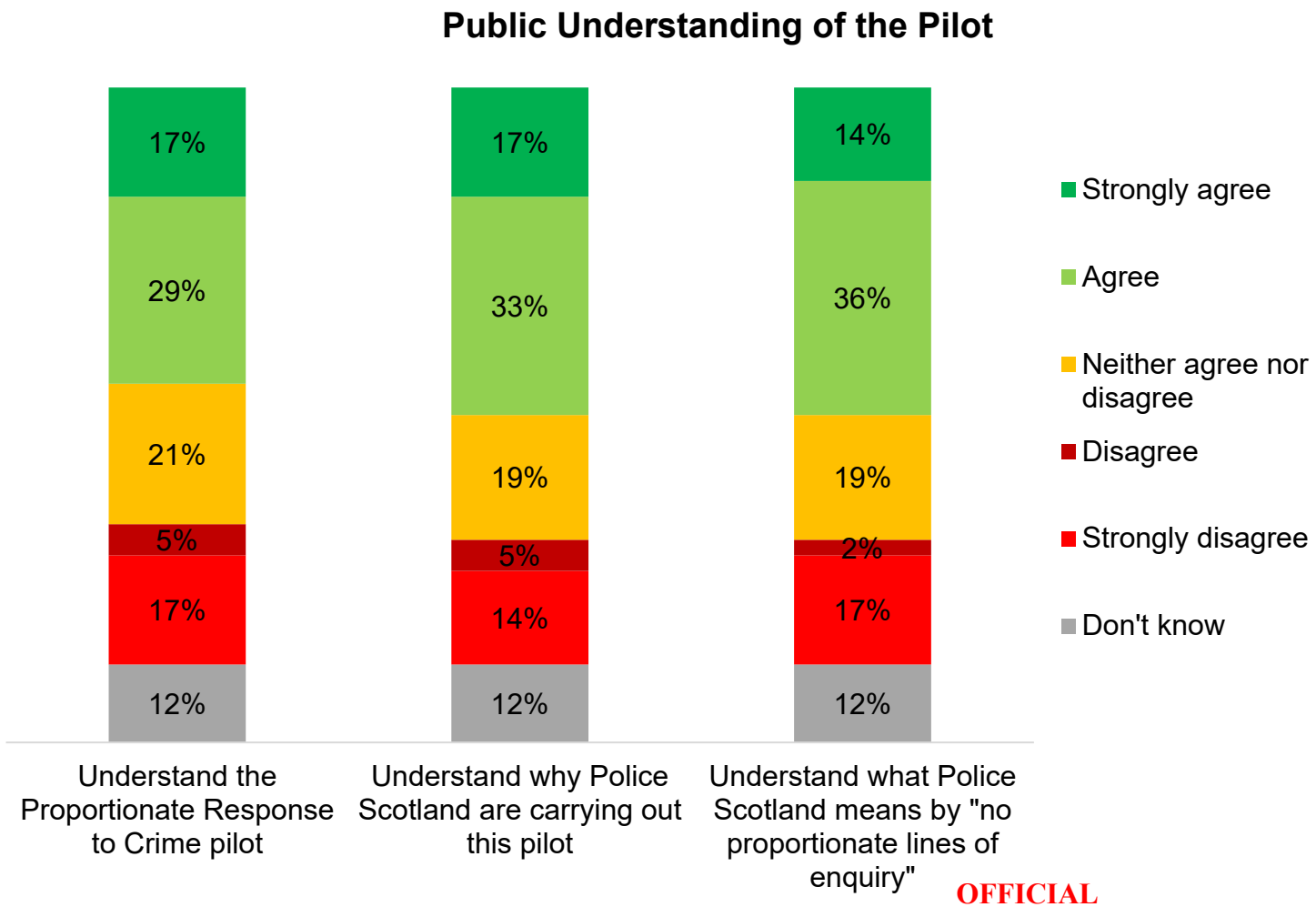
- For general advice and peace of mind;
- To provide awareness of vulnerabilities;
- To know if there would be an update e.g., whether the perpetrator of the crime had been caught or if further officer liaison was necessary;
- To add their case to police data base in the hopes of informing the police of similar local crime in the area.

Before calling Police Scotland, the majority of respondents, 91% (n=39), were not aware that a 12-week Proportionate Response to Crime pilot was being run within their area. 7% (n=3) were aware and 2% (n=1) weren't sure.

Those that were aware found out via the national and local media coverage. Reference was made to the “political outrage” of the issue in the media. No respondents were made aware via Police Scotland’s own social media.

Public Responses

Understanding of Proportionate Response to Crime



45% agree or strongly agree they understand the Proportionate Response to Crime pilot.

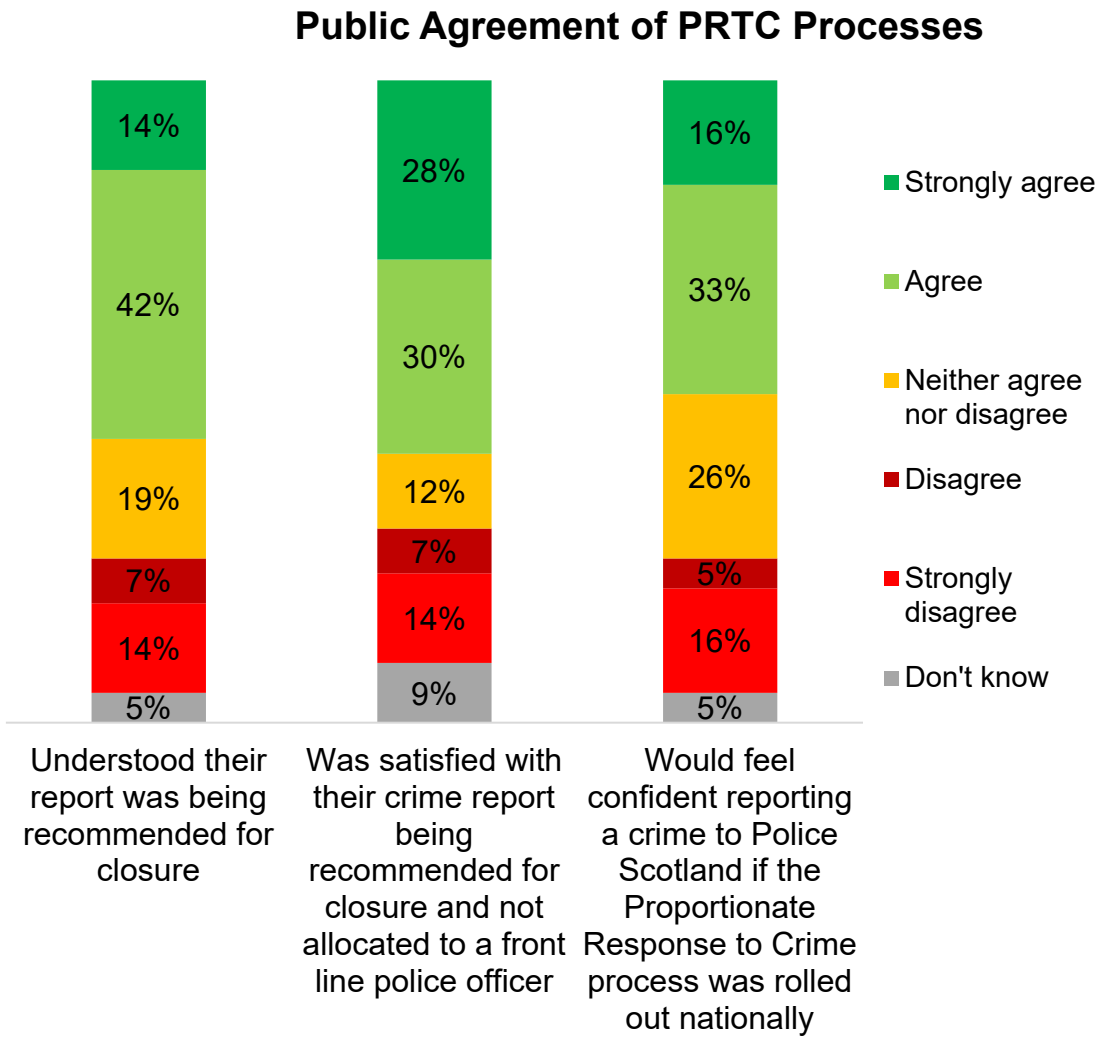
50% agree or strongly agree they both understand why Police Scotland are carrying out this pilot and what is meant by "no proportionate lines of enquiry.“

Open-ended comments were mixed in their perceptions of the pilot. Concerns were raised by those with little awareness of the pilot relating to the potential impact of advertising this approach. They worried it would encourage an increase in crime.

Some comments reflected their understanding of the need for Police Scotland to change how it operates to adapt and be effective.

Public Responses

Views on the Proportionate Response to Crime Process



46% agree or strongly agree they understood that their report was being recommended for closure when the details of their crime were being recorded over the phone.

58% were satisfied with their crime report being recommended for closure and not allocated to a frontline police officer.

49% feel confident reporting a crime to Police Scotland if the Proportionate Response to Crime process was rolled out nationally.

Open-ended comments were mixed, with some sharing their engagement with courteous and professional colleagues. Those that were confident about reporting a crime in the future appreciated being kept “in the loop” with regards to the pilot.

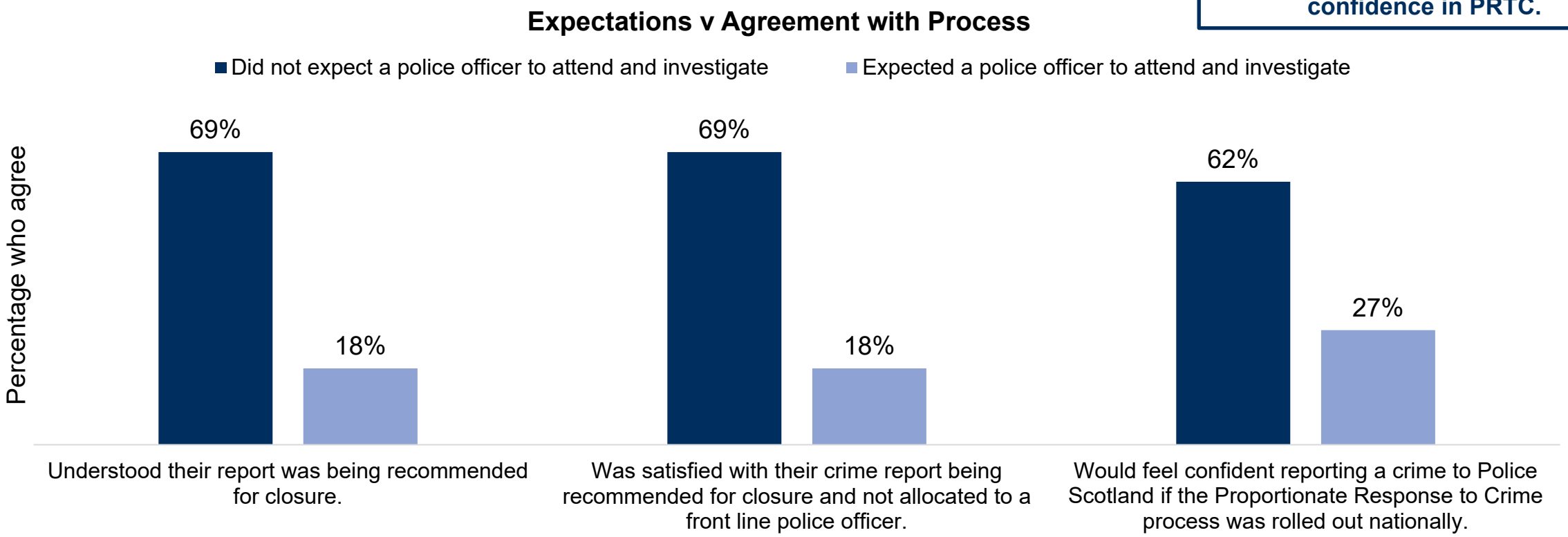
Accessibility issues were raised as a barrier to feeling properly informed of their case status, where updates were not provided in an accessible way for the reporter.

There is a sentiment from some respondents that the pilot is an “excuse to do nothing,” and will result in an increase in “petty” and “low level” crime. Some expressed a sentiment that it is a “waste of time” to contact the police.

Public Responses

Expectations

Expectations of officer attendance matter when it comes to the public's understanding, satisfaction and confidence in PRTC.



69% of those who did not expect to receive officer attendance agreed they understood their report was recommended for closure, 51% higher than those who were expecting officer response.

69% of those who did not expect to receive officer attendance agreed they were satisfied their report was recommended for closure, 51% higher than those who were expecting officer response.

62% of those who did not expect to receive officer attendance agreed they would feel confident reporting a crime if PRTC was rolled out nationally, 35% higher than those who were expecting officer response.

Public Responses

What else do you think is important for us to know?

Respondents expressed concern that this new approach will result in an increase of crime, as perpetrators of crimes that don't result in harm or pose a risk, will feel empowered. Some felt it important that more CCTV should be in their local area to assist in providing viable lines of enquiry.

One respondent highlighted feeling like the assessment of their case as "low level" disregarded the personal impact of the crime (i.e. theft). We know a key driver of positive user experience is police attendance. In cases where this is not deemed proportionate, the way we make people feel, particularly in our language, approach and compassion, is as important as the outcome of the report, in ensuring that the individual feels safe, protected and likely to contact and cooperate with the police in the future.

It's important that THRIVE assessment processes ensure people feel adequately listened to and their concerns fully understood, so that their call can be assessed and triaged appropriately, reducing feelings of not being taken seriously.

"To be fair, first time I have contacted police in a long time. ***Reported incident more for information as knew details given were not enough to take forward. However totally happy with response and timeline****. So no complaints. You guys have a hard enough job as it is. So well done*

"If proportional response policing means the society we live in ***accepts this afore-stated scenario [property damage] as acceptable and tolerable*** *then I fear for my, my children's, and my grandchildren's future safety on the streets of Aberdeen."*

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User Experience and Your Police Surveys

Methodology

This pack includes analysis of data from Police Scotland's User Experience Survey (23/24).

- The User Experience survey is our independent survey to measure and enhance people's experience of contacting Police Scotland, administered by Progressive Partnership Ltd. The survey is sent via text message to a sample of people who have made contact with police each month. This survey receives approximately 1,200 responses each month and has been expanded to include those engaging with our complaints process.
- The survey captures data about a user's contact experience, through to the response received from police, their satisfaction with attending officers and overall satisfaction. It is completely anonymous, and we cannot track results back to individual cases or crime reports. Regular analysis of open-ended responses helps the service understand what drives a positive experience with police and supports wider efforts to support our people in their jobs.

The survey focus on understanding public expectations and experience with the various contact touchpoints. From this evidence base we know the kind of service people want and expect, how well we are performing and what the 'pain points' might be at any point in time. Respondents to the User Experience survey provide feedback on their **interactions with Police Scotland, which usually takes place one month before survey completion date**. For example, data presented for November, represents a contact experience that took place in October.

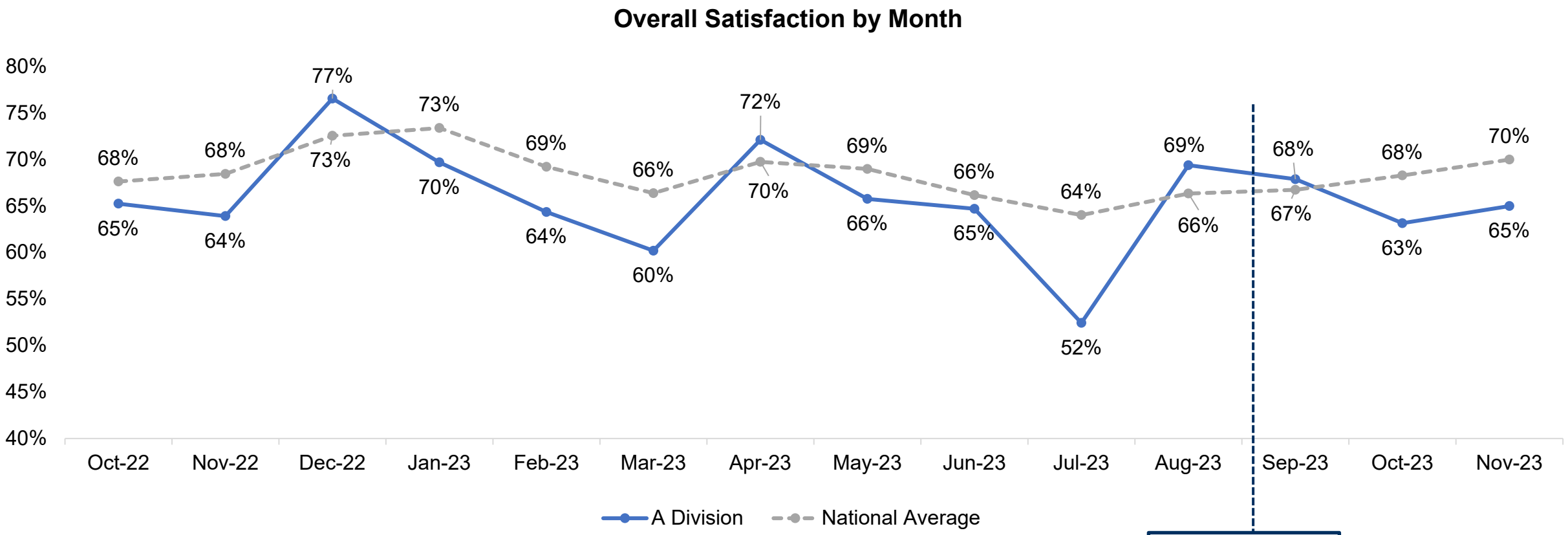
This pack also utilised Police Scotland's Your Police (23/24) survey data.

- The Your Police survey is our local police survey. This is continuous and runs all year, building on the large response from the public and communities in previous survey years. Anyone who lives in Scotland can influence local policing in their area through this survey.
- We use the feedback to understand public confidence, where we can improve and build on what we are doing well and inform opportunities for partnership working and collaboration.
- The survey is hosted on Police Scotland's Engagement Hub and is fully accessible, meeting the AA standard for public sector websites. This means that people who use screen readers and other assistive technology are able to take part. We also ensure the survey is available in an easy read version and in British Sign Language.

15

User Experience Survey

Based on your overall experience, how satisfied are you with Police Scotland?



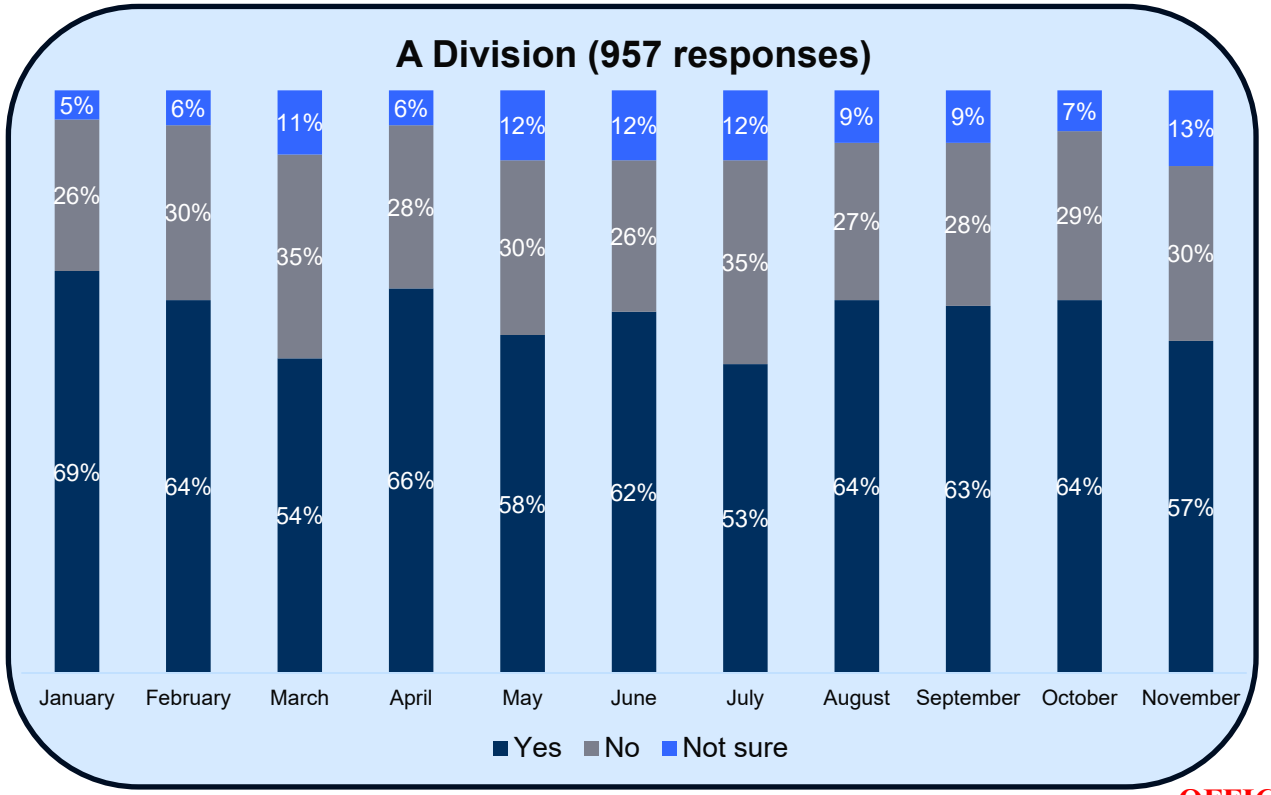
- Average A Division Overall satisfaction is **66%** (-2% national average) prior to pilot commencement (Oct-22 – Sep-24).
- During Oct -23 -Nov 23 average overall satisfaction for A Division is 64% (-5% national average).

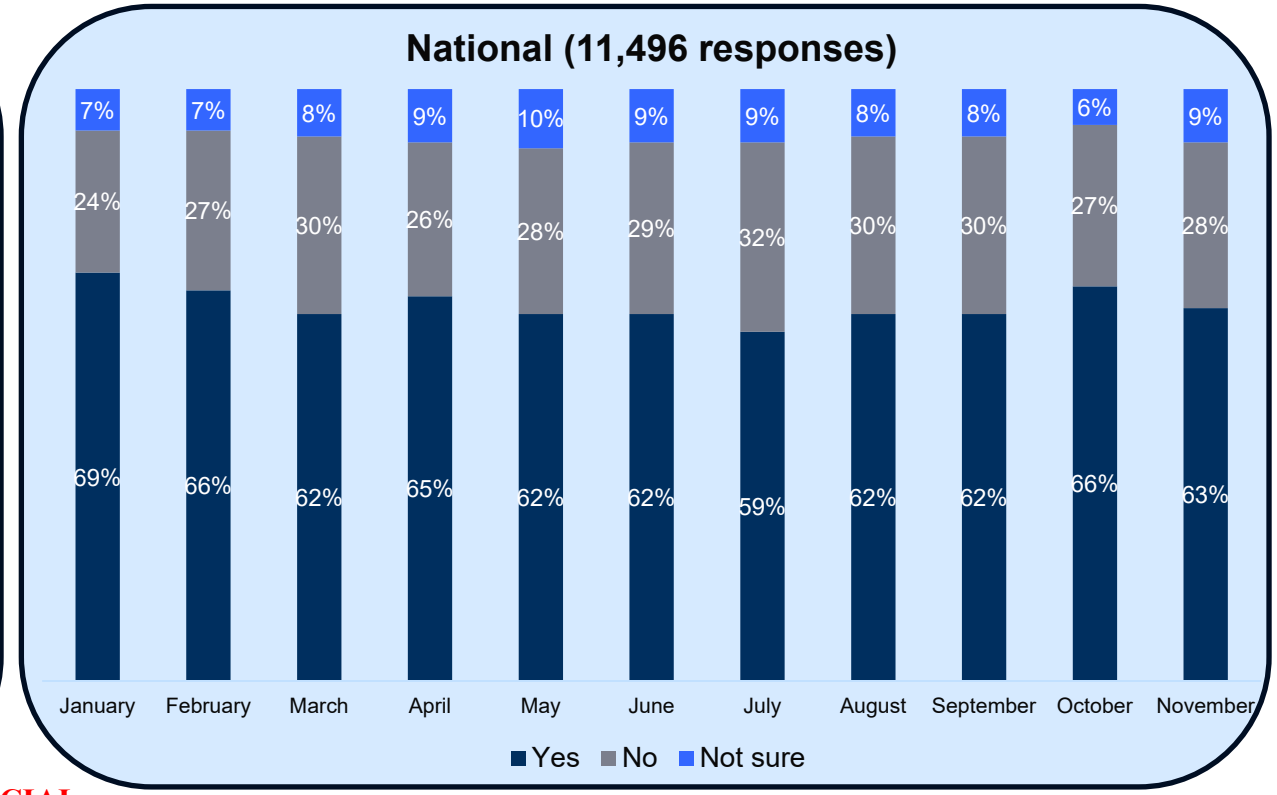
User Experience Survey

Do you feel that the police provided the appropriate response to the incident you reported?

In A division, between October and November survey responses currently available, on average, 61% of respondents stated they felt they received an appropriate response. Prior to the pilot, between January and September (contact experiences from August), the same average of 61% was reported.

To provide wider context, the national average during the October and November period was 65% and prior to the pilot, the average percentage of respondents feeling they received an appropriate response was 63%.





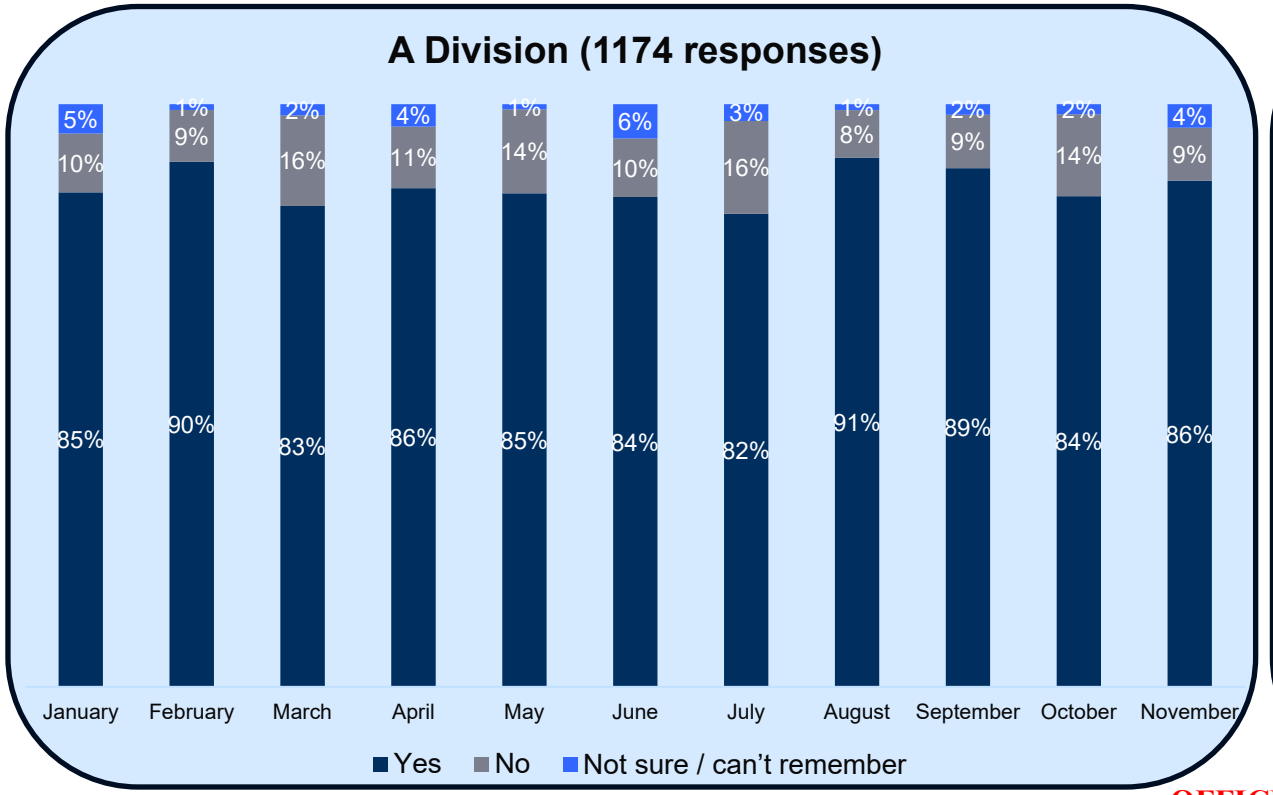
User Experience Survey

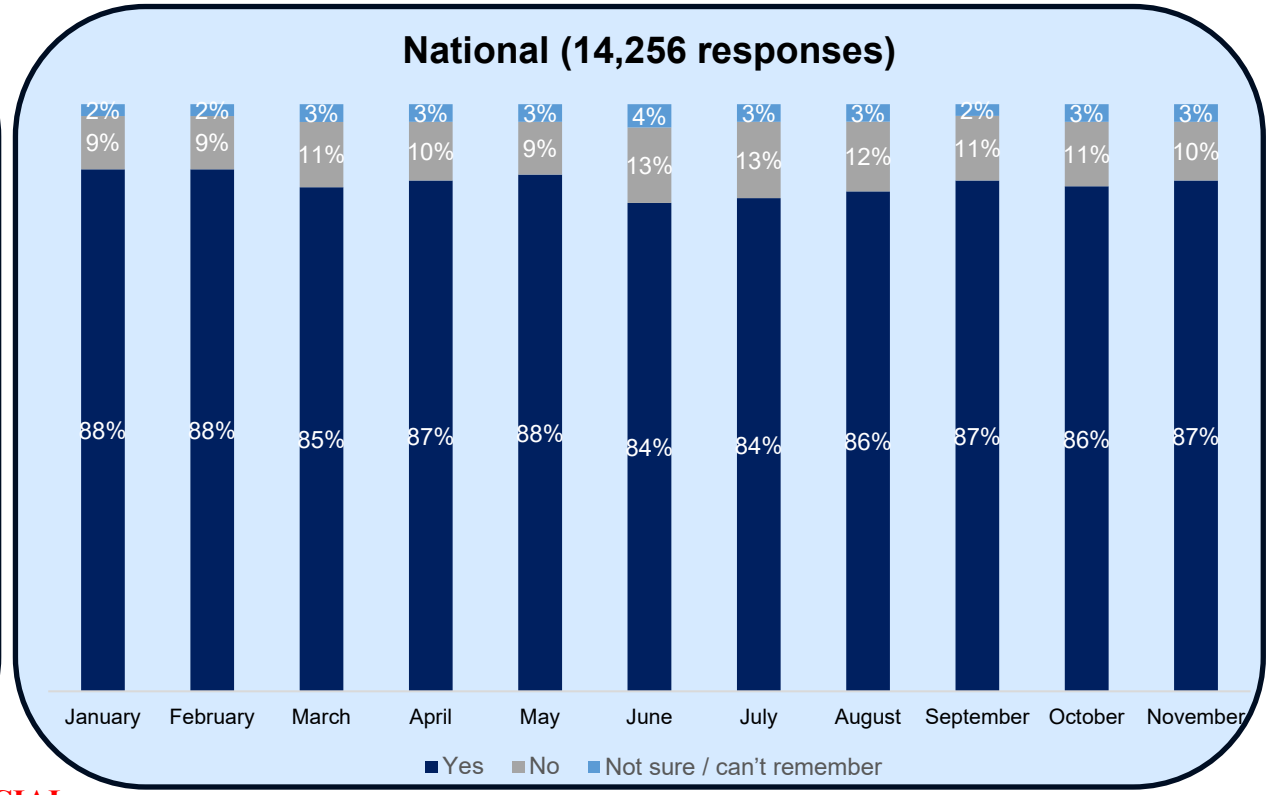
Did you feel staff properly understood what you needed?

In A division, between October and November survey responses, on average 85% of respondents stated staff properly understood what they needed. Prior to the pilot, the average was 86%.

The national average between October and November survey responses was 87% and prior to the pilot period, on average 86% of respondents stated yes.

There are only minor percentage differences in average responses these questions in the User Experience survey. This includes before and during the pilot in A Division and in comparisons with national responses.





Reference to the Proportionate Response to Crime Pilot

A small number (n=29) of respondents to the Your Police survey referenced the reporting in the media relating to the Proportionate Response to Crime pilot. Open-text comments reveal a worry that Police won't be investigating crimes or will be taking a "soft-touch" approach:

"Aberdeen city centre is a disgrace - full of teens running riot and drunk folk fighting and shouting and swearing. I'm appalled ***that it's recently been announced that minor crimes won't be investigated.*** *If anything we need a lot more policing. What happened to using breach of the peace to get these folk off the streets?"*

"Little Police presence and recent news reporting that ***some crime will no longer be investigated.*** *What a time to be a criminal!"*

Accessible communication in terms of what the police service is doing locally to address concerns is key to improving indicators identified in the Your Police survey. How we tell the story about what we are doing every day to keep people and communities safe is key. This is also a driver of public confidence, so any improvement in these areas will likely increase confidence, as well as trust, in Police Scotland.

POLICE SCOTLAND
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Colleague Survey
C3 Division Responses

Colleague Responses: C3 Division

Briefing Method and Improvements

There were 30 responses from C3 Division:

- Resolution Team Assistant: 47% (14)
- Resolution Team - Team Leader: 13% (4)
- Police Constable: 30% (9)
- Police Sergeant: 10% (3)

All respondents received a briefing on carrying out the Proportionate Response to Crime process. Most received the briefing in person (63%) and under half received this via Microsoft Teams (37%).

Police Constables mostly received the briefing over Microsoft Teams (78%) with the majority of other roles in person.

Briefing Method	Police Constable	Resolution Team Assistant	Police Sergeant	Resolution Team - Team Leader
In person	22%	79%	67%	100%
Over Microsoft Teams	78%	21%	33%	0%

Briefing Improvements

9 responses were provided when asked for improvements that could be made to the briefing. The majority of these were positive, stating the briefing was **well delivered** and no improvements were needed. The suggestions made by respondents were:

“I feel that the use of training crime CR numbers on UNIFI would be good to allow us to actually complete the process ourselves and see it on our own screen rather than seeing it done by someone else.”

“Make sure all the briefings are in person!”

Colleague Responses: C3 Division

Support Received from CERP

After the briefing, the vast majority (69%) of C3 colleagues agreed they felt supported by CERP during the 12-week pilot.

No colleagues “disagreed” that they felt supported, however 22% of Police Constables and 100% (n=3) of Police Sergeants “neither agreed nor disagreed” that they felt supported.

- 97% agreed they were confident in applying the Proportionate Response to Crime process. 1 Police Sergeant “Neither agree nor disagreed” that they were confident.
- 96% confident in informing someone that their crime report is being recommended for filing (Team Leaders and Police Sergeants not included).
- 97% agreed the Proportionate Response to Crime page on the C3 Procedures Guide contains adequate information to allow them to follow the process, with 1 Police Sergeant stated “neither agree nor disagree”.

Colleague Responses: C3 Division

Support Received from CERP

All open-ended responses relating to the support received from CERP were positive. Respondents discussed how the team were helpful, supportive and proactive:

"I had no issue that caused me to seek support so cannot comment. Email updates on arising issues were useful although I did not have any problems with CR's submitted under scheme."

"CERP team have always been on hand to deal with any questions and it was a very open communication between RTA's and the CERP team. The Teams group chat that was set up has helped RTA'S learn form others asking questions also."

"I felt extremely supported after the briefing by the trainers. Andy and Stacey were very helpful and stayed with us for the first few days of the pilot as they knew there would be lots of initial questions in the beginning. After this, they created a group chat for any further questions that we needed answers to which was so helpful as most of the RTA's had the same questions and it was easy for us to refer back to. During the pilot, both Andy and Stacey have kept us updated with anything that had changed or any feedback they had received which was great to know."

"Perhaps having more examples on the Proportionate pages with examples as they developed would be useful with common scenarios and guidance but appreciate still early days and some decisions needed more time for consultation and agreement with stakeholders like crime management and crime registrars."

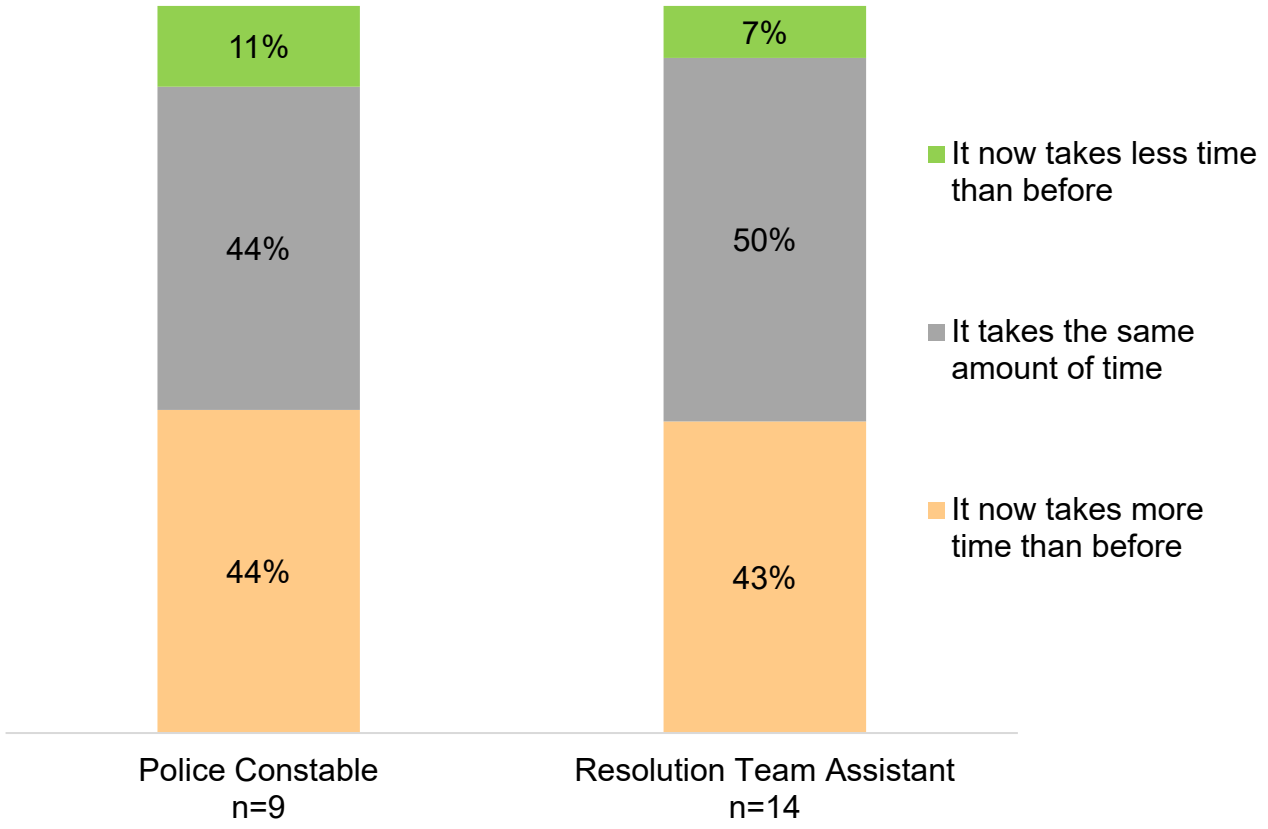
"Andy & Stacey were great! clear instruction and direction, and on hand/contactable when we had questions."

2 Police Constables selected neither agree nor disagree, sharing that they did not need to seek support so were unable to comment. 3 sergeants selected neither agree nor disagree, but did not provide comment.

Colleague Responses: C3 Division

Crime Report Recording

Q: In comparison to before the Proportionate Response to Crime pilot, has the length of time taken to record a crime report changed?



Most colleagues (48% average) shared that the length of time taken to record a crime report has stayed the same.

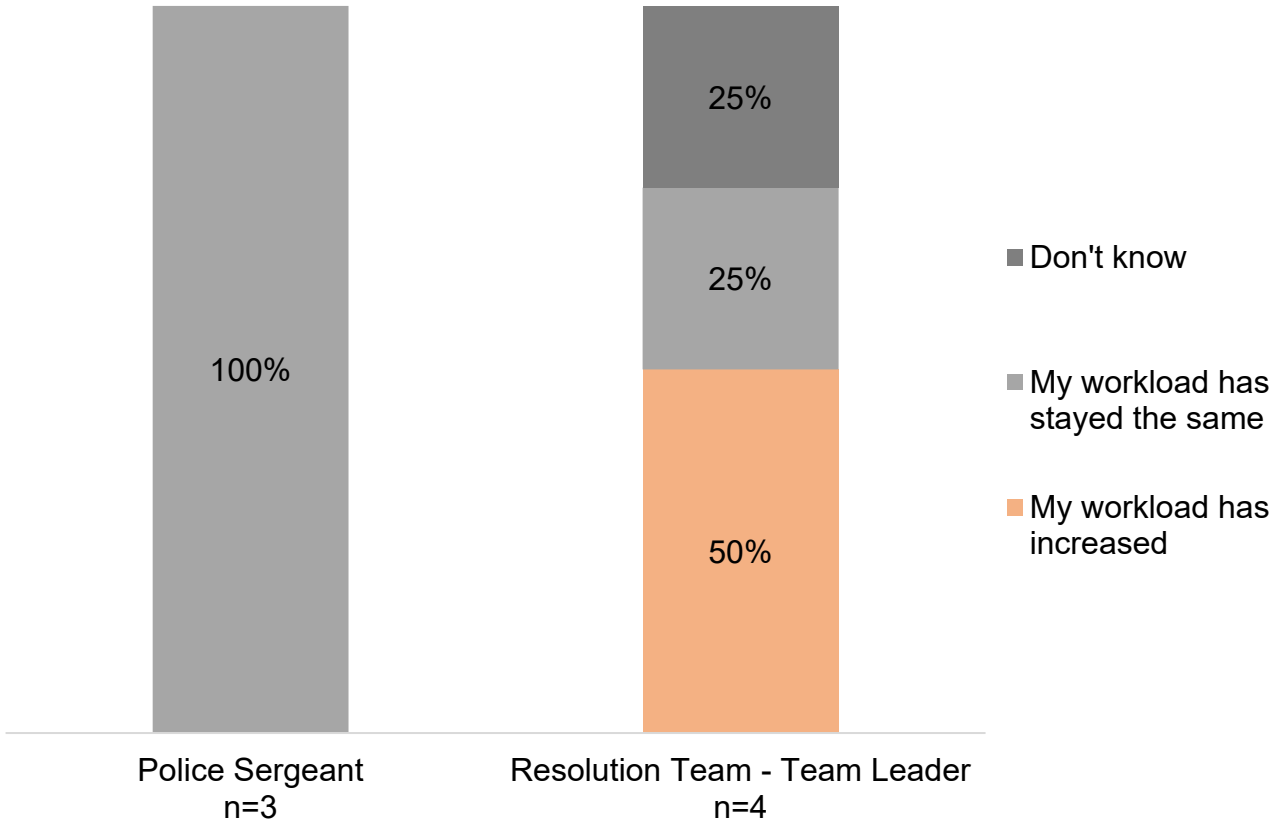
A minority of C3 colleagues said it takes less time now than before. A higher proportion of those who felt this way were Police Constables.

An average of 43% of C3 colleagues felt it takes more time in comparison to before the pilot.

Colleague Responses: C3 Division

Impact on Workload

Q: Since the Proportionate Response to Crime pilot has started, have you noticed a change in your workload?



No Police Sergeants noticed a difference in their workload since the pilot started.

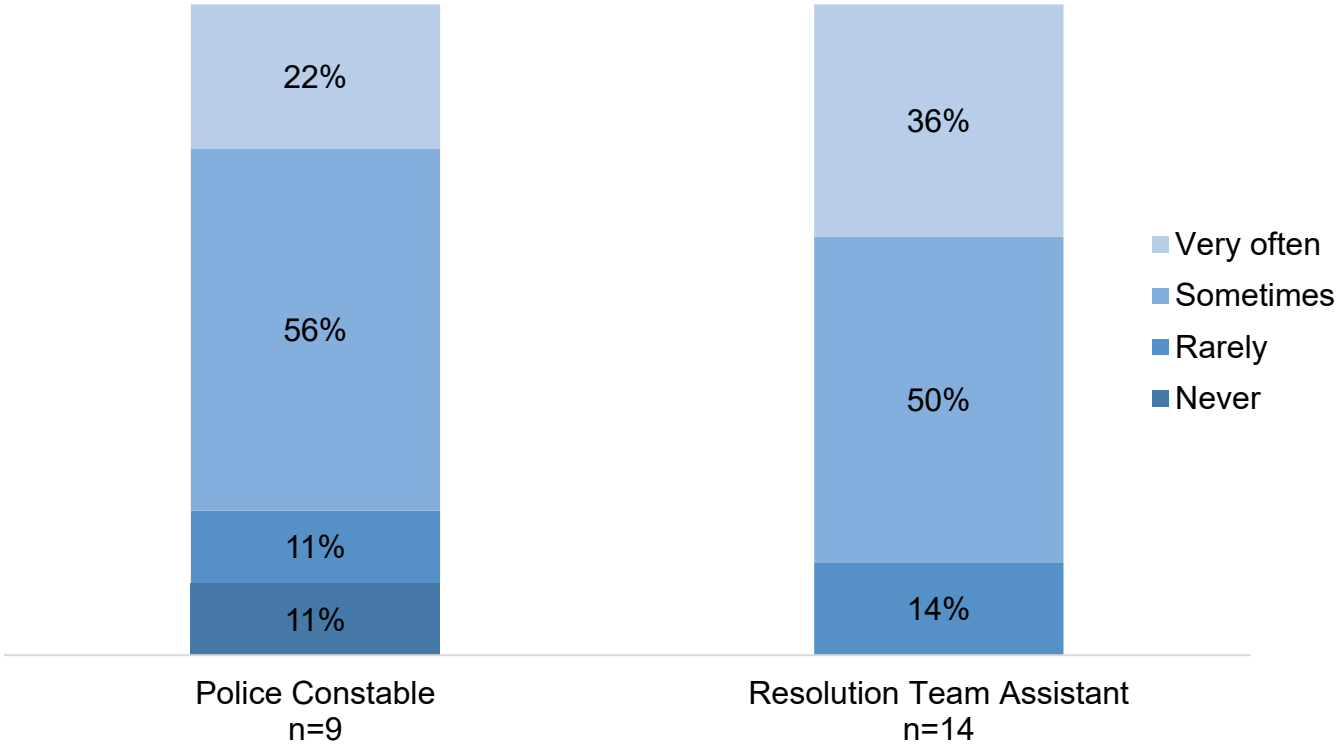
Half of Team Leaders noticed an increase in their workload.

No Team Leader or Police Sergeant reported a reduction in their workload since the pilot started.

Colleague Responses: C3 Division

Previous Crime Reference Number Requests

Q: Prior to Proportionate Response to Crime, how often did a reporter advise you that they only wanted the crime reference number and did not expect an enquiry to be carried out?



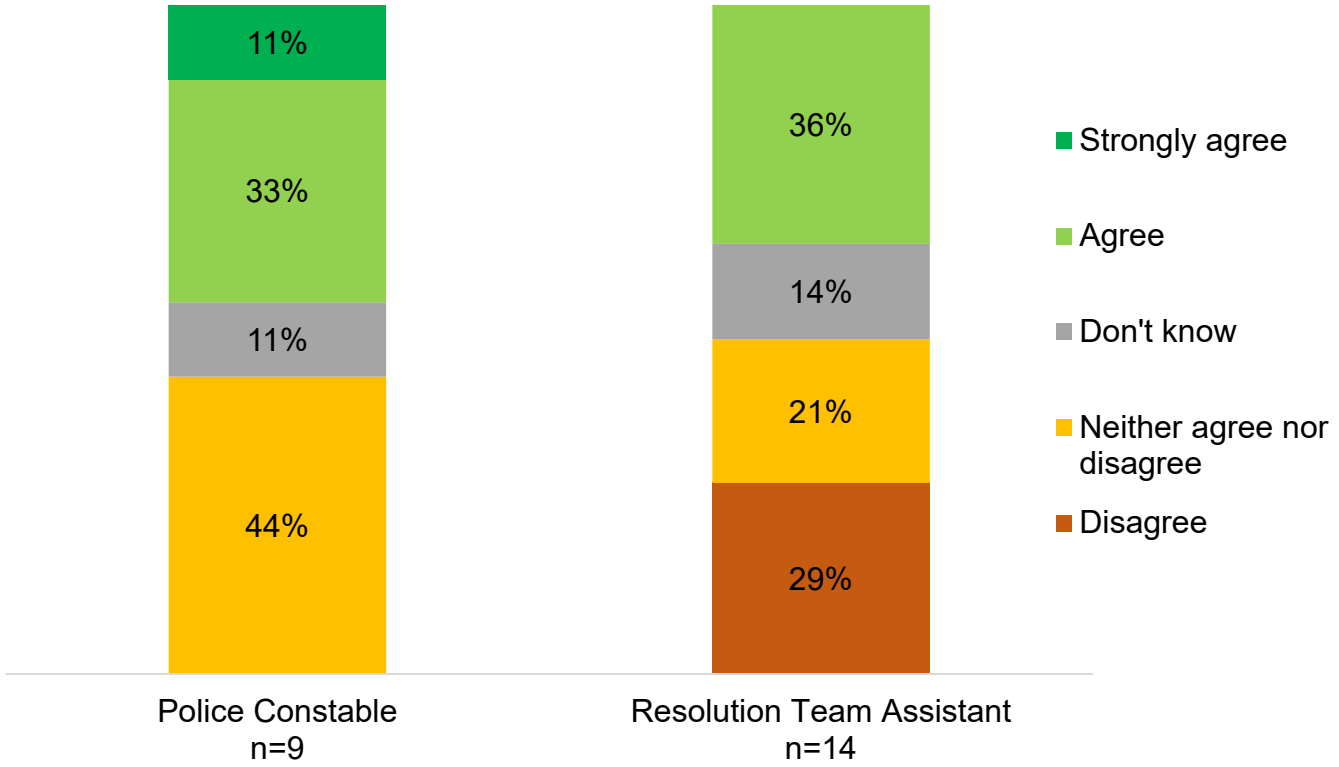
Most colleagues (83% on average) encountered reporters only requiring a crime reference number (with no expectation of enquiry) at least sometimes or very often.

This was especially reported by RTAs.

Colleague Responses: C3 Division

Amendment of Crime Reports

Q: When crime reports are returned to me by the Crime Management Unit, it is clear why this has been returned for amendment.



36% of RTAs and 44% of Police Constables agreed or strongly agreed it was clear why reports returned by the CMU had been returned for amendment.

29% of RTA disagreed that it was clear and a further 35% neither agreed nor disagreed or didn't know.

No Police Constables thought it was unclear, however, 55% neither agreed nor disagreed or didn't know.

Colleague Responses: C3 Division

Process Improvements

Colleagues from C3 division were asked what could improve the Proportionate Response to Crime process. Key themes from these responses were:

- Increase knowledge of the process across all departments involved.
- Increase feedback from the Crime and Incident Management Unit when reports are returned. Some colleagues felt the reasoning for a report being returned was not always clear.
- Some police officers felt that completion of the template was not required where lines of enquiry are present.
- The inclusion of more crime types within the process.
- Greater public awareness.

"I think the only thing to improve is the aftermath of sending a report for either filing or allocation if it has not been agreed. It is not always clear what Crime Management want us to do. Second to that, as RTA's we are sometimes not able to do what Crime Management are asking as we don't have that access to Unifi. We deal with so many crime reports every day that it is sometimes hard to trace our memory back to a CR that has been returned to us."

"I feel as a Police Officer with 16 years service that if there is CR that falls within the category for the Proportionate Response to Crime process and I determine there is appropriate lines of enquiry I should not have to fill in a template to justify the reasons for this. I feel that I can use my judgement to determine this and spending time filling out the template when it is going for enquiry is needless, a waste of time and feels a little patronising. The summary that I will put on a CR will contain sufficient detail to allow the matter to be progressed therefore if I put on a CR for enquiry, a template should not be required. I fully accept that if it is to be filed for no enquiry then the template has a place however, as stated, if I decide there is enquiry the template should not be required."

"The removal of the requirement for TL's to agree COS UNIFI reports are 'suitable for closure' when we are merely providing an admin function."

"Clearer instruction and accountability in relation to incidents which have been reopened for relatively minor points of clarification."

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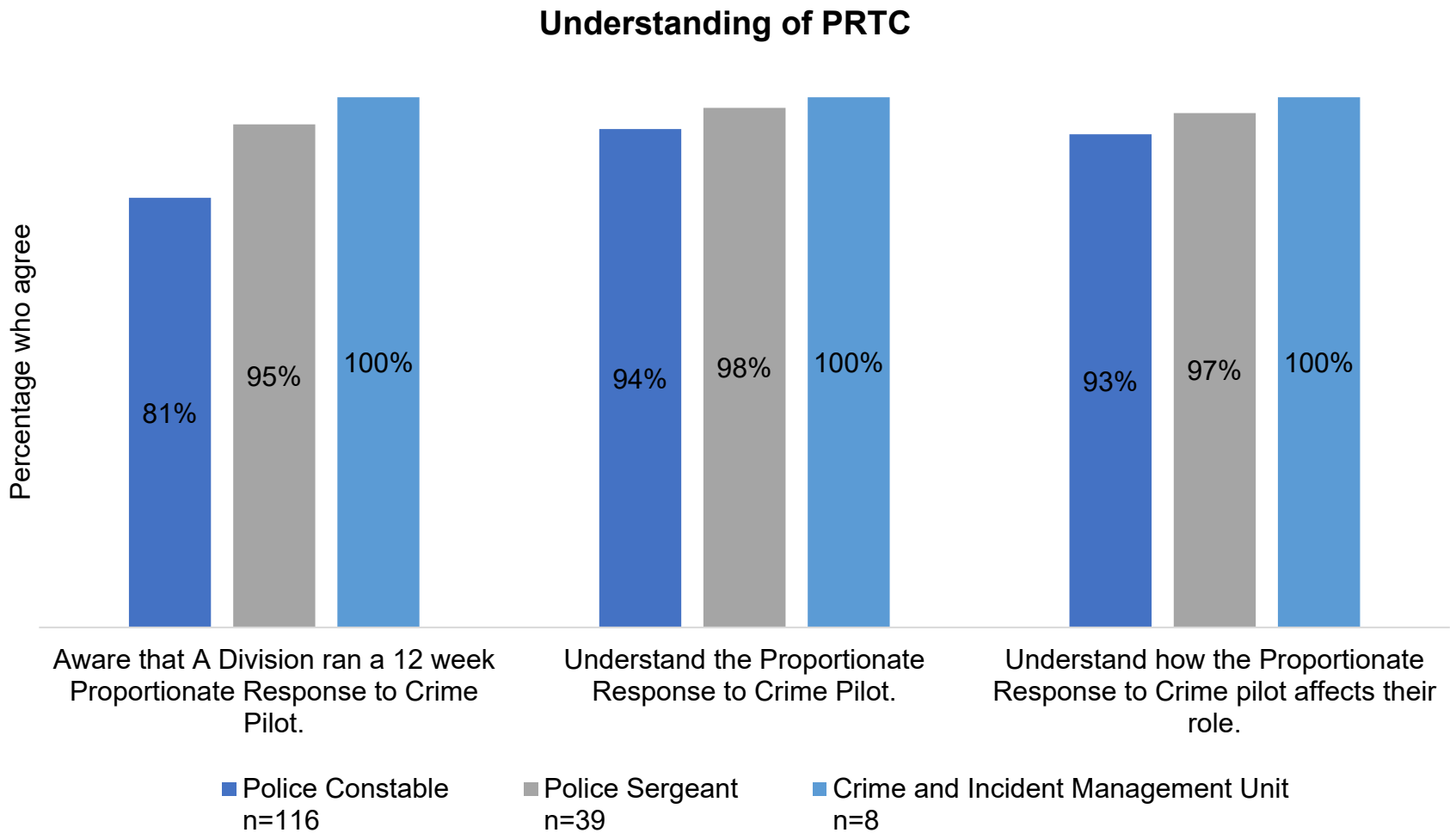
Colleague Survey
A Division Responses

Colleague Responses: A Division

Understanding of the Proportionate Response to Crime Pilot



163 responses were received from **A Division:**

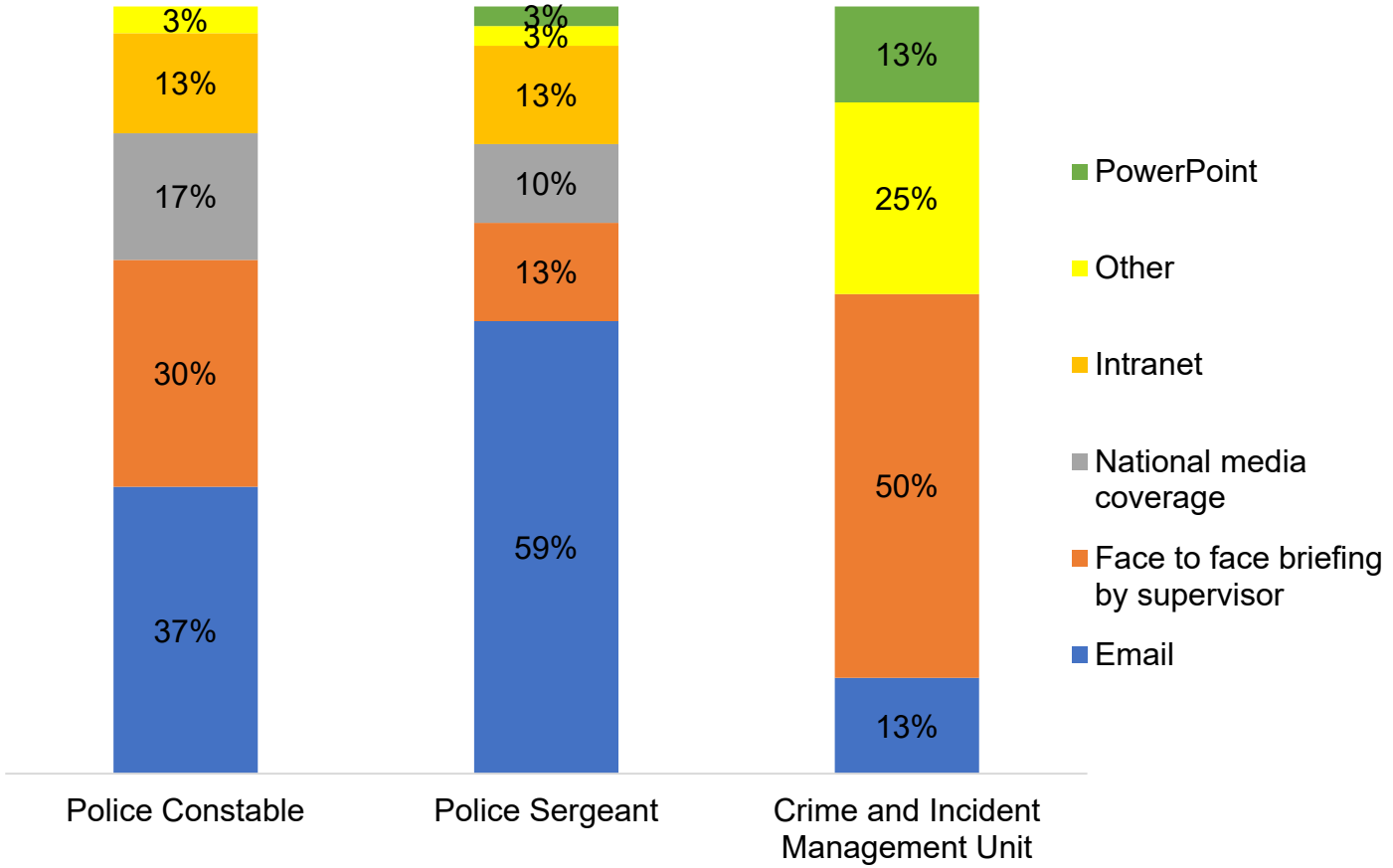
- Crime and Incident Management Unit: 5% (8)
- Police Constable: 71% (116) Police Sergeant: 24% (39)

The vast majority of A Division colleagues were aware of the pilot, understood it and how it would affect their role. Police Constables generally had less awareness of this than sergeants and CIMU colleagues.

Colleague Responses: A Division

Awareness of the Proportionate Response to Crime Pilot

Q: How were you made aware of the Proportionate Response to Crime pilot?

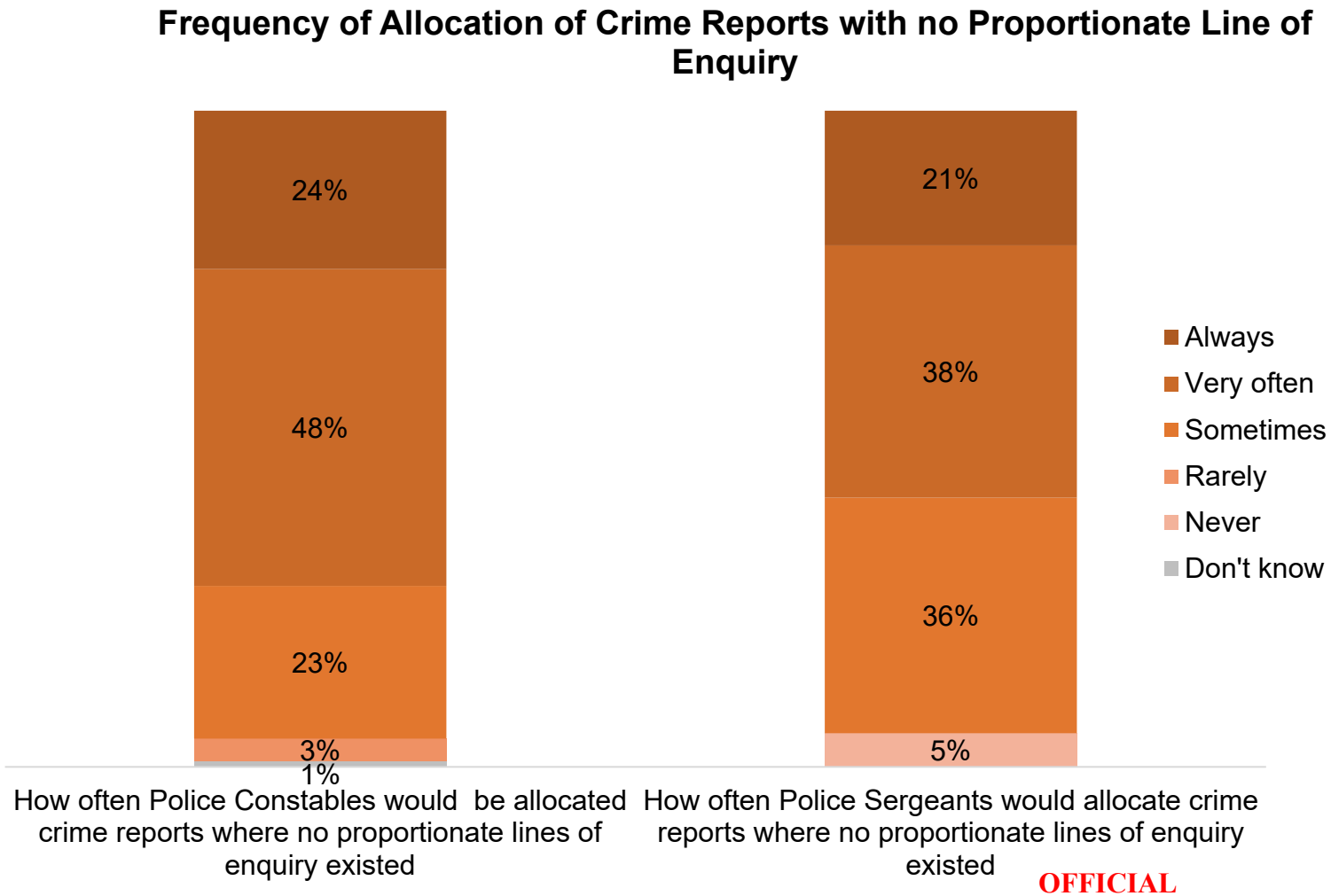


Most colleagues were made aware of the pilot via email or face to face briefings with their supervisor.

Those who responded 'other' were made aware of the pilot by colleagues, MS Teams meeting, through the media or reported that they did not know about it.

Colleague Responses: A Division

Pre-Pilot Crime Report Allocation



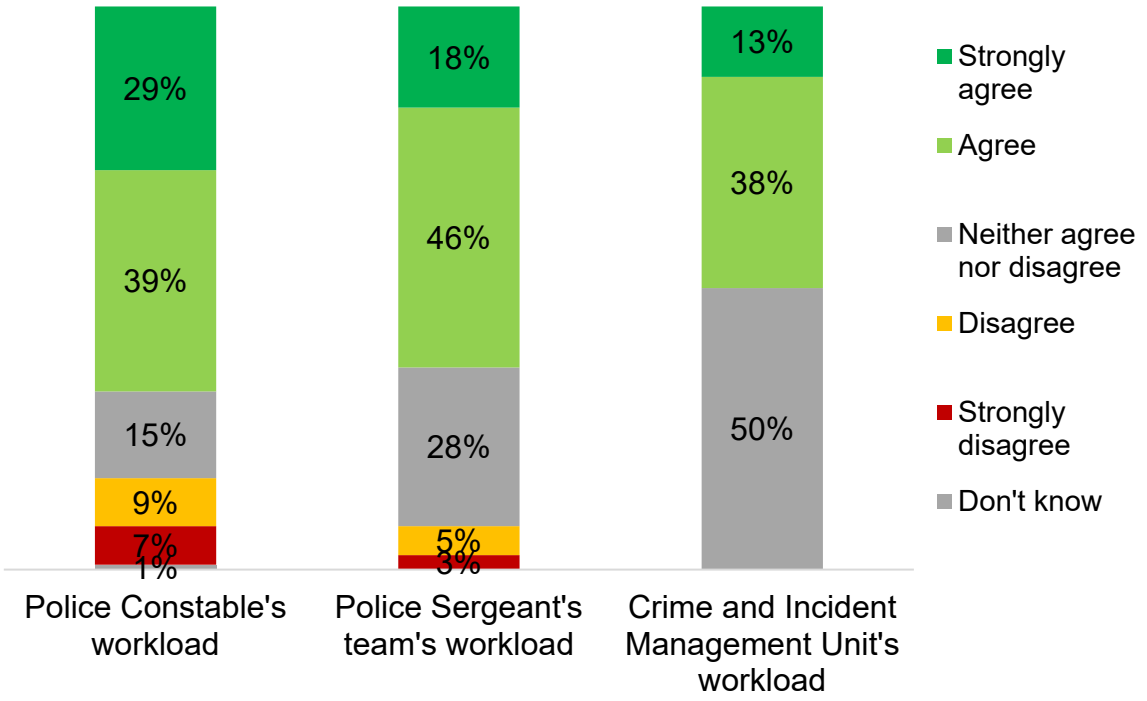
72% of Police Constables report, prior to the Proportionate Response to Crime pilot, they would be allocated crime reports where no proportionate lines of enquiry existed “very often” or “always.”

59% of Police Sergeants report allocating crime reports where no proportionate lines of enquiry existed always or very often.

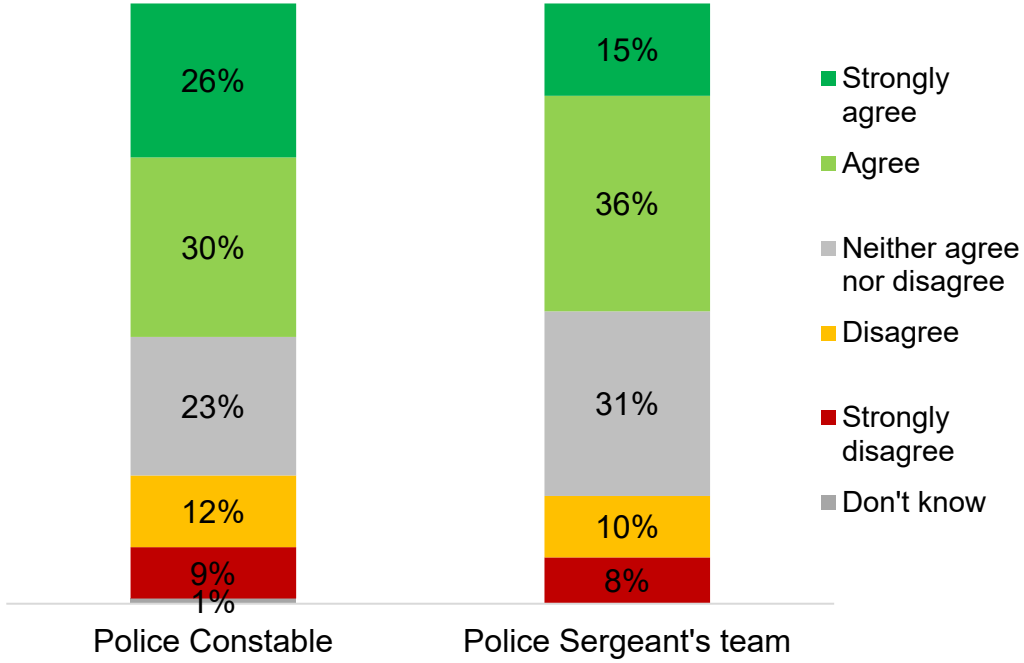
Colleague Responses: A Division

Impact on Workload

Q: Since the Proportionate Response to Crime pilot has started, I have noticed a difference in my/my team's crime report workload.



Q: Since the Proportionate Response to Crime pilot has started, I/my team have more time to investigate crime reports that have a proportionate line of enquiry.



68% of Police Constables and 64% of Police Sergeants have noticed a difference in their own or their team's workload since the pilot started. 51% of CIMU colleagues agree they have noticed the difference in their workload. Open ended comments reflected the positive impact of receiving a reduced number of crime reports for allocation.

OFFICIAL

Since the Proportionate Response to Crime pilot has started, 56% of Police Constables and 51% of Police Sergeants agree that they or their team have had more time to investigate crime reports that have a proportionate line of enquiry.

Colleague Responses: A Division

Impact on Workload

The majority of feedback discussed the pilot and a reduction in crime reports received positively, with colleagues sharing how this has made a positive difference by increasing the time officers have available. Colleagues shared how this can boost morale, particularly for frontline officers. Colleagues suggested that these benefits could be improved further by increasing the scope of offenses included (e.g., including low value fraud).

When colleagues shared they had not felt the benefits of a reduction in crime reports being allocated, or noticed a difference in their workload, this was often discussed in the context of the wider demand faced by the organisation. Colleagues shared that, although crime reports may be reduced, their time is often spent managing non-criminal calls that do not fall within the remit of the pilot (e.g., mental health calls). They also discussed the impact of staffing levels across the division, meaning that they were not able to feel the benefits of reduced crime reports due to wider demand and capacity challenges. This was not directly related to the pilot, with many colleagues being aware of the benefits despite not experiencing this for themselves at this time.

"There has been a significant reduction in Crime Reports requiring to be allocated daily which is an enormous relief to officers workload which at times can be unmanageable due to the volume. This has assisted officers greatly with them able to concentrate, prioritise their workload and have more time to progress enquiries. It has also boosted morale and has been well received."

"This has been a huge positive in lessening the burden on an already stretched CPT, allowing for proportionate lines of enquiry to be carried out in a more timely manner for relevant enquiries, as well as providing officers more time to submit reports/statements etc in a more timely manner and to a better standard."

"Frontline officers should be made explicitly aware of PRTC; I was not aware until I saw the email requesting me to complete this survey (that may have been a previous email oversight by me). I spoke with other members of my team who were also unaware. It would definitely be a morale booster for the frontline, so it should be highlighted more effectively to them!
Great initiative, thanks."

"Given the climate we are operating in now it allows frontline officers more time to deal with more serious matters."

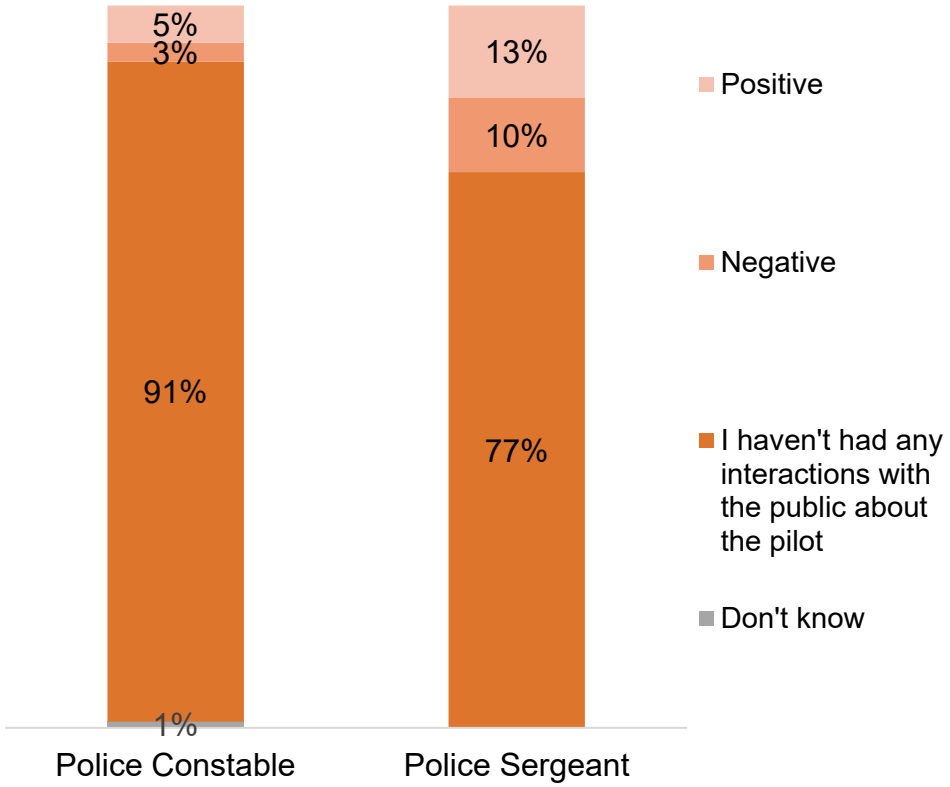
"While I note that this initiative should be giving us more time to investigate crime and I am sure to some extent that it is, given that we are now running all the time with significantly less staff than ever, it doesn't feel like it."

"I would also say it is difficult to measure whether the team are being afforded more time to complete enquiries which have proportionate lines of enquiry, due to them dealing with various matters which are not even criminal - such as mental health etc. This of course is a different challenge and conversation."

Colleague Responses: A Division

Public Interactions

Q: If you have had any interaction with members of the public about the Proportionate Response to Crime pilot, was this positive or negative?



The majority of respondents have not had any interactions with the public regarding the pilot. Where these interactions have occurred, responses from the public have been mixed.

Colleagues shared examples of receiving negative comments about the pilot from members of the public. When the approach was fully explained, they shared that often, members of the public then had a positive response. A common theme in these responses related to members of the public being misinformed by information shared by the media. It was clear from colleagues that there is a need to increase public understanding of the process.

"This has been a real point of contention at community council meetings - there is a real perception that we no longer investigate low level crimes. I think this is a problem more with the way it has been pitched in media release, but also as a result of political parties deliberately misrepresenting the issue for their own gain - rather than a problem with the police decision itself. I have found that when I take the time to explain that actually very little has changed - we weren't attending these jobs anyway, and that instead it is a C3 call handler doing telephone enquiry instead of one of my cops, folk are generally quite happy with it."

"As the public I dealt with, were in relation to crime reports that actually required investigation, I did not speak with members of the public who were reporting incidents with no lines of enquiry. This made my colleagues and I have more time to focus on the incidents that actually needed investigating. This has been a real benefit to us."

Colleague Responses: A Division

Crime Report Allocation

Q: When you receive crime reports for allocation that have been assessed as having a proportionate line of enquiry, how often do you agree with the C3 division assessment?

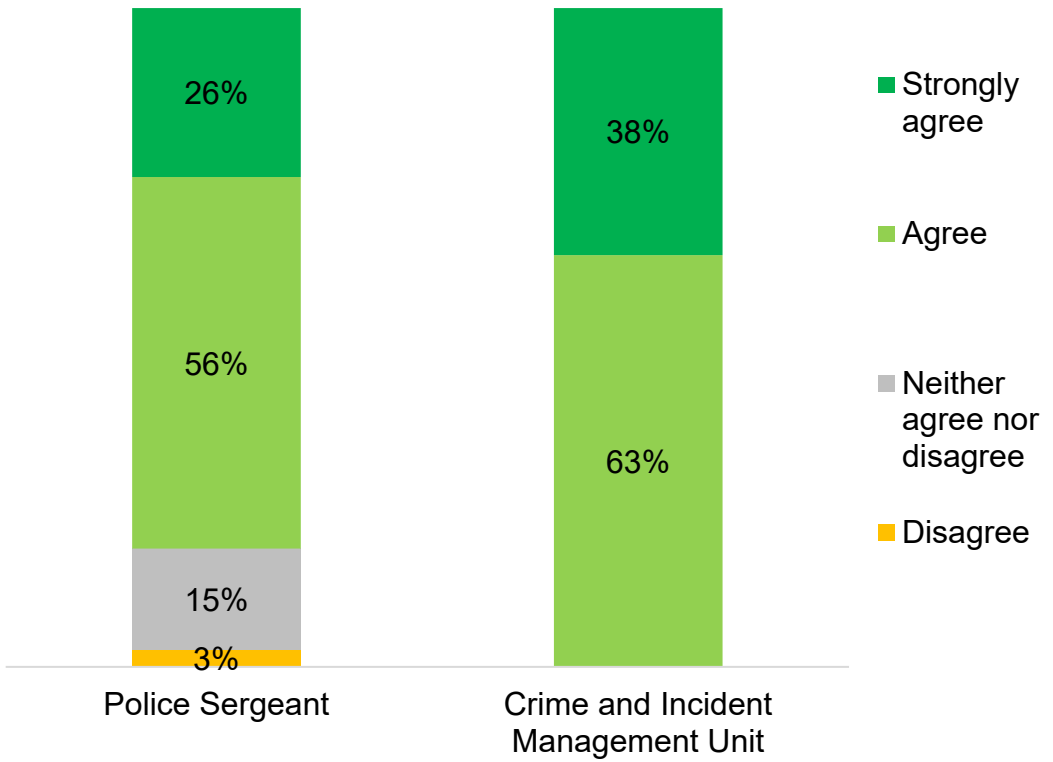
54% of Police Sergeants agree with the C3 Division assessment, with 44% reporting only sometimes.

100% of CIMU respondents agreed with the C3 Division assessment always or very often.

Colleague Responses: A Division

Crime Report Allocation

Q: The new initial circumstances template used by C3 division assists in making it clear why a crime report is being recommended for allocation.



82% of Police Sergeants and 100% of CIMU respondents think the new initial circumstances template used by C3 division assists in making it clear why a crime report is being recommended for allocation.

82% of Police Sergeants are aware that under the proportionate response to crime process, sergeants are empowered to file crime reports where no proportionate lines of enquiry exist. 8% disagreed they were aware and 10% don't know or neither agree nor disagree.

All CIMU respondents agreed they were aware that they could file crime reports where no proportionate lines of enquiry exist.

Colleague Responses: A Division

Crime Report Allocation

Open ended responses referenced the template being easy to read, clearly displaying possible evidence. It was discussed that on some occasions, the standard to which this was completed varied, but some felt this has improved over time.

Some colleagues shared that on some occasions it is not clear why a crime report is being recommended for allocation.

"The standard of CRs being raised by staff within C3/RT etc still remains chaotic and it is clear that, on some occasions, simple questions, providing suitable advice and reassurance could have been used to resolve the issue."

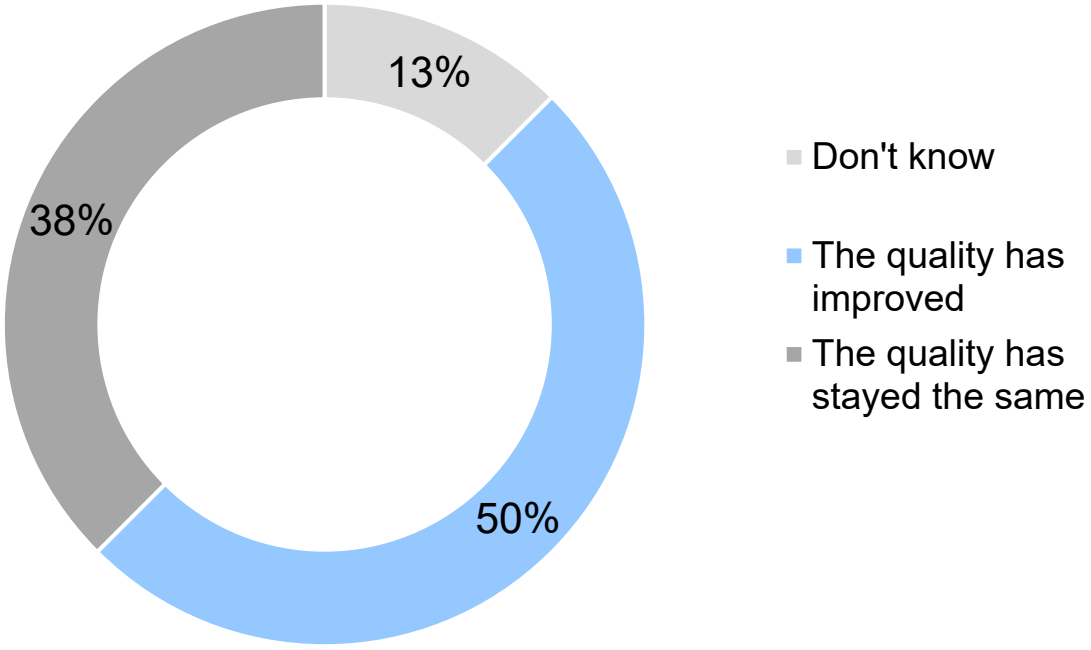
"On occasion it is unclear if the CR is being filed or sent for allocation however this is clearly down to copy/paste."

"I have seen some reports which don't contain the template. The template works well and has the necessary information. I agree that it is clear why the Crime Report has been recommended for allocation as the pro forma questions are included in the crime report, however there can sometimes be some ambiguity with the questions, for example when a complainer "believes" or "thinks" there is CCTV near by a locus, but nothing is specified for where this CCTV would actually be located. Sometimes the parameters require consideration, for example a vandalism where the only possible line of enquiry is the neighbours have a CCTV camera and the time frame is 12 hours long. There doesn't seem to be any questions followed up to state where the cameras are located, do they overlook the window? Is the house situated on the other side of the road, 3 doors down so anything evidential would clearly then not be available. It's a long list of questions that are sometimes not answered accurately. Proportionate Response works well and, when discussed properly with the complainer, a) provides them with the reassurance they need and b) does enable Officers to conduct other enquiries more thoroughly as they are not being as thinly spread."

Colleague Responses: A Division

Quality of Crime Reports

Q: Have you noticed a difference in the quality of the crime reports being received from C3 Division?



Half of respondents from the Crime and Incident Management Unit think the quality of the crime reports being received from C3 Division have improved. No respondents felt the quality had decreased.

*Figures are rounded to nearest whole number and therefore do not always add to 100%

POLICE SCOTLAND
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Colleague Survey
National Roll Out of Proportionate Response to Crime Process

Colleague Responses: PRTC Roll Out

Suggestions for National Roll Out

Broadly, respondents said the pilot approach was effective and they would not change this. Where suggestions were made, these covered:

C3: Resolution Team Assistants and Police Constables

- Ensure all areas aware and have received briefings
- Increase engagement and awareness raising with the public prior to launch.

C3: Resolution Team Leaders and Police Sergeants

- Clearer instruction and accountability relating to incidents which have “been reopened for relatively minor points of clarification”.

A Division: Police Constables

- Ensure quality assurance is completed and expand on template to allow greater uniformity of crime report quality.
- Inclusion of fraud within the process
- Raise awareness with frontline officers about PRTC
- Further training around what constitutes a ‘proportionate’ line of enquiry. Officers shared multiple experiences of being allocated crime reports that have limited or no lines of enquiry.
- Provide regular feedback on number of crime reports closed before allocation to share benefits with officers.

A Division: Police Sergeants

- Increase public awareness and councillor engagement
- Inclusion of attempted fraud where there are no financial losses
- Inclusion of more probing questions relating to CCTV availability and locations.
- Improve consistency in the quality of crime reports being raised.

A Division: Crime and Incident Management Unit

- Increase media coverage on roll out to increase public awareness.
- Possibility of automated system to return a crime report to C3 if felt the report should not be filed.
- Increase consideration around value of thefts reported.

Colleague Responses: PRTC Roll Out

Colleague Quote: C3 Division

"I feel that if / when the process is rolled out nationally then CR's will take longer due to the template therefore the time allocated to record CR's may need to be factored into the appropriate diary. Within the RT Tel diary if clear crimes are allocated a double slot then this is more than enough time to record them however, as is often the case if you have all single slots filled with CR's then this is a struggle to have them completed.

I think the proportionate response to crime is a good idea and will undoubtedly save time for officers on the street however, it does take longer for the CR to be added, ensure all appropriate fields are completed and file this so does add extra time for officers recording CR's. How this process can be quickened up I do not know as it does take a while on UNIFI to add all relevant witnesses, complainers, property etc.

I feel that there are sometimes reasons, although a CR meets the criteria for direct filing that it should still merit some enquiry by an officer. I feel that there could be an 'other' reason for justifying some form of enquiry.

I feel that the reason for Proportionate Response to Crime should be communicated to the public clearly. Almost every person when you ask if they are aware of the pilot within the area the answer is 'no'. If the public were aware of this it would meet their expectations before even speaking to Police to report their crime."

Colleague Responses: PRTC Roll Out

Colleague Quotes: A Division

"Ensure a consistent approach to matters and that when things do not need further action they are not sent 'just in case' or for divisional supervisor approval."
- A Division Sergeant

"Some CR's that are sitting unallocated but with no proportionate lines of enquiry (documented as such) show as filed, however they cannot be closed without being allocated. At the moment the only way to remove them to become filed is to allocate them to myself and then close. If there is a way for them to be filed and removed from 'unallocated' automatically this would be of benefit."
- A Division Sergeant

"Ensure all the Quality Assurance issues are completed well from the outset therefore to maintain a specific standard expected and to ensure everyone is doing the same thing within the dept.
Sometimes the CR is recorded Proportionate Enquiry Resolution however it is clear that the summary contradicts this and CR should be allocated to the division, minor error."
- A Division Constable

"I think there should be a dialling down on what is deemed 'proportionate' lines of enquiry. So far we have found that ones with no lines of enquiry have been closed, however there has been a large number of crimes put through to officers for enquiry that have not been closed as they do have lines of enquiry, however many of these are not 'proportionate'. For example, I am aware of a £5 internet fraud being passed to an officer for enquiry with the lines of enquiry being Cycomms, DPA's to banks etc. I would suggest that the lines of enquiry whilst there, are not proportionate. There needs to be further training and clarification around what is deemed proportionate should this become a nation wide protocol."
- A Division Constable

"Through the pilot, a more standard template has been adopted for the initial circumstances noted on a new CR. This is an improvement as before the quality and content of the initial could vary widely. I think that expanding on this template approach will allow for a greater uniformity of quality on all new CRs. For example, due to the pilot, the presence of CCTV at locus is now identified as standard. I think this needs to be expanded by requiring the C3 officer to clarify with the informant whether the event was captured, whether the footage has been viewed, whether it has been burned, the details of who can operate the system, whether a USB or CD is required etc."
– A Division Constable

"The CRs raised currently vary vastly with some completed to a high standard and others completely worthless for an investigation perspective. This gives Officers further unnecessary work when they are already under enough pressure dealing with the continual ongoing emergency calls and inevitable jobs forthcoming as we continue to provide a mental health rescue service for the NHS and other partner agencies."
- A Division Sergeant

Colleague Responses: PRTC Roll Out

Colleague Quote: CIMU

"Ensure all the Quality Assurance issues are completed well from the outset by C3 therefore to maintain a specific standard expected and to ensure everyone is doing the same thing within the department.

Sometimes the CR is recorded Proportionate Enquiry Resolution however it is clear that the summary contradicts this and CR should be allocated to the division, minor error possibly down to copy/paste.

Provide a contact number for the relevant Crime Management Unit to answer any queries. It was felt that it was mutually beneficial to the Service Advisors and Crime Management that Crime Management representative attended the C3 training. Input provided by C3 to the relevant Service Advisors was delivered well and addressed any concerns/queries. It was done days prior to Proportionate Response to Crime being rolled out therefore it was still fresh and not done months in advance and forgotten. From an ACM perspective it was beneficial to provide additional guidance regarding QA issues.

CRs on occasion have been reopened and return to the Crime owner (RT) before being allocated out etc/clarification being sought etc. Feel that C3 require to know the process and not be too concerned if the CR returns to the RT staff workload prior to allocation."

Further Information or Questions

If you have questions about anything contained within this insight pack, please contact the Research and Insight team:

InsightEngagement@scotland.police.uk