



VICTORIA POLICE

*RECEIPTING PROOF OF CONCEPT*

EVALUATION REPORT

OPERATIONS REVIEW & SUPPORT DIVISION

CORPORATE STRATEGY & OPERATIONAL  
IMPROVEMENT DEPARTMENT

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## Terms and Acronyms

ACR	Activity Controls, Results
BWC	Body Worn Cameras
ePDR	Electronic Patrol Duty Return
ENS	<i>Equality is not the same...</i>
ICT	Information and communications technology
IPP	Information Privacy Principles
MDN	Mobile Data Network-Integrated
MDT	Mobile Data Terminal
MNI	Master Name Index
NSCSP	National Survey of Community Satisfaction with Policing
OiC	Officer in Charge
ORSD	Operations review and Support Division
PCD	Priority Communities Division
Police	Police and Protective Service Officers
PSA	Police Service Area
PSOs	Protective Service Officers
RPoC	Receipting Proof of Concept
TPAV	The Police Association Victoria
VEOHRC	Victorian Equal Opportunity and Human Rights Commission
VPM	Victoria Police Manual

## Executive Summary

### *Introduction*

In February 2013, in fulfilling a condition of a settlement of litigation in the Federal Court of Australia alleging the practice of racial profiling within Victoria Police, Victoria Police invited community comment and submissions from individuals and organisations across the state and undertook an examination of its Field Contact policy, data collection and cross cultural training.

On the conclusion of the consultation and review process, Victoria Police published the *Equality is not the same...* (ENS) report which outlined the findings of the consultation and presented a comprehensive set of recommendations including actions to scope, develop and trial a receipting pilot.

### *Background*

Victoria Police released the ENS report in December 2013. The report was a demonstration of Victoria Police's commitment to strengthen community trust and confidence in police following allegations of the practice of racial profiling within Victoria Police.

The report identified a number of improvement opportunities for Victoria Police to be implemented over a three year period. The Three Year Action Plan outlined key commitments across five areas of focus that emanated from consultations, forums and external reviews. These included:

- Community engagement
- Communication and respect
- Field Contact Policy and process
- Complaints process
- Cross-cultural training.

A strong theme emerging from the ENS community consultations was for Victoria Police to develop a receipting process which increased accountability for police and Protective Services Officers (PSOs). Specifically, many submissions sought an accountable receipting process with broader criteria than the current practice of police submission of Field Contact Reports by including *all* 'warrantless stop and/or searches' and collated data relating to individual members, work locations and a contact's race and ethnicity.

As detailed under the Three Year Action Plan, Victoria Police committed to scope, develop and trial a receipting pilot to test the concept in consideration of Victorian community needs. It was as a result of this action item that the Receipting Proof of Concept (RPoC) was developed to test a method of receipting. This was not a stand-alone project but fell under a program of works outlined in the ENS report to promote transparency and accountability of police interactions with members of the public and improve police cultural capability.

### *Discussion*

In Year One of the Three Year Action Plan (2014), Victoria Police undertook extensive community consultation and discussion on Victoria specific approaches and community needs; and conducted a literature review to gain an understanding of international experiences and best practice in police receipting.

In the development of the RPoC, it was agreed that its overarching objective was “to test a practical receipting method that provides a person with a tangible record of their interaction with Police or Protective Service Officers”. In particular: to examine receipting options; scope, develop and trial a receipting pilot; and assess police and community perceptions of the receipting process.

In Year Two of the Three Year Action Plan (2015), the RPoC was trialled across four Police Service Areas (PSA): Greater Dandenong, Moonee Valley, Boroondara and the Mildura Response Zone for periods of either 6 or 9 months. The RPoC utilised two methods of receipting, a business card method and a smart-phone application. A comprehensive internal and external communication strategy, police and PSO training and regular site visits by the RPoC Project Team were implemented to support the RPoC.

Under Year Three of the Three Year Action Plan (2016), this evaluation summarises the work undertaken by Victoria Police to trial the RPoC, assesses police and community perceptions of the receipting process, and reports on the RPoC outcomes.

### *Findings*

The results of this evaluation revealed the following key findings from the RPoC:

1. Police found the business card style receipt was practical and did not take much time to provide.
2. The public saw limited benefit in being provided with a receipt and were less satisfied with their contact with police and PSOs as a result.
3. Explaining the purpose of the receipt took longer than issuing the actual receipt, often caused confusion, and frequently detracted from the interaction between police and the public.
4. Police preferred greater discretion to determine when a receipt should be issued.
5. Police would find it helpful to be provided with a card with room for free text to issue at their discretion when they thought it would benefit an interaction or if requested by a member of the public.
6. There were no notable consequences to public safety or perceptions of public safety as a result of the RPoC.

### *Recommendations*

As a result of these key findings, the following recommendations were made by the evaluation team:

#### **Recommendation 1**

The practice of the mandatory issuing of a receipt to the public is not adopted.

#### **Recommendation 2**

Relevant areas of Victoria Police should be consulted to inform the development of a police business/contact card. This card may be issued by police and PSOs when it may add value to the interaction or a member of the public requests a member's details.

#### **Recommendation 3**

If a police business/contact card is developed it should include the feedback information as provided on the contact receipt to help improve community understanding and access to information about the complaints process.

### *Future Considerations*

The Receipting Proof of Concept (RPOC) was one element of an extensive body of work designed to deliver sustainable change to Victoria Police service delivery. Moving beyond the final year of the Three Year Action Plan of *Equality is not the same...* Victoria Police has indicated their commitment to continue to progress this body of work through the infrastructure, policies, education and strategic reforms established over the past three years. This includes the overarching policy framework that supports police transparency and accountability and a range of human rights training packages and policies. These initiatives will enhance and complement any subsequent direction undertaken by Victoria Police following this RPOC.

### *Acknowledgments*

The Project and Evaluation Teams would like to thank all those who participated in consultations, provided comment and completed surveys. All participants were welcoming and generous with their time, and provided useful and interesting insights.

## 1. Introduction

In 2015, Victoria Police trialled a system in four Police Service Areas (PSA) where people were issued with a receipt after speaking with police or Protective Service Officers (PSOs) in certain circumstances. The receipt provided a record of contact with police or PSOs, with the intention of promoting trust and transparency. This trial was in response to community concern about police practices and calls for increased accountability in police and PSO interactions with the public as detailed in the *Equality is not the same...* (ENS) report released December 2013.

This evaluation summarises the work undertaken by Victoria Police to develop and trial a Receipting Proof of Concept (RPOC), outlines the evaluation methodology, and reports on key findings and recommendations.

## 2. Background

### Context

In February 2013, in fulfilling a condition of a settlement of litigation in the Federal Court of Australia alleging the practice of racial profiling within Victoria Police, Victoria Police invited community comment and submissions from individuals and organisations across the state and undertook an examination of its Field Contact policy, data collection and cross cultural training.

This consultation process received more than 70 submissions, and was complemented by a series of community forums conducted in partnership with Ethnic Communities Council of Victoria, the Centre for Multicultural Youth, the Aboriginal Advancement League, the Brotherhood of St Laurence and the South East Migrant Resource Centre. The outcomes from this process were used to help formulate recommendations for Victoria Police to improve current policies and processes and feedback was incorporated into the ENS report.

On the conclusion of this consultation and review process, Victoria Police published the ENS report which outlined the findings of the consultation and presented a comprehensive set of recommendations. The ENS report details Victoria Police's commitment to deliver key projects and initiatives with a view to strengthening community trust and confidence of Victoria Police.

In the ENS report, Victoria Police outlined a Three Year Action Plan that focused on strengthening community trust and confidence by improving cultural capability, community engagement, and increasing transparency and accountability to the community. The key elements of this plan involved a hierarchy of activity that has sought to establish and build the foundations required for sustainable change and ongoing review. This includes the development and implementation of a policy framework that supports and embeds human rights, respect and dignity in the delivery of Victoria Police services; strategies to enhance police understanding of bias, cultural awareness and capability; infrastructure to support engagement; and mechanisms that demonstrate transparency and accountability, including the commitment to pilot receipting as detailed in the below program approach.

Figure 1: Program Approach



A receipting method became a key component of the ENS report recommendations, alongside the delivery of a larger suite of projects aimed at improving transparency and accountability in policing practices.

During the initial consultation and review process, stakeholders proposed that a police receipting trial could serve as a means to promote accountability and transparency in police contacts and some community stakeholders advocated for the inclusion of data collection and reporting on ethnicity and ethnic appearance.

It needs to be noted that several community stakeholders supported the introduction of receipting but were simultaneously concerned by the collection of ethnicity data. Some stakeholders advised that such a practice could be counter-productive in terms of maintaining and building community relationships, and recommended further public debate and discussion on whether the collection of ethnicity data at the point of contact is the only means of establishing whether racial profiling was occurring.

**Aims**

This commitment was outlined in Year One of the Three Year Action Plan. Victoria Police agreed to work with advisory groups to develop a receipting method for piloting in line with field contact processes. Actions to shape the development of the pilot included:

- Exploring the various receipting options (i.e. full report, business card, etc.) and identifying which method(s) are appropriate to be trialled;
- Defining pilot processes and practice guidelines, including methodology and timeframes;
- Ensuring that the data collected is relevant and appropriate;
- Identifying appropriate pilot sites across the state and working with those communities to clearly communicate the purpose and intent;
- Preparing for the data collection and analysis methodology, including defining the collection and publication of effectiveness and efficiency data in the trial location(s);
- Defining the benchmarking mechanisms and determining what success looks like; and
- Determining reporting measures (refer to pg. 51 of the ENS report).



In delivering the Year One actions and recommendations of the ENS, the following aims were set to ensure the pilot would be conducted in a manner that provided substantial scoping and clear outcomes prior to development. The aims included:

- To research, scope and design a Victoria Police receipting trial proposal for implementation in Year Two;
- To utilise supporting statistical data in recommending appropriate trial site location(s);
- To develop an Evaluation Plan that aligns with the broader ENS evaluation principles;
- To consider the use of current and emerging IT solutions in developing a future receipting process;
- To consult with young people and frontline police and consider this feedback in developing the Victoria Police Receipting 'Proof of Concept';
- To establish stakeholder working groups to scope and advise the Receipting 'Proof of Concept';
- To develop a field contact receipting process; which records field contact information in a manner that reinforces the organisational values and enhances community safety across the state of Victoria.

### **Literature review**

In scoping a receipting model to trial in Victoria, Victoria Police was in the position of being able to draw on experiences of other jurisdictions including the United Kingdom, Europe and North America that had previously implemented large-scale receipting trials. These trials have typically arisen in response to allegations of racial profiling and disproportionality in police contacts. In these cases it was alleged that people of ethnic minorities were stopped by police more frequently than others, despite a lack of supporting evidence suggesting meaningful differences in rates of offending between these groups. Although the methods and outcomes of receipting differed between regions, findings from the trials indicate that general receipting can serve as a useful part of a wider strategy in addressing community concerns surrounding disproportionate policing practices.

A literature review of international practices focused on police receipting experiences both in the United Kingdom and Canada. Key findings from studies in the United Kingdom included:

- Manual recording of *stop and account* forms was time-intensive and there were alternate methods to record and reference contacts for accountability (Flanagan, 2008);
- The receipting process intrinsically creates a bureaucratic burden and as such, should be applied in certain circumstances rather than *all* police interactions with the public (Home Office, 2010);
- Receipting does not necessarily result in a reduction in stops or searches; and
- Members of the public reported that the process promoted transparency and provided a justification for the stop.

Key findings from studies in Canada included:

- Community consultations in Toronto highlighted the importance of police officer self-accountability, and that a receipt is not a substitute for respectful engagement;
- The quality of the interaction is significantly more important than issuing a receipt (Toronto Police Service, 2012), about which the public were sceptical that it was a 'public relations exercise';
- Members of the public find the issuing of receipts confusing, resulting in a significant amount of police time being spent explaining the receipt's purpose; and

- Information captured in the receipt is already collected through other mechanisms, resulting in redundant practices and reducing productivity.

The various trials demonstrated that police receipting can serve as one part of a broader strategy aiming to address concerns about accountability in policing. Of important note for Victoria Police from these trials was the involvement and buy-in from police at all levels and the effective engagement of local communities in the design, implementation and evaluation of the trial. This subsequently informed the approach taken by Victoria Police in the development and implementation of the RPOC.

### 3. Scoping of proof of concept

#### Workshops

Development of the proof of concept proceeded in Year One of the ENS Three Year Action Plan through extensive community consultation and discussion on Victorian specific approaches and needs. Local level workshops were established in Dandenong, Moonee Valley and then later in Boroondara and Mildura on confirmation of trial sites. Participants included local secondary schools, community legal centres, youth support agencies and police. Police specific workshops in the form of Constable Committees were also established to inform the receipt design and process.

#### Scope

In determining the scope of types of police contacts receipted and specific information included on receipts, Victoria Police committed to ensure that the perspectives of both police and community members were taken into consideration. Agreement was reached that the receipting method needed to be:

- User-friendly and adaptable to a wide range of operational conditions;
- Incorporate feedback from police and community members;
- Consistent with existing statutory requirements e.g. Information Privacy Principles (IPP), Victoria Police Manual (VPM) etc.;
- Time and cost effective; and
- Leveraged off existing information and communication technologies (ICT) and other infrastructure.

A great deal of thought was given to when a receipt should be issued, taking into consideration stakeholder expectations and the experiences of receipting in international jurisdictions. As such, it was determined that a receipt would be issued when police:

- Initiated contact in a public place and requested a person's details;
- Conducted a personal search; or
- Undertook a routine motor vehicle intercept where there was no law enforcement outcome.

Participants in the trial sites included general duty police patrols, embedded Operational Response Units, and Protective Service Officers.

This scope represented a significant expansion of the initial community expectations which were largely directed to the provision of receipts in circumstances of police field contacts, which is a much

more limited and prescriptive form of contact. It was the view of the Project Team and stakeholders, that to limit the scope to this extent would have been outside the spirit of the intended trial and would have significantly limited the value of the proof of concept as a means to test the concept of receipting.

## **Objective**

The objective of the final proposal was determined as being *“to test a practical receipting method that provides a person with a tangible record of their interaction with Police or Protective Service Officers”*. This approach satisfied and supported the underlying themes of the ENS report namely, transparency and accountability.

## **Options**

Following comprehensive research, consultation and scoping, the Project Team recommended four receipting options to be tested.

### *Option 1: Business card*

A Victoria Police business card-style receipt with the time, date, identifying police member, patrol unit and specific reference number. The receipt would be provided to the subject of the contact and the circumstances of the interaction are recorded on the Electronic Patrol Duty Return (ePDR) and/or running sheet. However, this method would not have allowed for the easy analysis of data relating to field contact interactions, such as the time, location and police members or units involved.

### *Option 2: Smartphone application*

A custom-designed smart-phone application which police would use to record details of their interaction. A receipt would then be printed using a wireless portable printer located in the police vehicle and issued to the member of the public. This type of system is used by organisations throughout the world and is perhaps most familiar as the system used by by-laws officers to issue parking infringement notices. However, it must be noted that the initial setup cost of the smart-phone application would have been greater than the costs relating to paper-based methods.

### *Option 3: Mobile Data Network-Integrated (MDN)*

The issue of a receipt with all the information required and a unique reference number recorded within the Activity Comments, Results (ACR) Form within the Mobile Data Terminal (MDT). This reference number would correspond with Master Name Indexes (MNI) or other pre-set reference numbers relative to an individual. The receipt would be provided to the subject of the contact and the interaction (time/date/reason) would be recorded on the ePDR. Automated searches could be conducted to retrieve information should a complaint be received however there is no capability to record racial/ethnic appearance within the current form design. Furthermore, to develop the integrated solution to a stage where receipting is automated would have taken considerable time and cost.

### *Option 4: Paper based*

The proposed paper based option takes the form of an A5 carbonless-triplicate, similar in format to a penalty notice. The form has a range of tick-boxes used to capture data relating to both the interaction itself (time, date, location, whether a search was conducted) as well as the subject of the interaction (name, age, gender, racial/ethnic appearance). It was proposed that portions of the form are de-sensitised so that not all information is transferred to the copy given to the person subject to contact (racial/ethnic appearance). The burden in both time and cost involved for the data entry of

paper receipts is expected to be considerable. Given the increasing reliance on electronic solutions, a paper-based receipting solution is at risk of future redundancy due to the adoption of paperless processes.

#### *Recommended model*

The recommended receipting solution was Option 1, the business card. This option was seen to provide the community member with a reference point which records the details of the contact and provides information regarding the purpose of the receipt and complaint processes. Combined with other organisational initiatives aimed at building employee capability, cultural awareness and self-accountability, this approach was seen to satisfy the public value expectation in that it could provide a holistic framework for operational police in gathering intelligence through an informed, lawful and justifiable approach. The option was viewed as the simplest of the options to test in terms of efficiency and effectiveness, as it requires minimal organisational preparation, employee training, cost and administrative burden. With Victoria Police being able to deliver on this aspect of the receipting 'proof of concept' from the first quarter of 2015, this option was seen to best align with findings from other jurisdictions and aligns with the recommendations of the ENS.

#### **Data collection and recoding**

A number of key issues for the community were identified during the course of scoping and developing the RPoC with wide ranging expectations highlighted throughout the ENS community consultation process. To ensure the relationship with key stakeholders was properly considered during the testing phase of the concept, Victoria Police gave significant consideration to the varying priorities in relation to data collection and recording.

The RPoC was based on an ethos of self-accountability and whilst this enhanced focus met many of the identified needs through the ENS community consultation process, it also presented significant gaps for others. Specifically, the gaps were around information gathering, data collation, analysis and reporting. Regardless, the organisational commitments outlined within the ENS Three Year Action Plan and the overarching objective of 'design and test a practical receipting method that provides a person with a tangible record of their interaction with police' was seen to be the primary consideration in scoping for the RPoC.

Many community submissions directed Victoria Police to consider the receipting models initiated in other international jurisdictions. As referred to above, during the process of receipting, merely explaining the information gathering process created a level of confusion for members of the Toronto community, and a 2010 Home Office Report (UK) identified the process relating to 'stop and account' actions as cumbersome and an administrative burden (Toronto Police Service, 2012). The Home Office's observations about the efficiency and effectiveness of receipting when measured against the public value it delivered, led to recommendations that the practice be rescinded and remain applicable only in circumstances of 'stop and search' (2010).

To readily capture relevant data is another challenge facing Victoria Police in any reporting process which seeks the provision of in-depth analysis of police contacts. Considerations include: the investment required to update the IT system; the time taken to undertake an IT development project; the development of electronic statistical collation programs to automate the collection of the data; and the lack of comparable data to benchmark pre-existing performance.

In respect to analysing data, to simply overlay receipting data with residential population is an unsophisticated approach that would provide a false representation of facts and deliver skewed data sets. Research indicates that to attempt to measure levels of bias or identify practices of racial profiling, data analysis needs to consider the theory of 'available population' and how this accounts for issues of disproportionality (Miller, 2000).

These combined theories seek to reflect the user group actually present in public spaces at the time policing activity is being conducted. Miller (2000) outlines the methodology and the extent the research went to in testing the theory across five sites with high numbers of stop and search activity. In these locations the finding was that the resident population gave a 'poor indication of the population's actual availability' and that 'within pockets of high stop and search activity, young men and people from minority ethnic backgrounds tend to be over represented in the available population' (Miller, 2000: 6). Interestingly, the research found when allowing for adjustments of 'available population', 'white people tended to be stopped and searched at a higher rate, Asian people tended to be under-represented and black people have a more mixed experience' (Miller, 2000: 9). Members of the Chief Commissioner's Human Rights Strategic Advisory Committee discussed these points at length, with several noting concerns around data quality, responsible reporting, and the potential for this practice to create further harm.

As highlighted above, to gather, record and report on contact data in a format that complies with Information Privacy Principles; uses a system that cleverly engineers automated reporting and interrogation processes; minimises data lag time; and accurately reflects policing practices or activities, was one of the significant challenges for Victoria Police. In addressing this problem, Victoria Police sought independent and expert assistance and developed a cross portfolio Data Collection and Reporting Working Group in 2015. The Working Group was established to determine what information could and should be collected to assist Victoria Police in developing solutions to data related questions identified through the testing process.

The Working Group provided strategic guidance to Victoria Police on the recommended methodology for capture and public reporting of data. Primary representation on this Working Group included representatives from agencies that provided independent expertise on issues of statistics, information management and data security, such as the Crime Statistics Agency.

### **Other key considerations**

#### *Complaints and compliments*

The inclusion of complaints and compliments information was a result of feedback received in community consultations in 2013 which identified a lack of awareness regarding the process to raise complaints and compliments. In accordance with the ENS Three Year Action Plan, it was proposed that receipts should include information outlining mechanisms to register complaints about interactions with police. This proposal was included in almost all community submissions making reference to receipting and was raised by Local Working Group members. Furthermore, it is consistent with receipting trials conducted elsewhere and can be viewed as a measure to increase accountability and transparency.

Professional Standards Command was consulted and provided advice on information to be included within the business card receipt about registering feedback. It was hoped its inclusion would be of assistance to those who request the contact details of a member.

#### *Administrative burden*

The administrative burden placed upon police by the requirement to complete paper-based receipts was highlighted as a concern by Victoria Police whilst scoping a receipting model for Victoria. This concern was evidenced by a review of Metropolitan Police Service (MPS) receipting practices conducted in 2008 (Flanagan).

In developing a receipt that meet the needs of police and members of the public, Victoria Police committed to ensuring receipts recorded essential information to minimise administrative burden. Only six fields were incorporated on both paper based and printed receipts including the reason for contact, date, time, location, member (police) number and police station.

#### *Misinterpretation of purpose of receipt*

The possibility of receipts being mistaken for fines or summonses was also raised as a concern during consultation with stakeholders. This risk was identified as particularly relevant for community members from culturally and linguistically diverse backgrounds or for those with low levels of literacy.

To reduce this risk, receipts stated very clearly that they are neither a fine nor a summons. Additionally, an extensive communication strategy linked in with local community organisations was used to promote the trial in a variety of languages to reduce this risk.

#### *Compliance*

Concerns were also raised about potential unintended consequences of receipting on policing practices. Reductions in police contacts with the community owing to the requirement to produce a receipt, as well as concerns about police intentionally stopping people from particular ethnicities to alter receipting statistics were highlighted as potential risks in the international literature (Bland et al, 2000).

However, clear definitions of when a receipt should be issued coupled with monitoring by frontline supervisors of ePDR to ensure receipts were issued in accordance with procedures.

#### *Technology*

There was little scope for Victoria Police to undertake any IT development capacity in relation to receipting at the time of scoping and designing of the RPoC due to a range of enhancement priorities and significant organisational deliverables.

Other law enforcement agencies had utilised stand-alone, mobile Android applications and it was determined to be the most appropriate option given Victoria Police's resource limitations. As such, Victoria Police consulted with technology experts regarding a custom-designed smart-phone application similar to those trialled internationally. The platform involved police recording contact details into a police issued tablet/smart-phone and produced a docket style receipt of their interaction through a wireless portable printer located in the police vehicle. Additionally, given that the application was custom-designed for purpose, the information recorded on the receipt and the

data collected in relation to the contact was dictated by the needs of Victoria Police which seen to be advantageous.

#### **4. Victoria Police Receipting Proof of Concept**

Victoria Police became the first law enforcement agency in Australia to develop and trial receipting with the implementation of the RPoC in March 2015. In doing so, Victoria Police joined police jurisdictions in the United Kingdom and Canada who had also trialled receipting as a safeguard to demonstrate procedural fairness. The RPoC was trialled in two stages:

Stage 1 from March 30th to December 31st 2015 in the Greater Dandenong and Moonee Valley PSAs and

Stage 2 from June 29th to December 31st 2015 in the Boroondara PSA and The Mildura Response Zone.

##### **Sites**

In scanning current and emerging community issues in PSA across the state, the Project Team considered field contact submission rates, local population demographics, community engagement activity and factors arising from the ENS community consultation process in recommending appropriate trial site locations.

Moonee Valley, Greater Dandenong, Boroondara and Mildura PSAs were recommended as appropriate trial sites. Three of the PSAs were chosen on account of their cultural diversity, high youth populations, geographical spread and support from local managers in the development of the project. Boroondara PSA was selected as a 'point of difference', so as to test a location where elements of demography are more reflective of state and national levels.

Local working groups were established in Dandenong, Moonee Valley and later in Boroondara and Mildura upon confirmation of the trial sites. Participants included representatives from local secondary schools, community legal centres, community groups, youth support agencies and police. Participants included representatives from General Duties (Uniform) police, embedded Operational Response Units and Protective Service Officers in the trial sites of Greater Dandenong, Moonee Valley, Boroondara and Mildura PSAs.

##### **Receipting style**

Following a comprehensive scoping and design phase which included extensive consultation with stakeholders, and taking into account particular considerations, Victoria Police developed two receipting methods for the RPoC, a business card style and a smartphone application that produced a receipt via a portable printer. Both options provided the community member with a reference point which records the details of the contact and provides information regarding the purpose of the receipt and complaint processes.

A business card style receipt was chosen to provide a paper based method of providing a receipt. Two different cards were produced, one for the metropolitan area and the second for the rural area (Mildura). The blue shaded business card receipt pictured in diagram 1 was developed in consultation with the stage one site local working groups and used in the three metropolitan sites.

**Diagram 1. Metropolitan Receipt**

The Local Working Group was consulted by the RPoC Project Team in Mildura and it was suggested that the receipt should be shaded green to distinguish it from a penalty notice or infringement. Feedback suggested that a person observing a green coloured receipt being issued to someone may be less inclined to associate it as a law enforcement penalty. The suggestion was accepted and both the business card receipt and the smartphone printed receipt were shaded green for the Mildura response zone (refer to diagram 2 and diagram 3).

The Mildura Local Working Group also requested a change in the wording of the reason for contact. Local Aboriginal communities explained that the term “welfare” for a check had negative connotations for their community with association to government interventions of the past. As a result the term “personal safety” was chosen as a suitable alternative (also pictured in diagram 2).

**Diagram 2. Mildura Receipt**

**Diagram 3. Smartphone Receipt**





**Diagram 4. Back of the Business Card Receipts in all locations**

The back of the receipt was used to provide information about the receipt and the intent of the trial. To help promote accountability, the back of the receipt included the Police Conduct Unit's phone number and also referred the recipient to the Victoria Police website. Working group members and the Victoria Police Professional Standards Command were consulted during the process to ensure information relating to complaints was accurate and visible.

To record the receipt the police and PSOs completed all fields on the receipt, completed their activity log (otherwise known as a running sheet) as normal and recorded the unique receipt reference number to enable correlation with a complaint or compliment and assist in auditing of the project.

### **Training**

Extensive education and training was critical to the success of the project and to promote adherence to correct procedures. The package provided to police in participating sites included:

- e-Learning Package.
- Face-to-face Officer-in-Charge training.
- Comprehensive group training package for Mildura smartphone receipting technology.

*e-Learning Package:* This interactive, online program was developed by Victoria Police and featured segments and case studies which outlined the rationale for the project, the criteria and procedures for issuing a receipt, and an interactive examination to consolidate knowledge. The package was completed by over 2000 Victoria Police employees (police, PSOs and VPS staff), a number far greater than those participating in the program, indicating wider organisational interest in the program.

*Face-to-face Officer in Charge (OiC) Training:* The RPOC Project Team met with officers-in-charge in participating PSAs to provide a broader overview of the project, including development and

consultation undertaken in Year One, operational considerations in the design of the receipt methodology, and engagement with local external stakeholders. Additionally, procedures for monitoring compliance were discussed and participants were provided with an opportunity to ask questions and seek clarification from the Project Team.

*Mildura Smartphone Training Package:* A smartphone training package was developed by the Project Team in conjunction with the software supplier, Database Consultants Australia. The program was delivered in person by the RPOC Project Team at Mildura Police Station over four separate one-hour sessions. Participants were provided with printed instructions and a smartphone and printer for practice during the training session. This package was completed by approximately 60 attendees.

### **Communication and Accessibility**

As part of the Year Two ENS actions a comprehensive communication strategy was prepared by the Priorities Community Division (PCD) to ensure the concept's intent was socialised with the workforce, community and stakeholders. Ongoing dialogue and consultation, both internally and externally, formed part of this approach.

To best explain some of the systemic difficulties Victoria Police faced in meeting the expectations of the community, a communication plan was developed for internal purposes that:

- provided information in regards to Victoria Police's responsibilities within the context of information privacy principles;
- clearly articulated the intricate nature of un-contextualised racial/ethnic appearance data and the difficulties in applying this to Field Contact rates; and
- highlighted the organisational commitment to developing a series of initiatives aimed at delivering increased public value in respect to the review of information capture and reporting processes and Victoria Police's commitment to a framework that promotes the legitimate collection of intelligence through enhanced officer accountability.

In relation to communicating the purpose and intent of RPOC to the wider community, a comprehensive information campaign was developed. As part of this campaign, a multilingual pamphlet was produced to accompany the receipt for people with English as a second language that translated all the information printed on the receipts. The languages chosen reflected the range of languages most likely to be spoken by people in the trial areas. The Victoria Police website prominently displayed the RPOC information including copies of the multilingual brochures, frequently asked questions in the multiple languages and invited people who had been receipted to participate in a feedback survey. Media releases and community factsheets were also distributed. Internally, targeted emails, frequently asked questions, regular gazette articles, and corporate news items were utilised to ensure police had the resources, information and tools required to ensure their successful participation in the project.

### **Project Governance**

The development of the Victoria Police Receipting 'Proof of Concept' was led by PCD and has included wide ranging consultation and oversight through the establishment of Stakeholder Working Groups and an internal Reference Group. This consultative process assisted in refining the proposed methodology to be considered by the Victoria Police Human Rights Strategic Advisory Committee and approved by the Victoria Police Stakeholder Engagement Committee at the time of development and implementation.

## 5. Evaluation Methodology

The evaluation of the Receipting Proof of Concept was undertaken by the Operations Review & Support Division (ORSD) of Victoria Police. This division is independent of the PCD and the RPoC Project Team, which were responsible for the development and delivery of the RPoC.

The evaluation was designed around a set of research questions examining the effectiveness of the RPoC trial and achievement of its stated objectives. The research questions are broad, covering the design of the trial, its effectiveness to engage diverse communities, and its impact on public safety.

The evaluation comprised a mixed methodology design that sought evidence from multiple sources, including surveys of police and members of the public, stakeholder feedback, community consultation, field observations and statistical analysis.

### Scope of the Evaluation

The objective of the RPoC was “to test a practical receipting method that provides a person with a tangible record of their interaction with police or Protective Service Officers”. In particular, to:

1. Examine receipting options
2. Scope, develop and trial a receipting pilot, and
3. Assess police and community perceptions of the receipting process.

Three research questions were identified by ORSD to be addressed in the evaluation:

1. Have the proof of concept models provided a practical method of receipting people who have been the subject of police initiated public contacts?
2. Has the Receipting Proof of Concept assisted police to connect more effectively with the diverse communities of Victoria?
3. Were there any consequences to public safety or perceptions of public safety during the Receipting Proof of Concept?

The third evaluation question was included in response to stakeholder concerns that the additional paperwork and increased regulation required by the trial may deter police and PSOs from engaging with members of the public as they normally would and this may result in a reduction in public safety or perceptions of safety.

### Methodology

In order to evaluate the RPoC against its objective, the following methods were applied:

1. Victoria Police Member Survey

In total, 192 people responded to the Victoria Police member online survey, and 17 manual (hard copy) survey responses were received.

2. Community Member Survey

The evaluation team received 46 survey responses from members of the public. The external survey was promoted heavily at the local level through a range of avenues which included social media posts on the Victoria Police Facebook page, Eyewatch Mildura social media site, local media releases and targeted emails to all local Receipting Working Groups promoting the external survey and relevant communications to inform their communities. The survey was also translated into the same

languages provided on the multilingual pamphlets used during the RPoC. Public responses to the survey, however, were only received in English.

Despite the extensive promotion of the community survey throughout the course of the trials across all sites, community groups experienced similarly low response rates to their own online community forums, indicating difficulties in reaching members of the public who had received receipts.

### 3. Stakeholder Feedback & Community Consultation

#### *Police*

Police and PSO managers and supervisors in the RPoC sites were encouraged to seek feedback from members and submit responses through a position based email account (PBEA). The evaluation team invited The Police Association Victoria to provide feedback from members on the RPoC.

#### *Community*

The evaluation team received feedback from members of the public that had been collected by local community groups. Community members were also provided with an opportunity to submit complaints or compliments during the receipting proof of concept.

### 4. Field Observations

The evaluation team made observations at the participating sites, including attending supervisor information sessions and station briefings and face-to-face meetings with members in the field to elicit their informed and contemporaneous comments.

In consideration of the wider ENS objectives, the following measures and sources of information were also used:

- Whether the training and use of the receipting model changes members' thinking regarding police initiated public stops.
- Opinions, examples and evidence of whether the receipting process assists members with community interaction gathered as part of the member feedback.

### **Constraints of the Evaluation**

Data analysis for this evaluation is largely limited to data collected as part of the evaluation process; more particularly this included the police and community surveys. The number of people contacts made by police is not captured in the current police processes, however for a short period of time relevant to this evaluation, PSO contacts were being captured as part of their roll out but this system was only maintained until October 2015. The PSO data supplied and analysed from this source are not 'Official Statistics' of Victoria Police, as they were gained from workbooks from the PSO Data Collection Database and it was unable to be validated. The data is believed to be accurate; however may conflict with organisational reporting.

The evaluation team had initially intended on interviewing a sample of people who had been issued with a receipt. This method became impractical as the local community groups in the trial sites were unable to identify clients who had received receipts. Instead an on-line public survey was developed

and posted on the Victoria Police Internet site. The external survey was promoted heavily at the local level through a range of avenues which included;

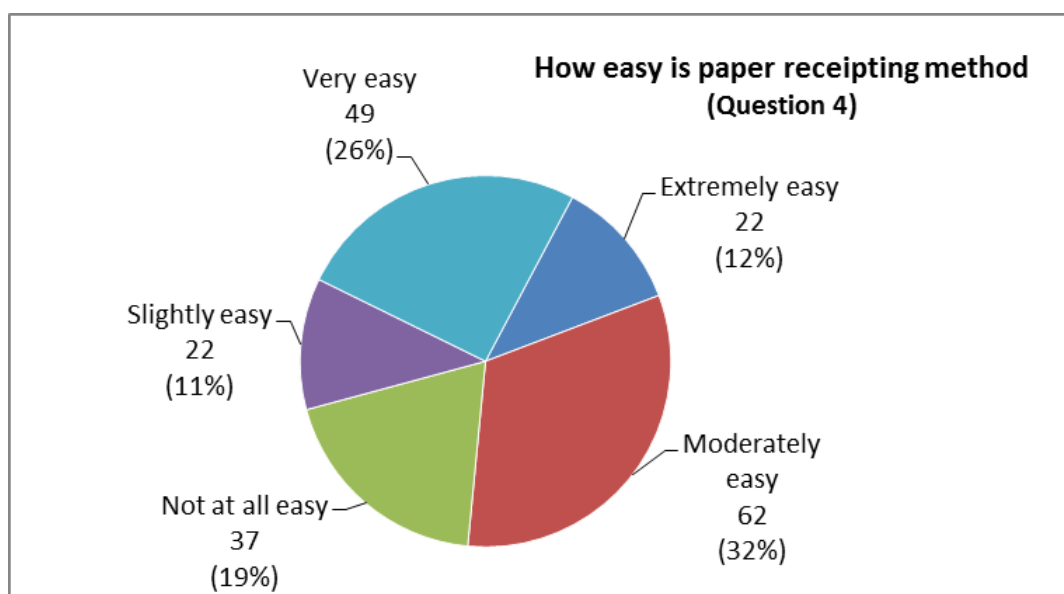
- Social media posts on the Victoria Police Facebook (over 350,000 followers) linking to the survey
- Eyewatch Mildura social media posts calling for feedback and a link to the survey
- Local Media Releases distributed to inform community the survey was open
- Targeted emails to all local receiving working groups promoting the external survey and relevant communications to inform their communities.

The survey was also translated into the same languages provided on the multilingual pamphlets used during the RPoC. Public responses to the survey, however, were only received in English.

## 6. Findings

**Key Finding 1: Police found the business card style receipt was practical and did not take much time to provide.**

Based on the survey responses and other feedback collected, police responded that paper based receipting was a quick and efficient process with 70% of police survey respondents advising that the handwritten receipting method was moderately, very or extremely easy to use. Furthermore, PSOs that gave out business card receipts found the process easy and a practical method of receipting with the process observed by the evaluation team to take between 30 seconds to a minute each to complete.



However, police noted that the time taken to issue receipts increased when issuing multiple receipts to a group of people. Police felt that the more time taken to issue receipts led to an increase in the likelihood of potentially volatile situations escalating, for example members of the public becoming frustrated with being delayed from moving on while police completed an administrative process.

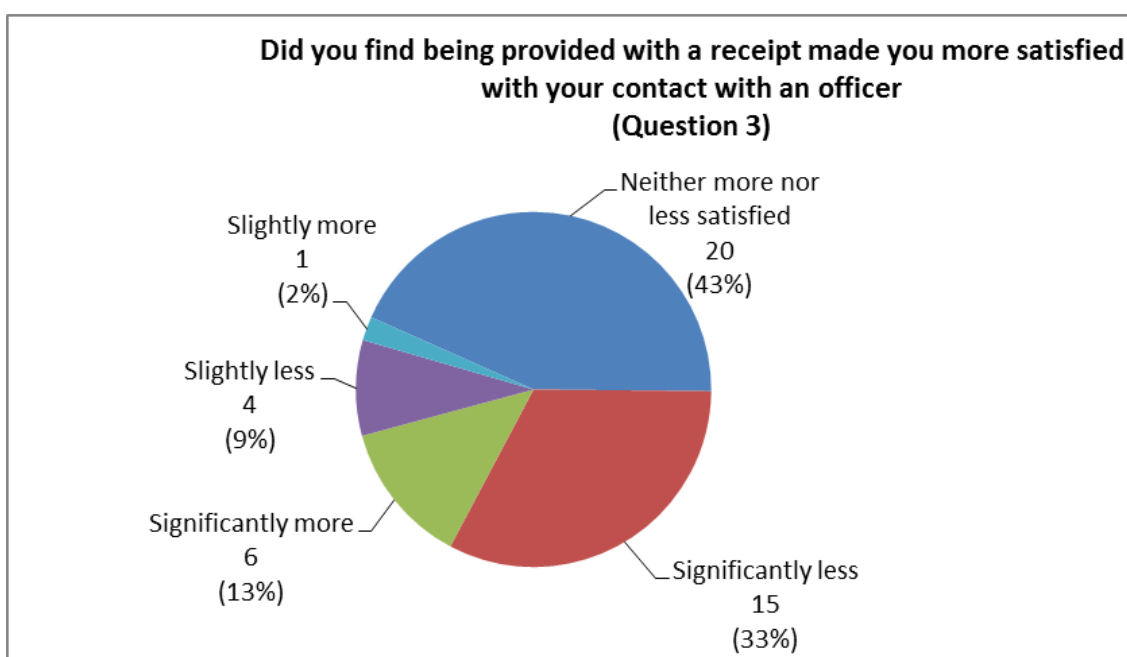
This was of concern to police who felt their safety was compromised at times during the trial when receipts were issued.

In contrast, the smartphone receipting application was found to be an impractical method for receipting with 67% of police surveyed indicating that it was 'not at all easy' to use. Police noted that the application was complicated to use for a number of reasons including the requirement to login to the application, technical difficulties, equipment maintenance and concerns about community perceptions that the member was using the phone for personal use.

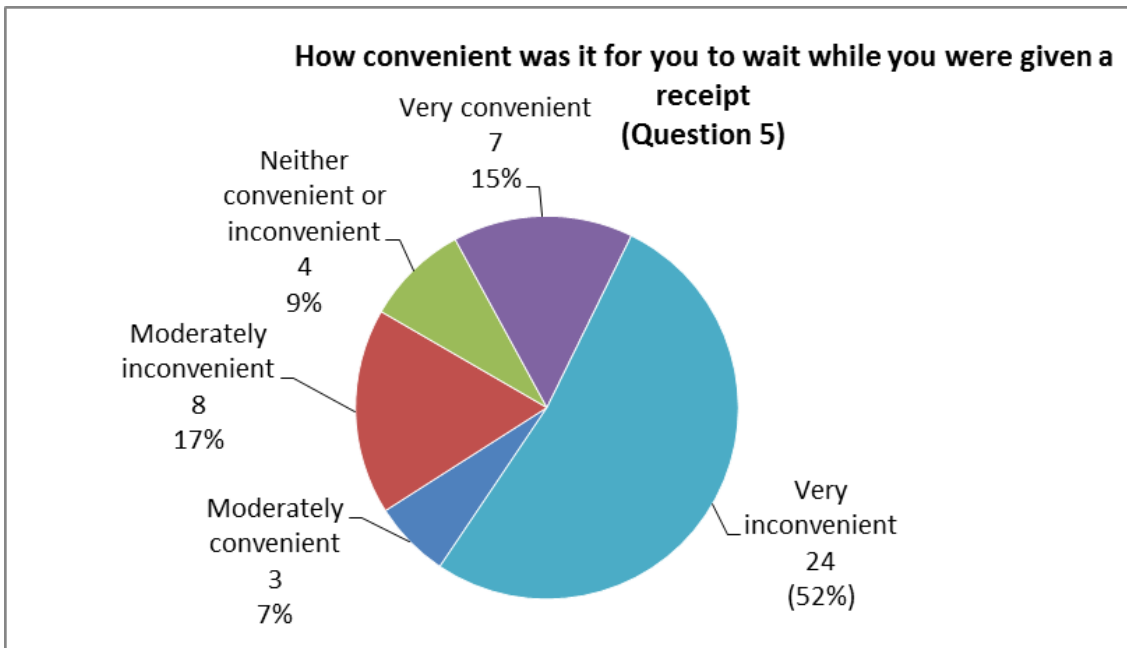
**Key Finding 2: The public saw limited benefit in being provided with a receipt and were less satisfied with their contact with police and PSOs as a result.**

In relation to the perceived benefits of receiving a receipt, some members of the public commented that receipting was able to demonstrate where a person was at a particular time, to help solve a crime, and to provide easy access to member contact details.

When asked whether being provided with a receipt made them more satisfied with their contact with police, only 15% of the members of the public surveyed reported feeling slightly or significantly more satisfied. In contrast, 33% reported feeling significantly less satisfied.

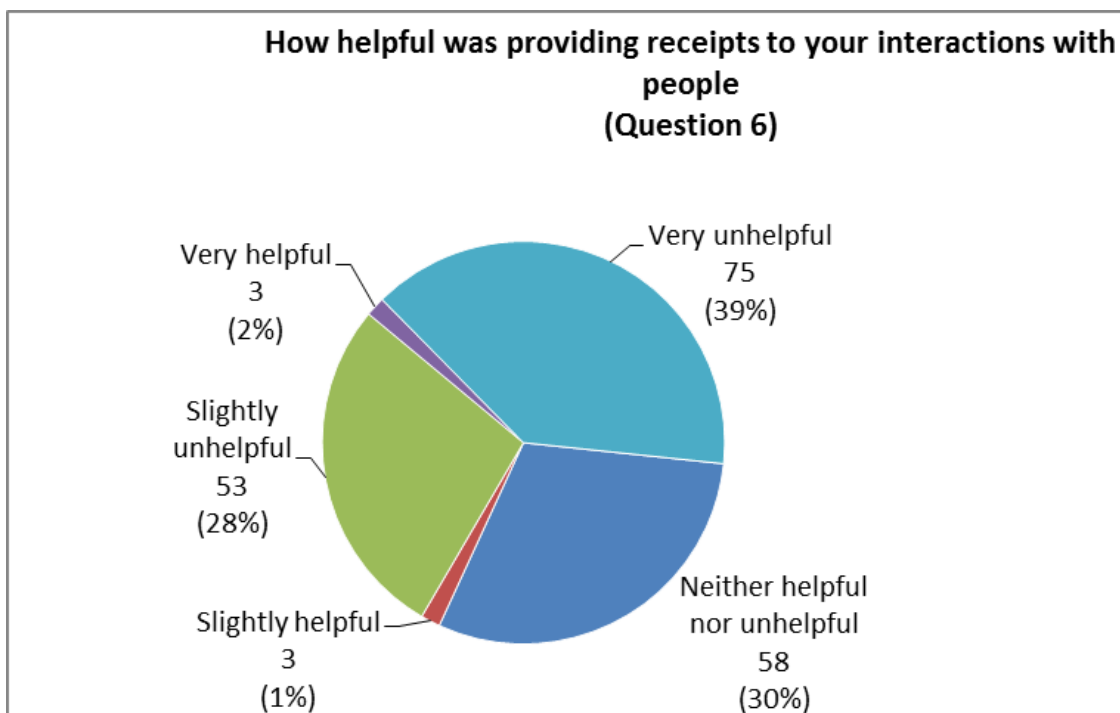


This is further demonstrated by those surveyed in relation to the question, "How convenient was it for you to wait while you were given a receipt?" with 52% of those surveyed felt that it was very inconvenient to wait whilst the receipt was issued.



**Key Finding 3: Explaining the purpose of the receipt took longer than issuing the actual receipt, often caused confusion, and frequently detracted from the interaction between police and the public.**

Only 3% of member survey responses indicated that the receipting process was very helpful or slightly helpful in their interactions with people. The full results are pictured below.



Police advised that difficulties associated with the process arose when police attempted to provide an explanation for the purpose and intent of the receipt. Many reported that explaining the process was often challenging, with some members of the public finding it confusing to receive a document

that they did not request. This point was emphasised in regards to traffic intercepts and PSOs who reported that the process compels police to issue receipts to people who do not want them. The time taken to explain the reason for receipting was a common theme in the survey comments from police who saw holding up people longer than necessary for a receipt as an inconvenience for members of the public.

In some instances, police reported that the receipting process appeared to cause a degree of anxiety for members of the public who were from non-English speaking backgrounds. This is despite the production of translated materials and information sessions with multicultural services and community groups in trial locations. This included examples where members of the public felt compelled to attend police stations to seek further information on the reason for being issued with a receipt.

The PSO statistical return also indicated that members of the public often refused to accept a receipt as was their right to do so. Site visits were undertaken to locations where this was most prominent. It was found that some people who had already received a receipt were likely to refuse further receipts. Feedback provided in the surveys and group meetings further supported this finding. When this first appeared the evaluation team visited the site where this was most prominent and found that as some people were being subject to repeated checks they almost always refused the receipt if they had been issued one before. The feedback provided in the surveys also captured this trend as did the group meetings that the evaluation team spoke with. Some members had been asking people whether they wanted a receipt prior to writing it out. It was clarified by the RPoC project team and local managers that the receipt should be completed and then offered to a person. Even once this was adopted refusals remained common.

In response to a request from the evaluation team The Police Association of Victoria (TPAV) Association asked their delegates responsible for the trial areas to canvass their members for feedback in relation to the RPoC. Their letter of response from the Assistant Secretary Bruce McKenzie summarised the feedback gathered as mostly negative. They included quotes from some of the responses they received. The examples supplied pick up on the themes of unnecessarily delaying the public, creating confusion with some people and that members of the public did not care for it. There were also concerns around safety when issuing multiple receipts to a group.

**Key Finding 4: Police preferred greater discretion to determine when a receipt should be issued.**

The survey results were supported by additional feedback where police explained that, even when they became more familiar with the process of receipting and how to explain the purpose and intent of the trial, they still found the public reception to them generally indifferent or negative.

Member feedback frequently showed a frustration with having to issue the receipts whether the member of the public wanted one or not and they indicated a preference to have a choice to provide a receipt when they thought it helpful or one was requested.

**Key Finding 5: Police would find it helpful to be provided with a card with room for free text to issue at their discretion when they thought it would benefit an interaction or if requested by a member of the public.**

In both general feedback and in the survey results, police suggested a business/contact card would be a more effective method to provide information. Police suggested that a card similar in size to a

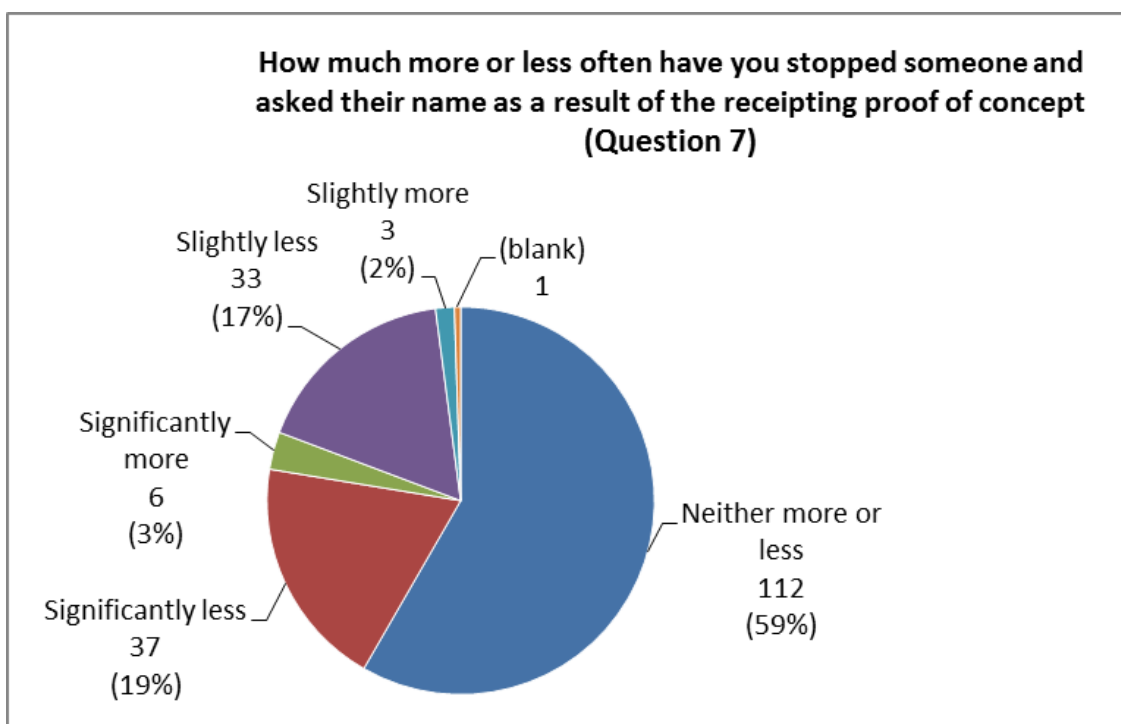


business card with blank space on the back would be useful as it would allow for use in a much wider range of situations. In both general feedback and in the survey results members suggested a traditional business card would be a better way to provide information. They suggested that a standard business card with blank lines on the back would be ideal as a business card would not need an explanation as people are familiar with them.

Currently members are able to provide a calling card to members of the public but this card has limited application due to its pre produced format. Room for free text was also a frequent request by members in relation to the contact receipt. When asked how they currently provided their details members said that some people typed their name and other details into their phones, other people took photos with the members name tag captured and members frequently wrote their details down on a loose leaf piece of paper.

**Key Finding 6: There were no notable consequences to public safety or perceptions of public safety as a result of the RPoC.**

As identified earlier members indicated that the receipting process did not specifically deter them from street checks as they applied the receipting process at the end of their interaction with people not as they made the initial decision to stop them. Despite this 39% of members in the trial areas responded that they checked people less during the RPoC.



Based on the feedback received the main reason for the reduction in checks was the time taken to explain the receipt. As included in the Police Association feedback from one member who saw the greatest impact when patrolling for offenders immediately following a crime having to spend time explaining the receipt to a person stopped who was no longer considered a suspect. This held them up at a crucial time from continuing their search.

As previously stated Victoria Police processes do not currently capture the number of person checks conducted by police and PSOs. The evaluation team was able to get an indication of the number of

checks conducted from the PSO statistical return that was maintained in the metropolitan trial areas until October 2015. This is not seen as an accurate way of determining police checks as PSOs have significantly more discretionary time in which to engage the public. It is also important to note that 75% of the PSOs from the online survey and manual survey indicated that they did not check people less.

As noted above, Victoria Police do not currently capture aggregate data on person checks conducted by police and PSOs which do not result in a law enforcement outcome. However, an analysis was conducted on PSO data across three RPoC Police Service Areas (PSA) areas and a non-participating PSA and compared across the same period in 2014. When comparing the results of the three participating PSAs against the non-participating PSAs, the control PSA presented a similar decrease in the number of public contacts from 2014 to 2015. In trying to ascertain the possible causes of the decrease, there is nothing in the trial data to indicate there has been any significant change in relation to the locations, such as staffing or shift pattern, which would explain the decrease in public contacts. When comparing the number of public contacts with the number of shifts per location, the results indicate that both participating and non-participating locations had a substantial decrease in the average number of contacts per shift from 2014 to 2015. On drawing a conclusion about the effects on public contact from the receipting program, it is highly likely that the impact of introducing RPoC has had little to no effect on the total number of public contacts.

## 7. Other observations

**Audits and compliance:** The RPoC project team conducted sample audits of the trial areas which indicated some inconsistency in the issuing of receipts. When asked about this apparent lack of compliance members explained that they sometimes forgot about the receipt and remembered after a person left and they were completing their running sheet. This was further explained by the way they had worked the receipting process into their thinking, that when they decided to check someone they considered the circumstances and legal powers and only turned their mind to the receipt at the end of the interaction. This makes sense in that it is not until the end of an interaction that a decision is made in relation to whether a policing outcome will result or not.

The Flemington and Kensington Community Legal Centre and The Springvale Monash Legal Service jointly established StopWatchVic to provide legal education to young community members within the trial zones of the RPoC, to increase understanding of and engagement with the pilots, and to monitor and report upon the outcomes. The project had a website, ran a Facebook page, distributed factsheets (Appendix D) and handed out information cards at railway stations to obtain community feedback. Victoria Police and other stakeholders also engaged in promoting the trials to inform the public and try to capture community experiences in the receipting trial. During the course of the RPoC no complaints regarding a person receiving multiple receipts as a result of being checked were received by the RPoC project team, the evaluation team, the Victoria Police Professional Standards Command or any of the stakeholder agencies or organisations. Nor were there any reports of a refusal by a member to provide a receipt. In the public survey one of the most positive comments actually came from a person who received a receipt outside the mandatory criteria.

**Alternative use of receipts:** One of the unexpected outcomes of the trial was how some receipts were being used. One person living rough explained how she or he used it to get “free” public transport to travel safely back to the city. The use of receipts to gain or try to gain free transport was reported by members in other feedback in relation to train and buses but also taxis in the Mildura area where receipts were produced to taxi drivers for use as a defacto “cab charge”, stating that police would pay the fare.

**Police Conduct Unit information:** The evaluation team did not find any resistance to the inclusion of the feedback information on the rear of the receipt and this did not appear to be a factor in the times when members failed to issue a receipt. The Professional Standards Command did not receive any complaints in the trial areas arising from people checked under the receipting criteria. Three compliments were received however as a result of the feedback information. Many comments were made in the community consultation that was conducted in 2013 about a lack of awareness of the complaints process. The inclusion of the Police Conduct Unit would therefore be of assistance to those who request the contact details of a member.

## 8. Other Considerations

### **Human rights policy developments**

Receipting is one method of enhancing transparency and accountability within police service delivery and should be considered a complementary practice to a range of other initiatives that also seek to meet these objectives.

Since the release of the ENS report, Victoria Police has developed and implemented a range of initiatives that promote transparency and accountability including a policy framework that supports and embeds human rights, respect and dignity in service delivery.

*Human Rights, Equity and Diversity Standards:* The first Human Rights, Equity and Diversity Standards was launched in August 2015 and sits across the entirety of the VPM. This is Victoria Police’s first stand-alone human rights policy which is designed to ensure that human rights considerations are integral to all Victoria Police decision making and policy development, as well as a stated zero tolerance towards racial profiling. A human rights practitioner guide including an impact assessment toolkit has been developed to assist our members when developing policies, projects and practices to ensure they are compliant with the Charter of Human Rights and Responsibilities Act 2006.

*Reporting Contacts and Intelligence Policy:* An updated and human rights compliant field contact policy called the Reporting Contacts and Intelligence Policy was also launched in August 2015. It is designed to enhance Victoria Police’s field contact interactions and the processes for reporting contacts and gathering intelligence in a way that is fair, respectful and transparent.

*Interactions with the Public Policy:* Interactions with the Public Policy was launched in August 2015 and was designed to enhance police interactions with the public and increase public confidence and trust.

The development and implementation of this policy framework supports the holistic approach undertaken by Victoria Police in relation to improving policing practices and the quality of interactions between members of the public and police.

The PACER Review undertaken by the Toronto Police Service (2012) into community contacts also noted the mere issuing of receipts would not have an impact on the behaviour of officers, and recommended a holistic process that promoted self-accountability. The PACER Review observed, "...the quality of the interaction is vastly more important than the issuing of a receipt. It was widely felt the issuing of receipt would not fix the problem but would instead become a public relations exercise" (Toronto Police Service, 2012: 42).

### **Human Rights e-Learning Package**

Victoria Police has developed its own 'Human Rights Train the Trainer' training package. The Victorian Equal Opportunity and Human Rights Commission (VEOHRC) provided expertise in training all the trainers to ensure a consistent baseline understanding of the Charter. A design team was also pooled from all regions and various areas of the organisation to provide a Victoria Police context with operational examples and challenging scenarios in developing the package. A number of practice sessions were organised for the trainer to practice presenting the material. VEOHRC provided additional guidance during the practice run sessions on areas to improve. Unlike other human rights training at the organisation, this package was developed by Victoria Police for Victoria Police to ensure relevant operational context. The benefits of having Victoria Police design the training package are to increase organisational ownership, staff buy-in and increase their capability and understanding of human rights in policing contexts. A facilitator manual, a ready reckoner, participants' workbook and human rights case summaries form part of the resources for the package.

The human rights eLearning package has been designed to assist frontline members to confidently engage with the public by applying the Charter of Human rights, Field Contacts Policy, and Interactions with the Public Policy. The launch of the Human Rights e-Learning package will provide a platform for a targeted promotional strategy around the changes to the field contacts policy within corporate communications including read out instructions to station commanders, emails and articles within internal marketing resources. The fundamental aim of the course is to promote the protection of human rights as a fundamental part of everyday policing.

### **Body Worn Cameras**

It is anticipated that Victoria Police will be commencing a trial of Body Worn Cameras (BWC) in the near future. The implementation of a BWC trial is consistent with the intent of ENS and receipting as a means of ensuring transparency and accountability in police service delivery and improving the quality of interactions with members of the public.

The intended application of mandatory recording in law enforcement activities and/or where members are exercising powers are similarly applicable to the circumstances of receipting. However, there will be times that recording of interactions may not be within the principles of use of BWCs, and a record of the contact may still be a valid mechanism to ensure transparency and accountability regarding particular interactions.

As such, the use of business/contact cards, may well complement and/or be used in conjunction with the use of BWCs. This could occur when a BWC recording is made, as a business/contact cards would both facilitate a record of that interaction and provide advice of appropriate compliment or

complaint contact details if requested or considered appropriate by a Victoria Police member. Additionally, the ability to provide a business/contact cards may also be of benefit in circumstances where an interaction does not meet operational criteria for recording, but the Victoria Police member still believes some record of that interaction is warranted.

The implementation of a BWC trial, along with the development and release of a policy framework, a range of human rights training packages and policies, and the potential development of a business/contact card as recommended in this evaluation, will enhance and complement the subsequent direction undertaken by Victoria Police following this RPOC.

## 9. Conclusion

This evaluation was designed to examine the RPOC against its objective, “to test a practical receipting method that provides a person with a tangible record of their interaction with police or Protective Service Officers”; in particular, to:

- Examine receipting options;
- Scope, develop and trial a receipting concept; and to,
- Assess police and community perceptions of the receipting process.

The results of this evaluation revealed the following key findings from the RPOC:

1. Police found the business card style receipt was practical and did not take much time to provide.
2. The public saw limited benefit in being provided with a receipt and were less satisfied with their contact with police and PSOs as a result.
3. Explaining the purpose of the receipt took longer than issuing the actual receipt, often caused confusion, and frequently detracted from the interaction between police and the public.
4. Police preferred greater discretion to determine when a receipt should be issued.
5. Police would find it helpful to be provided with a card with room for free text to issue at their discretion when they thought it would benefit an interaction or if requested by a member of the public.
6. There were no notable consequences to public safety or perceptions of public safety as a result of the RPOC.

The findings of the evaluation indicate that when applied in the wider community context, the practice of providing a tangible record of a contact with police or a Protective Service Officer received mixed or indifferent support. Largely, issues with the provision of a receipt occurred when members of the public became confused or concerned as to why they needed to be provided with a ‘receipt’. The requirement to mandatorily issue a receipt appears to have been the greatest detractor from the value of providing a record of a contact. As a result, the evaluation outcomes indicated that the mandatory requirement to issue a receipt should not be supported. However, a more flexible business/contact card to be provided at member’s discretion or at the request of a member of the public did receive support and was considered both feasible and a positive contribution to an improved policing service.

### *Recommendations*

As a result of these key findings, the following recommendations were made by the evaluation team:

#### **Recommendation 1**

The practice of the mandatory issuing of a receipt to the public is not adopted.

**Recommendation 2**

Relevant areas of Victoria Police should be consulted to inform the development of a police business/contact card. This card may be issued by police and PSOs when it may add value to the interaction or a member of the public requests a member's details.

**Recommendation 3**

If a police business/contact card is developed it should include the feedback information as provided on the contact receipt to help improve community understanding and access to information about the complaints process.

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