Geen autonomie voor de lokale zones zonder accountability

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Autonomy? Good, but not without accountability

Why Autonomy?
- Informational advantages
- Local needs
- Adapted community work
- Approachability,
- Policing by concent
- Etc…

Best together with accountability and cooperation
- Textbook principal-agent issue
- Crime spill-overs
- Coordination issues

Accountability? Enough?

Existing accountability system

- « Comité P » has monopoly
- Tools: complaints, inspections, etc.
- Not used: public reporting of quantitative indicators at the local police force level,
    - e.g. concerning the quality of service, customer satisfaction, police (mis-)conduct, feelings of insafety, financial stability, etc.

No or only a negative and passive role for the citizen; "the client"

Idea of community oriented policing

Accountability? Enough?

Why don't we have an active role for the citizen in the accountability system?

- Privacy & Security?
  - True, but it is possible in neighbouring countries
    - https://www.justiceinspectorates.gov.uk/hmic/
    - http://www.veiligheidsmonitor.nl/

- The data do not exist
  - True, public policy towards less transparency
  - Rest In Piece, Safety Monitor?

- The production of policing services is difficult to quantify
  - True, but let's try !
  - Quantitative benchmarking

Quantitative Benchmarking? Idea

Fair benchmarking by applying a "benefit-of-the-doubt" principle

Developed tools
- Are fully consistent with economic optimization
- Acknowledge the multi-input multi-output (or multi-divisional) production structure without imposing a parametric functional form
- Include the effects of non-discretionary environmental variables and external effects.
- Restrictions on weights to avoid specialization
- Benefit-of-the-doubt (after Melyn and Moesen, 1991): No arbitrary weights are assigned, each Decision Making Unit (DMU) is compared to other DMU's while using the DMU's most favourable weights!
- Thus, any other weighting of outputs leads to lower scores for the assessed DMU's.

Quantitative Benchmarking? Idea

Fair benchmarking by applying a "benefit-of-the-doubt" principle

- Idea: For DMU i, if another DMU j, obtains a higher composite score when using the most favourable weights for DMU i, this means DMU j outperforms DMU i. DMU i is assigned a relative effectiveness score E<1. The value of the relative effectiveness score E gives the room for improvement in terms of satisfaction with the policing outputs

- If no other DMU j obtains a higher composite score than DMU i when using the most favourable weights for DMU i, then DMU i is assigned a relative effectiveness score E=1.

Quantitative Benchmarking? Applications

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Public sector applications:

- Education (The Netherlands)
- Electricity distribution (Finland)
- Prisons (England & Wales)
- Politicians (France)
- Railway control centres (Belgium)
- ….
- And… local police forces (Belgium)

Rogge, N. and M. Verschelde, 2013, A composite index of citizen satisfaction with local police services, Policing: an International Journal of Police Strategies and Management, 36 (2), p.238-262.

Verschelde, M. and N. Rogge, 2012, An environment-adjusted evaluation of citizen satisfaction with local police effectiveness: Evidence from a conditional Data Envelopment Analysis approach, European Journal of Operational Research, 223 (1), p. 214-225.
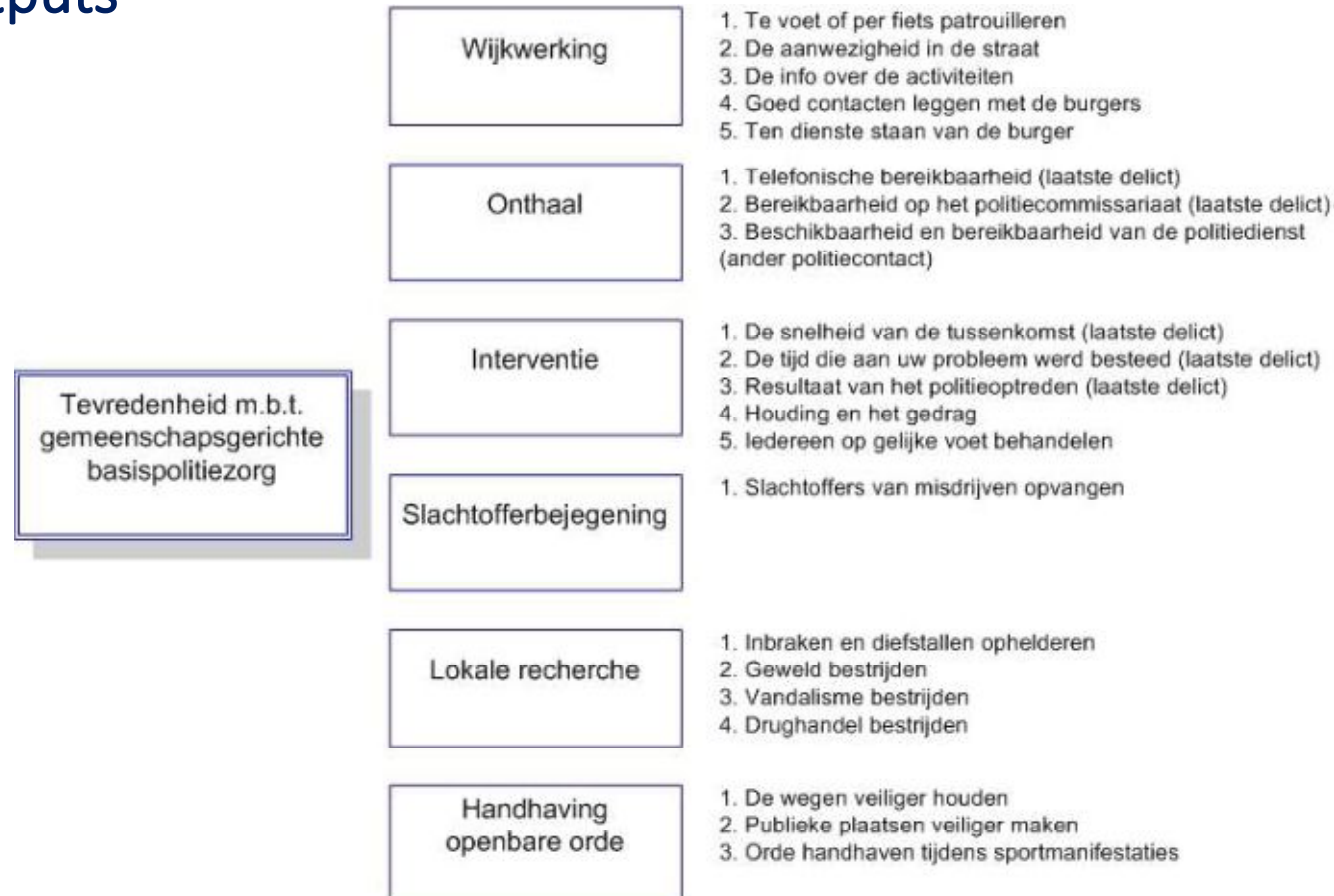
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Quantitative Benchmarking? Let's try

Environment-adjusted evaluation of citizen satisfaction with local police effectiveness

- Use the Safety Monitor 2002, 2004, 2006 and 2008-2009 (n=209)
- Outputs: 6 basic police tasks
- The seventh (traffic) was only introduced in 2009
- Weights are endogenously selected
- Weights should lay in an interval which we construct, using a survey of 63 local police force chiefs
- Control for socio-economic influences (substance income rate, green pressure), typology, year effects and regional differences
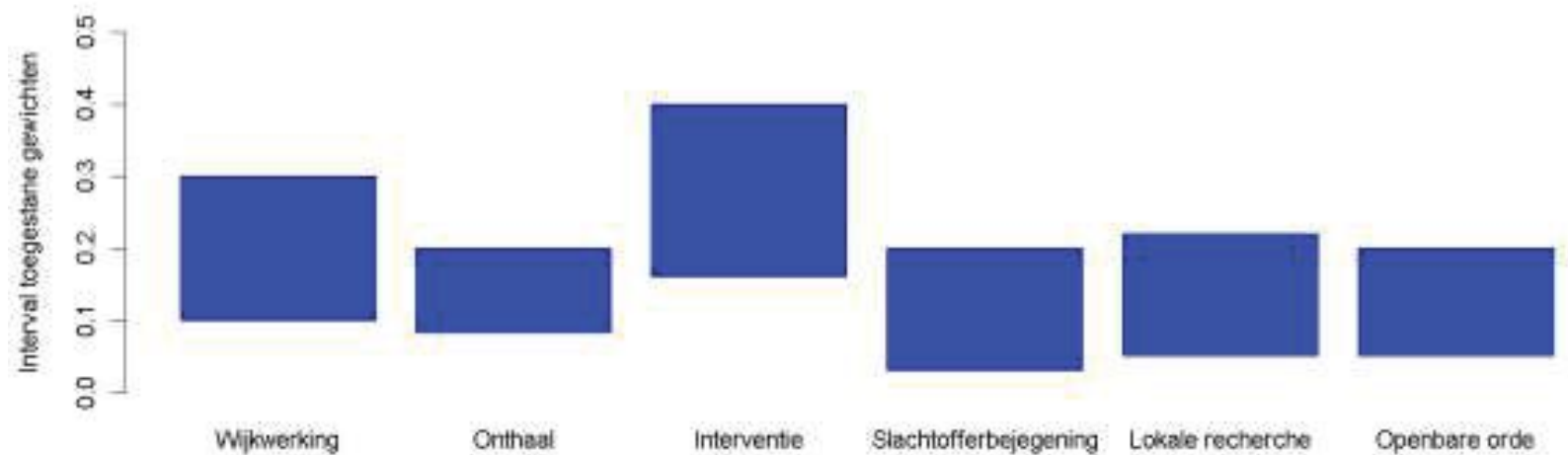
Quantitative Benchmarking? Let's try

Outputs

Tevredenheid m.b.t. gemeenschapsgerichte basispolitiezorg

Wijkwerking
1. Te voet of per fiets patrouilleren
2. De aanwezigheid in de straat
3. De info over de activiteiten
4. Goed contacten leggen met de burgers
5. Ten dienste staan van de burger

Onthaal
1. Telefonische bereikbaarheid (laatste delict)
2. Bereikbaarheid op het politiecommissariaat (laatste delict)
3. Beschikbaarheid en bereikbaarheid van de politiedienst (ander politiecontact)

Interventie
1. De snelheid van de tussenkomst (laatste delict)
2. De tijd die aan uw probleem werd besteed (laatste delict)
3. Resultaat van het politieoptreden (laatste delict)
4. Houding en het gedrag
5. Iedereen op gelijke voet behandelen

Slachtofferbejegening
1. Slachtoffers van misdrijven opvangen

Lokale recherche
1. Inbraken en diefstallen ophelderen
2. Geweld bestrijden
3. Vandalisme bestrijden
4. Drughandel bestrijden

Handhaving openbare orde
1. De wegen veiliger houden
2. Publieke plaatsen veiliger maken
3. Orde handhaven tijdens sportmanifestaties

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Quantitative Benchmarking? Let's try

Weight restrictions

Quantitative Benchmarking? Let's try

Results

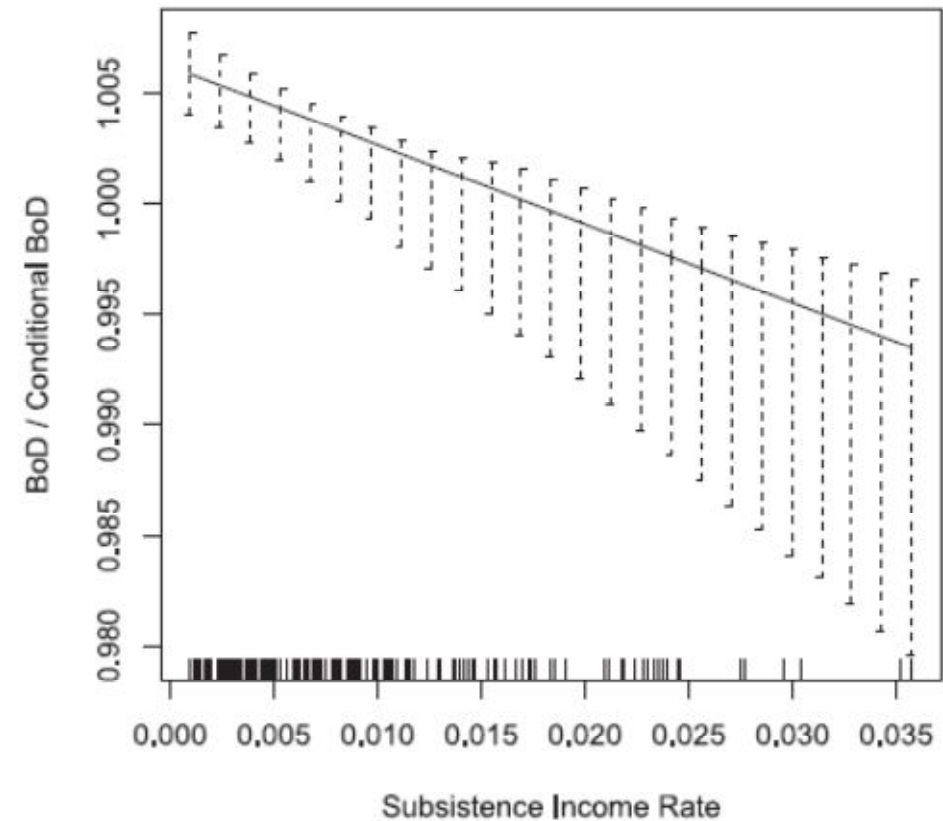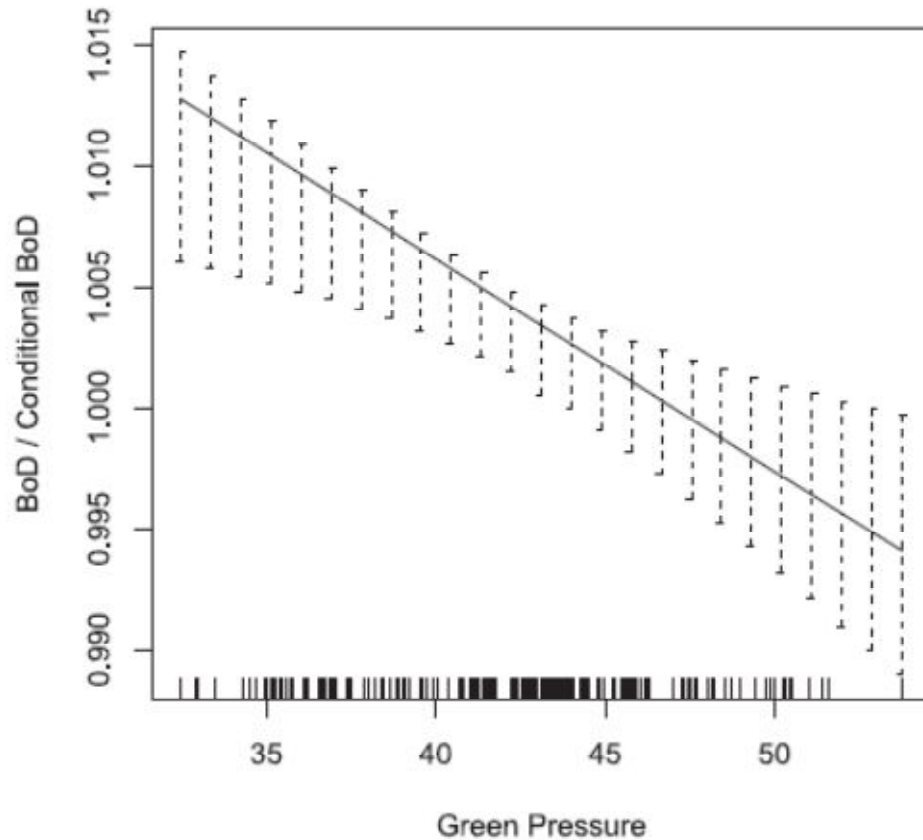|	Average	St.Dev.	Min.	Med.	Max.
1-dimensional (relative)	0.91	0.06	0.72	0.93	1.00
BoD-score	0.90	0.06	0.73	0.91	1.00
Conditional BoD-score	0.93	0.05	0.79	0.94	1.00

Quantitative Benchmarking? Let's try
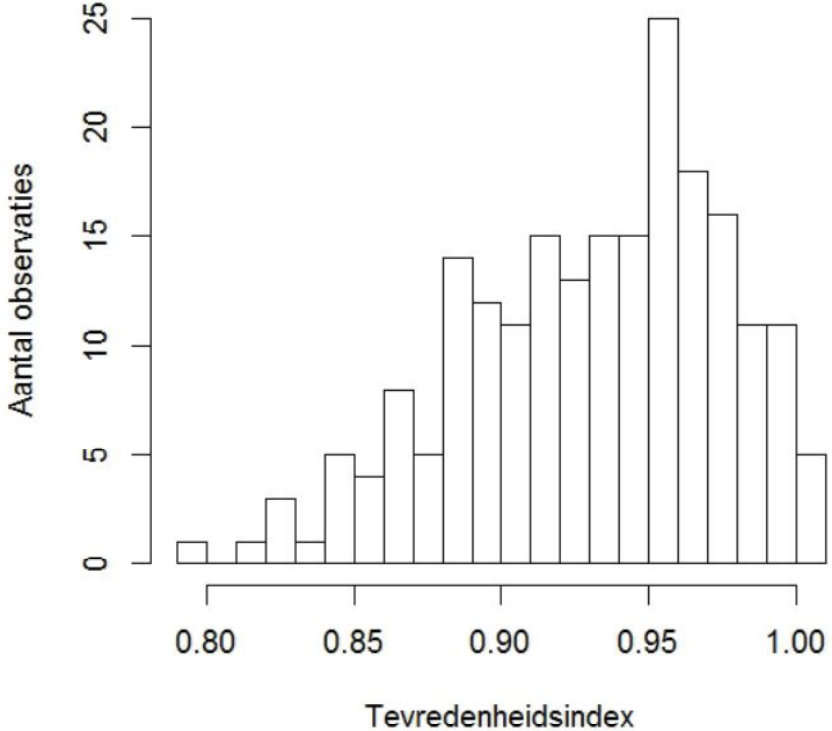
Results

Quantitative Benchmarking? Let's try
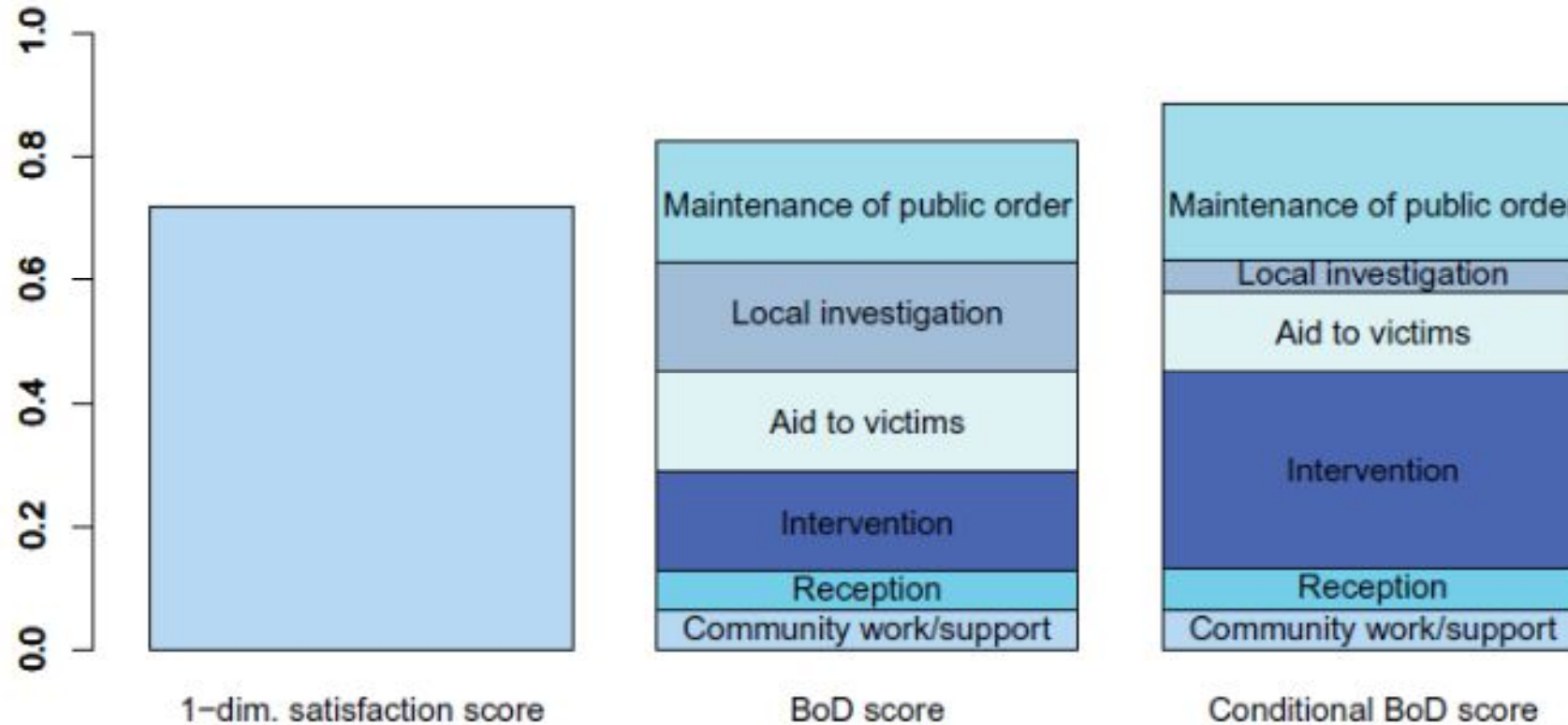
Additional results

1-dim. satisfaction score

BoD score
- Maintenance of public order
- Local investigation
- Aid to victims
- Intervention
- Reception
- Community work/support

Conditional BoD score
- Maintenance of public order
- Local investigation
- Aid to victims
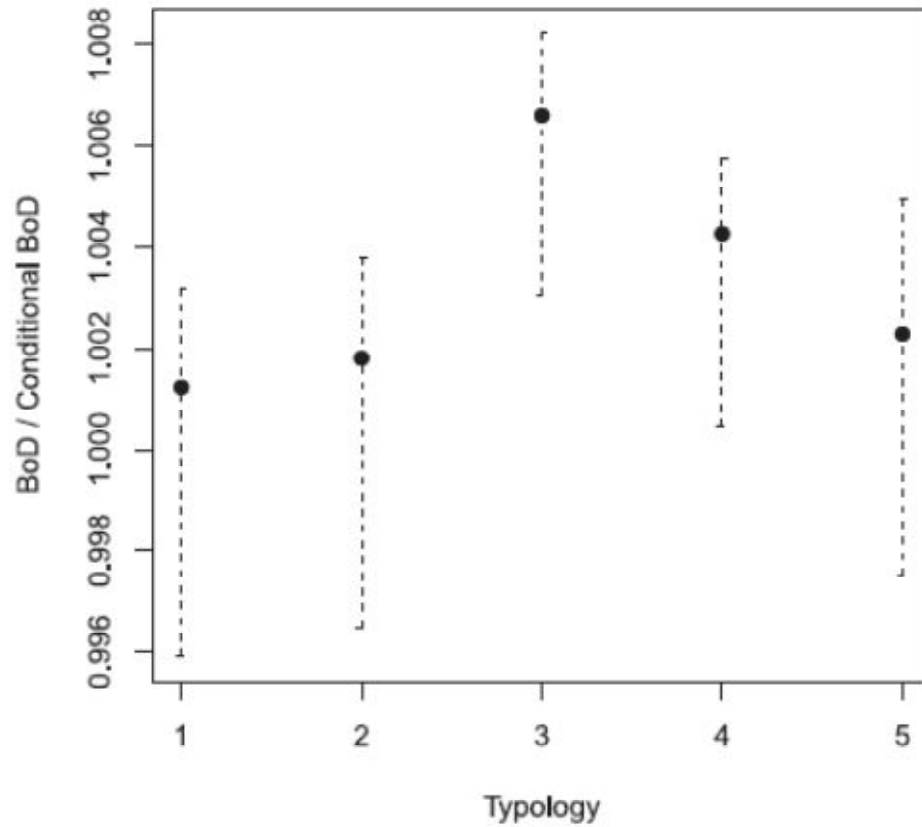- Intervention
- Reception
- Community work/support

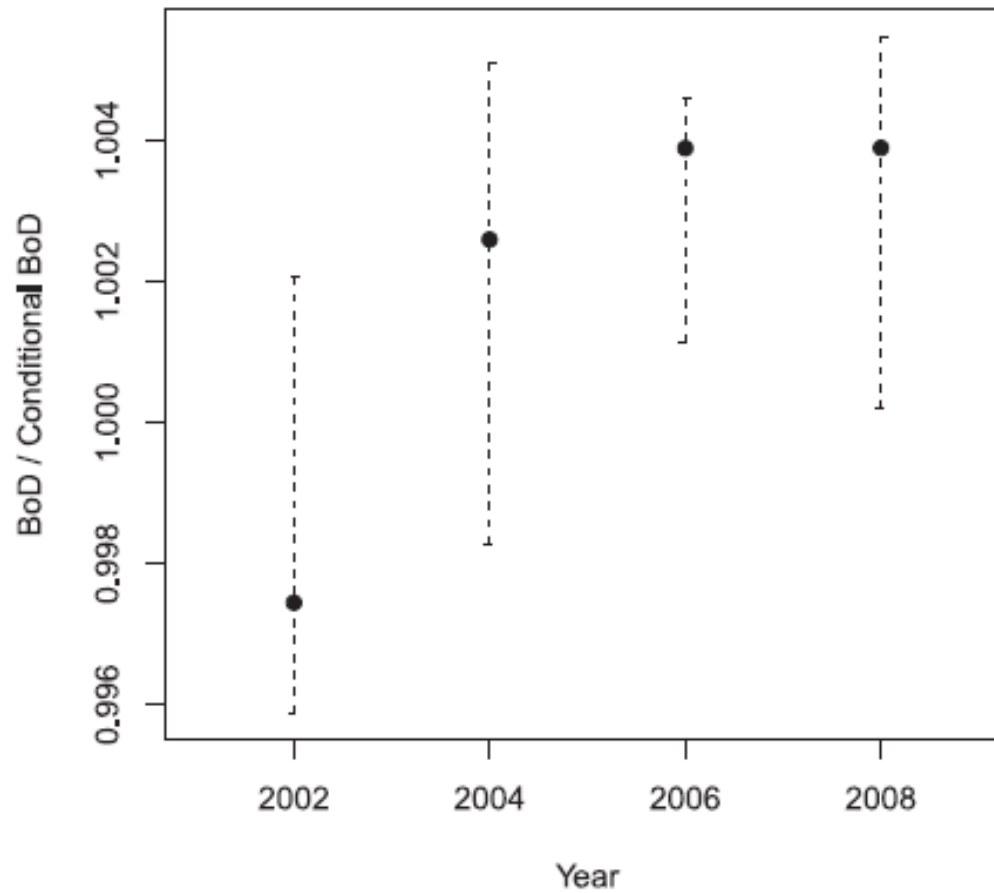# Quantitative Benchmarking? Let's try

Additional results

Quantitative Benchmarking? Let's try

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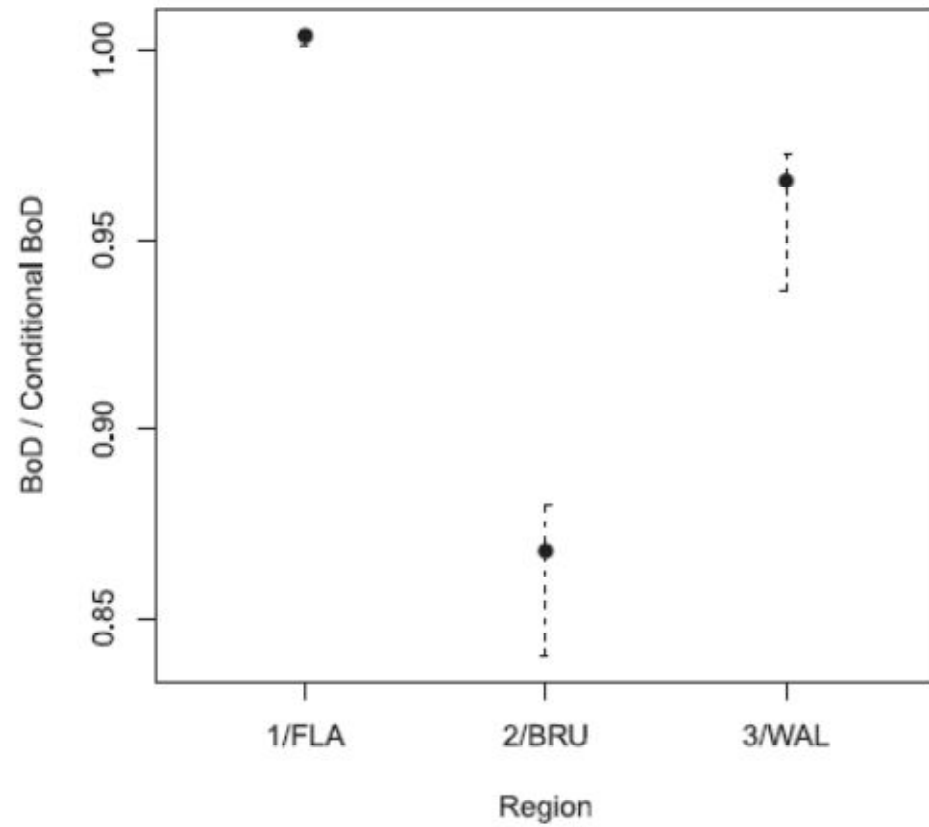
Quantitative Benchmarking? Let's try

Additional results

Quantitative Benchmarking? Way forward

To ensure optimal conduct within local police forces, we need:

- Bigger & better data

- More transparency

- More involvement of the citizens

One way forward: collaborations with academic institutions to install fair quantitative benchmarking tools. See www.qu-be.eu

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