

Abstract

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## LOCAL POLICE RESOURCING

Public discussion concerning police resources has focused on the inadequacy of overall resources. Less attention has been given to how present resources could be allocated optimally at the regional, local and task level.

In 2000, for example, spending on the police under item 26.75.21 in the state budget totalled about FIM 2,920 million or 491 million euros. This covered a total of 10,654 employees.

The present audit investigated on what grounds appropriations for the local police are allocated, to what extent financial procedures support the efficient and effective use of resources, how changes in the operating environment, strategic policy and focuses of the police are reflected in the allocation of funds and how factors involving quality and training are taken into consideration in resource planning and the utilization of resources.

The audit was conducted by sending questions on the subject to the provincial state offices and selected local police units (14). Further discussions were conducted in each case on the basis of written answers to these questions. As a rule unit management groups took part in discussions, representing crime investigation, general order and security, licence services and financial administration. Information was also obtained from officials at the Ministry of the Interior, the National Bureau of Investigation, the National Traffic Police and representatives of the Police College and the Police School.

### Financial planning and allocation of funds

As a result of tight finances in recent years, police departments have had to make policy decisions without a clear picture of the minimum requirements for basic operations and the priorities set in national action programmes, among other things. Government resolutions have also given the police significant additional tasks without always supplying additional financing for them.

The special features of the operating environment and changes in them have so far had little significance in the internal allocation of police funds. Financing models should indeed be revised to pay greater attention to major changes in the operating environment and the requirements placed on activities. Models or other grounds should be used to ensure in a balanced manner the proper performance of the police's basic tasks in every part of the country, taking into consideration special features at the regional level which have a major bearing on activities.

Operational planning, result management and financing should be linked more closely to one another. The operating environment and changes in it should be connected better to the

financial models in use, and it should be possible to alter factors and weights flexibly if necessary. Since the point of departure for the national model is the specification of financial requirements at the local level, the provincial models should be better linked to the national allocation of funds. Different solution models which have proved successful should also be supported financially. Coordinating operations and financing requires increased analysis of the operating environment and evaluation of the effectiveness of activities together with input from the local level in this work.

#### Cooperation and organizational reform

The right organizational solutions constitute one of the most important preconditions for the efficient management of police activities. Various intra-district cooperation models have been developed to rationalize activities and improve efficiency. Financial models for the local police which are based on the division of the country into districts do not support this kind of solution sufficiently well, however.

The evaluation of cooperation using the most reliable gauges of economy, efficiency and effectiveness would be indispensable in decision-making concerning the development and expansion of different forms of cooperation. Questions regarding the legality of cooperation arrangements should also be cleared up.

In developing the organization of the local police, the need to revise the tasks and resources of national units and their relation to the local police should also be evaluated. Although the local police view cooperation with national units positively as a rule, there are problems in the division of responsibility and the coordination of activities, as a result of which resources are not always allocated according to police needs. In particular consideration should be given to possibilities for the National Traffic Police to act as back-ups for the local police in practice. Comprehensive studies and decisions at the national level are also required to ensure the balanced provision and efficiency of licence services. The use of joint service offices and points has not increased as planned.

In addition to broader organizational evaluations and possible reforms, there is definitely a need to analyse operational processes and rationalize activities on this basis. Particularly with regard to crime investigation this type of analysis has been lacking, although investigation is increasingly subject to quality and efficiency requirements because of the crime process reform, among other things.

#### Ensuring personnel and developing training

In addition to annual financing, the availability of police personnel is based on the long-term planning of training. To ensure replacements for those leaving service and possibly a certain amount of reserves, it is important for Parliament as well as the Ministry of the Interior to

take a stand on the annual number of starting places at training establishments over the longer term when it approves the state budget.

The number of junior and senior officer trainees should be dimensioned to correspond better to requirements in the coming years. In the case of junior officers attention should particularly be paid to the number of graduates and students in previous training programmes and their assignment to junior-level tasks. It is also important to promote regional balance among students, which would in all probability make it easier to attract personnel to the northern and eastern parts of the country, which suffer from a shortage of officers.

Possibilities to recruit competent personnel in sufficient numbers should be improved especially in the area of crime investigation. This can be influenced with the help of pay as well as training.

#### Pay and shift planning

The reform of the police pay system should be used to support greater efficiency by allowing personnel resources to be better focused according to operating environment requirements and scheduling priorities. This means taking into account national, regional and local needs in determining pay.

The present system of result management and the need to ensure efficient and effective operations require that the police should be entitled to decide independently on post arrangements at the district level to a large degree. This is particularly important when total resources are underdimensioned to meet operational requirements. The direction provided by the Ministry of the Interior and the provincial state offices should in this respect be limited to general guidelines. This type of procedure is also in harmony with the current reform of the pay system.

The Working Hours Act presents obstacles for the effective focusing of police operations. Possibilities to enact separate working hour legislation taking into account the needs of the police should be investigated.