

Governing the Police of the Future

Governando a Polícia do Futuro

Christopher Stone

**Instituto Fernando Henrique Cardoso
November 28, 2007**

Brown Inquiry Into RCMP

“The prerogative of the Commissioner to direct the operation of the policing function is subject to virtually no oversight.... **Is it possible to impose a modern governance structure on a police force?** ... I believe that there is ample evidence that structural changes are required.”

“O poder das autoridades policiais de conduzir as operações de policiamento praticamente não é passível de controle externo... **Será possível desenvolver uma estrutura moderna de governança para as polícias?**... Acredito que existam amplas evidências de que mudanças estruturais são necessárias”

***--Report of the Brown Inquiry into the RCMP
June 2007***

A Quick History of Modern Policing

- Continual adjustments to the balance among the executive, the courts, and the public as the sources of legitimacy, effectiveness, and governance.
- Ajuste contínuo em direção a um equilíbrio de poder entre o Executivo, o Judiciário e o público como fontes de legitimidade, efetividade e governança.

A Quick History of Modern Policing

- Professional policing in the mid-20th century aims to reduce the dominance of the executive, in favor of the courts.
- Policiamento profissional em meados do século XX busca reduzir a dominância do poder Executivo, em favor do Judiciário.

A Quick History of Modern Policing

- Community policing in the late-20th century aims to tilt the police toward the citizenry
- Governance mechanisms, too, have adjusted over these decades
- O Policiamento Comunitário, no final do século XX, aproxima a polícia dos cidadãos
- Mecanismos de governança também se ajustaram ao longo destas décadas

A Quick History of Modern Policing

- Executive governance through new secretariats, tighter control on appointment of chiefs
- Court governance through rule-making and prosecution-led investigation
- Citizen governance through associations, political advocacy, and complaints
- Governança do Executivo por meio de novos secretariados e controles mais rígidos sobre a nomeação dos Chefes de polícia
- Governança pelo Judiciário e investigações conduzidas pela Promotoria
- Governança pelo público por meio de associações, reivindicações e queixas

Complaints Bodies Increasing in Authority

Aumento da autoridade das Comissões Independentes de Apuração



Governance of Police Easily Becomes Unbalanced

A Governança da Polícia facilmente torna- se desequilibrada



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Atualmente as polícias respondem a múltiplos agentes e instituições

	Responsabilização de Crimes	Responsabilização de Condutas	Responsabilização de Custos
Controle Interno	Dirigentes, CompStat	Corregedoria de polícia, “Sistemas de alertas”	Responsáveis pela Gestão financeira, Comitês de Auditoria
Controle pelo Estado	Ministros, Secretários e Legisladores	Legisladores; Judiciário; Comissões de Ética, Averiguação e RH; Ombudsman	Ministro/Secretaria de Finanças, Inspetorias, Legisladores
Controle Social	Mídia, comunidade de acadêmicos, grupos e comunidades organizados	Mídia, comunidade de acadêmicos, ONGs de direitos humanos, comunidades organizadas	Mídia, ONGs (<i>Budget Monitoring NGOs</i>)

CompStat: Performance Measurement in New York City



Michael R. Bloomberg
Mayor

Police Department City of New York



Raymond W. Kelly
Police Commissioner

Volume 14 Number 47

CompStat

Citywide

Report Covering the Week of 11/19/2007 Through 11/25/2007

	Week to Date			28 Day			Year to Date*			2 Year	6Year	14Year
	2007	2006	% Change	2007	2006	% Change	2007	2006	% Chg	% Chg	% Chg (2001)	% Chg (1993)
Murder	6	13	-53.8	36	50	-28.0	433	524	-17.3	-9.9	-26.4	-75.2
Rape	25	20	25.0	103	104	-0.9	1,196	1,349	-11.3	-8.8	-32.0	-59.6
Robbery	365	445	-17.9	1,786	1,891	-5.5	19,266	21,019	-8.3	-1.5	-23.1	-75.0
Fel. Assault	263	297	-11.4	1,179	1,242	-5.0	15,652	15,642	0.0	0.7	-26.2	-58.6
Burglary	389	397	-2.0	1,552	1,758	-11.7	19,241	20,610	-6.6	-0.6	-33.9	-78.8
Gr. Larceny	781	850	-8.1	3,476	3,708	-2.2	39,758	41,539	-4.2	-7.1	-3.9	-48.7
G.L.A.	246	288	-14.5	1,071	1,173	-8.7	11,910	14,253	-16.4	-26.5	-55.2	-88.2
TOTAL	2,075	2,310	-10.17	9,203	9,926	-7.28	107,456	114,936	-6.51	-10.49	-26.31	-72.42

Immediate Future of Governance

- Stronger internal governance of crime, cost, and conduct
- More integrated accountability
- More international accountability

O Futuro Imediato da Governança

- Governança interna mais rígida do crime, dos custos e das condutas
- Responsabilização mais integrada
- Responsabilização mais internacionalizada

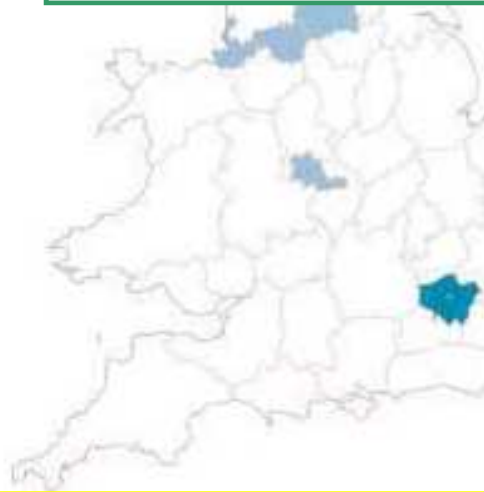
England & Wales Police Standards Framework

Performance Areas
 Reducing Crime
 Investigating Crime
 Promoting Safety
 Providing Assistance
 Citizen Focus
 Resource Use
 Local Policing

Fair
 Good
 Fair
 Good
 Fair
 Good
 Excellent

Delivery

Stable
 Improved
 Improved
 Improved
 Improved
 Improved
 Improved



PERFORMANCE AREA	DELIVERY	DIRECTION
Reducing Crime	Fair	Stable*
Investigating Crime	Poor	Stable*
Promoting Safety	Poor	Stable†
Providing Assistance	Good	Improved
Citizen Focus	Poor	Stable
Resource Use	Good	Improved
Local Policing	Good	Improved

POLICE AUTHORITY CHAIR
 Len Duvall

COMMISSIONER
 Sir Ian Blair

STAFF NUMBERS

Police Officers 31,073
 Police Staff 13,561
 PCSOs 2,147
 Other Staff 629
 Special Constables 697

BUDGET 2004/05
 £2,343.3 million

*Grades capped pending full compliance with national standard for crime recording.
 †Grade capped due to relatively low performance in a priority component.

International Accountability With Legal Authority: CICIG



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International Accountability With Legal Authority: CICIG

- The new International Commission Against Impunity in Guatemala was approved by the legislature in July 2007
- The independent commission will have the power to require all government personnel to cooperate with its investigations, and will be able to bring its own prosecutions
- The commission will be able to hire Guatemalans and foreigners to conduct its investigations

Acuerdo entre la Organización de Naciones Unidas y el Gobierno de Guatemala relativo al establecimiento de una Comisión Internacional Contra La Impunidad en Guatemala (CICIG)

La Organización de Naciones Unidas y el Gobierno de Guatemala,

Considerando que es deber del Estado de Guatemala proteger el derecho a la vida y a la integridad personal de todos los habitantes del país y proporcionarles tutela judicial efectiva,

Considerando que el Estado de Guatemala, tiene compromisos asumidos internacionalmente en materia de Derechos Humanos para implementar mecanismos efectivos para proteger estos derechos, conforme la Carta de Naciones Unidas, el Pacto Internacional de Derechos Civiles y Políticos, la Declaración sobre el Derecho y el Deber de los Individuos, los grupos y las instituciones de promover y proteger los Derechos Humanos y las libertades fundamentales universales reconocidas



International Accountability Through Civil Society: Police Station Visits

- Single protocol worldwide on 5 dimensions of police station service to public:
 - Community Orientation
 - Physical Conditions
 - Equal Treatment
 - Transparency and Accountability
 - Detention Conditions
- Tested in Oct/Nov 2006: More than 1,000 citizens visited more than 400 police stations in 23 countries using common protocol in 17 languages
- An international jury visited the five regional winners and presented a global award here in the Hague in April to the highest scoring station.

International Accountability Through Civil Society: Police Station Visits

GUIDELINES

PLEASE MARK AN "X" ON THE SCORE WHICH BEST REPRESENTS YOUR OPINION.

WHOLLY INADEQUATE	INADEQUATE	ADEQUATE	MORE THAN ADEQUATE	EXCELLENT
1	2	3	4	5

THESE ARE NOT "YES" AND "NO" QUESTIONS

Many things help us determine our individual opinion. We are interested in your experience. Take the time you need to think about how you felt at the police station and about what you observed to help you to fill in the form.

WHAT DO I DO IF A SERVICE IS UNAVAILABLE OR NOT PROVIDED BY THE POLICE STATION?

Mark an "X" on score 1. We will take care of the scoring! We need answers to *all* the questions.

COMMUNITY ORIENTATION

1_ Location of the police station (for example, accessibility, ease of location, transport links, signage)	1	2	3	4	5
2_ Space and facilities dedicated to serving the public arriving to report crimes or to make other requests	1	2	3	4	5
3_ Information available about reporting a crime and/or obtaining public services (for example, information brochures, information desks, posters, videos)	1	2	3	4	5
4_ Staff allocated to serve the public and/or report crimes	1	2	3	4	5



International Accountability Through Civil Society: Police Station Visits

Saturday 4 November 2006

M6 News
METRO

Move to boost ties with cops



Dr Jayasooria... "The results gathered will also be used as a benchmark."

By CHOW HOW BAN
hbchow@thestar.com.my

ELEVEN teams of Rukun Tetangga members and National Unity and Integration Department officials will visit 11 district police stations in the Klang Valley on Monday in a bid to establish better ties and to pick the best police station.

This is being done under the Communities with Police programme in conjunction with the Police Station Visitors Week.

Initiated and funded by Altus Global Alliance, the programme, which ends today, aims to identify some of the best police practices in different regions and

highly rated stations will be given... er rapport between communities... hours and carry out evaluations...
Initiated and funded by Altus Global Alliance, the programme, which ends today, aims to identify some of the best police practices in different regions....
The five elements the police stations will be judged on are whether they are community orientated, whether the station's condition is good, whether the personnel treat the public equally, whether there is transparency and accountability in their operations and whether their detention centres are good.

Need for New Governance

“a complaints-driven model can no longer provide adequate oversight of a national policing organization whose wide-ranging mandate confers jurisdiction over matters as diverse as traffic tickets, trans-national organized crime and global terrorism. Although it remains true that police conduct is subject to judicial review when policing activities result in criminal charges and public trials, ***the RCMP is increasingly achieving its objectives through covert operations aimed at preventing or disrupting criminal activities.*** Such activities are rarely subject to public scrutiny since they remain below the radar of both the criminal courts and the public complaints machinery.” – Paul Kennedy



Centro de Estudios en Seguridad Ciudadana Santiago, Chile 	Centro de Estudos de Seguranca e Cidadania Rio de Janeiro, Brasil 	CLEEN Foundation Lagos, Nigeria 	Institute for Development and Communication Chandigarh, India 	ФОНД ИНДЕМ Москва, Россия 	Vera Institute of Justice New York, United States of America 
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