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## ARCHIVÉE - Contenu archivé

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# Pour une réforme plus intelligente des services de police – améliorer nos chances de succès



**SIR DENIS O'CONNOR**  
**ASSOCIÉ RADZINOWICZ, INSTITUTE OF CRIMINOLOGY,**  
**CAMBRIDGE UNIVERSITY**

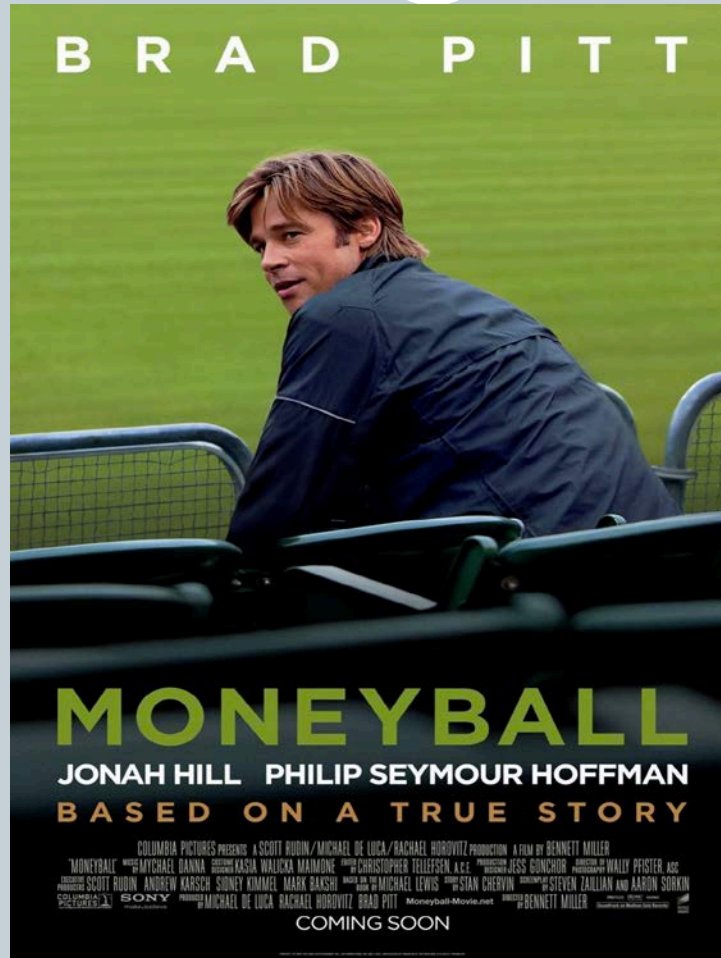
# Points vulnérables de la réforme



*« C'est en fait une entreprise compliquée; les risques politiques sont considérables et les efforts déployés pour changer les services de police sont souvent insuffisants ou inutiles. » [Traduction]*

Wesley G. Skogan, *Why reforms fail*, Policing & Society, vol. 18, n° 1, mars 2008, p. 23-34

# Moneyball : L'art de gagner



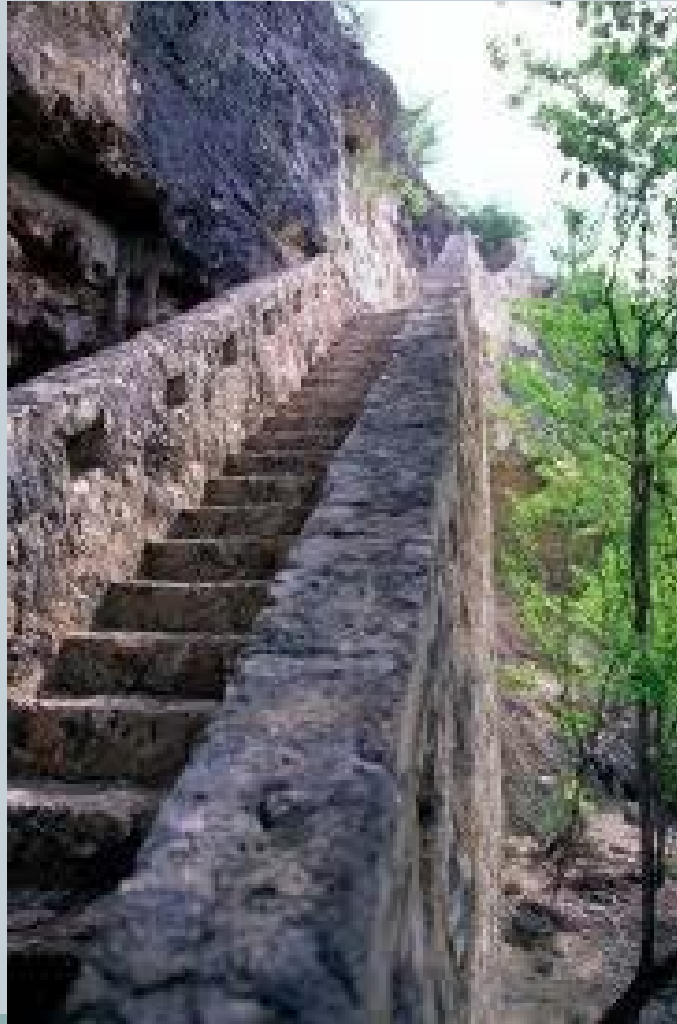
# Traitement des délinquants, de leur arrestation à leur prise en charge par le système correctionnel – début



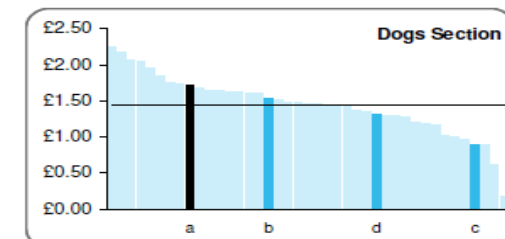
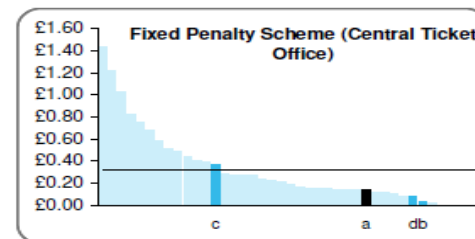
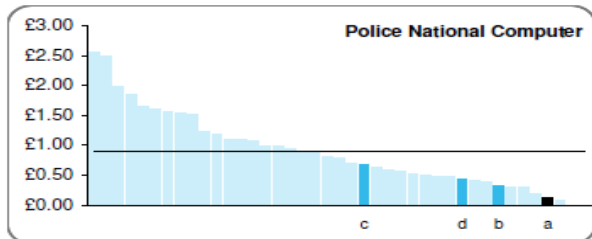
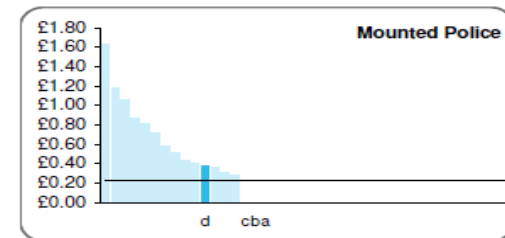
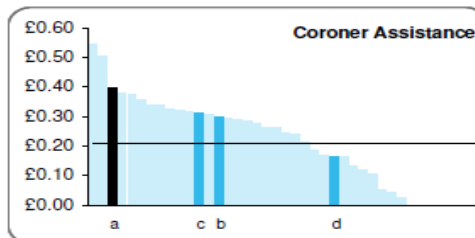
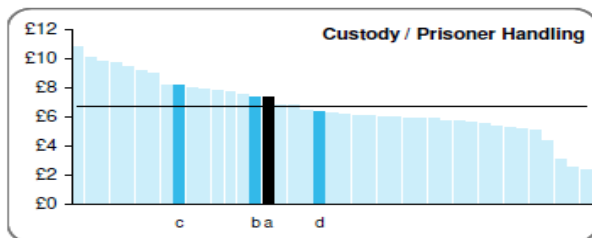
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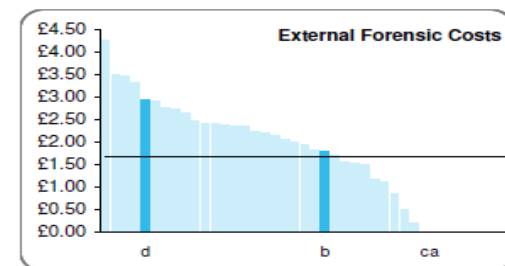
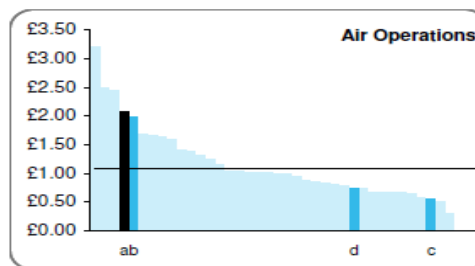
... 1 000 pas!



# Profil d'optimisation des ressources



	£'000	£/head	Avg
Custody / Prisoner Handling	8,070	7.35	6.68
Police National Computer	147	0.13	0.89
Coroner Assistance	437	0.40	0.21
Fixed Penalty Scheme (Central Tick	150	0.14	0.31
Air Operations	2,280	2.08	1.08
Mounted Police	-	-	0.23
Dogs Section	1,887	1.72	1.45
External Forensic Costs	-	-	1.70



# Stratégies de réforme dans le secteur public



- « Cette situation ne doit jamais se reproduire. »
- « Il faut mettre plus d'argent et d'efforts. »
- « Faire mieux avec moins. »



# Une réforme plus intelligente en trois étapes



**Bien pensée (les questions pourquoi, quoi et comment ont été posées.)**

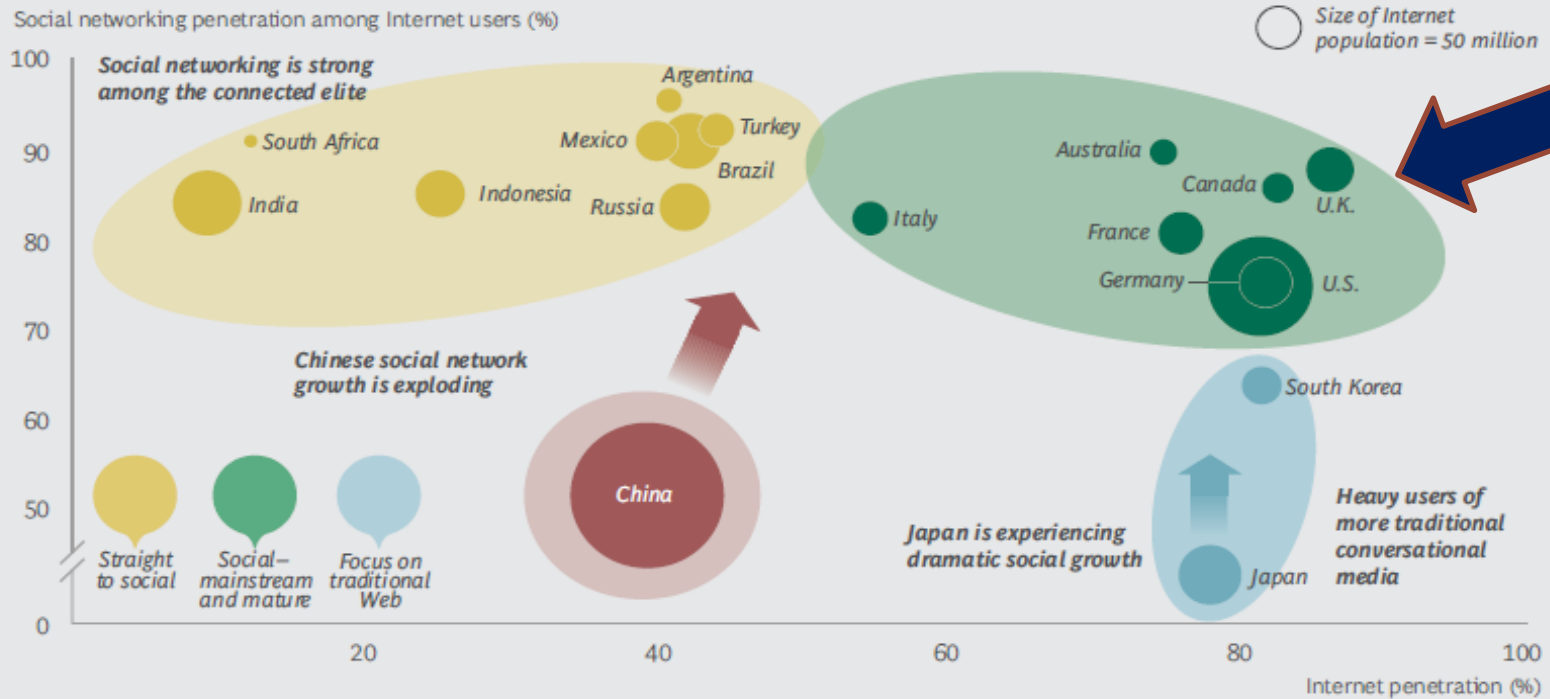
**Bien communiquée (est-ce que c'est logique aux yeux du public et des praticiens.)**

**Bien appuyée ( qui est responsable du mandat et de la surveillance.)**

# Au Royaume-Uni – Utilisation élevée d'Internet combinée à une utilisation élevée des médias sociaux



**EXHIBIT 2 | Developing Markets Are Going “Straight to Social”**  
*Users Are Adopting Social Networking Quickly as They Come Online*



Sources: Economist Intelligence Unit; comScore; Google; Trendstream; eMarketer; local telco reports; BCG analysis.  
 Note: Data reflect 2011 figures; where unavailable, 2010 figures were used; Saudi Arabia not included.

# Les services de police au 21<sup>e</sup> siècle (juillet 2010)



- « Au cours de la dernière décennie, le gouvernement central a augmenté le nombre de ses interventions dans les services de police dans l'espoir de les responsabiliser davantage. »
- « Ils (les services de police) sont déconnectés du public qu'ils desservent. »
- « Le taux de criminalité est encore trop élevé. »
- « Entre-temps, les difficultés à surmonter ont changé. »
- « Ce document demande les changements les plus radicaux proposés aux services de police des 50 dernières années. » [traductions]

# Les réformes des services britanniques



## **Responsabilisation :**

- Élection de commissaires de police et de lutte contre le crime (Police and Crime Commissioners ou PCC)

## **Financement :**

- Réduction des contributions de 20 % aux services de police, de 25 % aux services de procureurs de la Couronne, de 23 % au Home Office et de 23 % au ministère de la Justice.

## **Institutions nationales :**

- Remplacement de la Serious and Organised Crime Agency (National Crime Agency), fermeture de la National Policing Improvement Agency (ouverture du College of Policing, création de la Police ICT Company et réaffectation des fonctions restantes).

# Progrès réalisés



- Les commissaires ont été élus le 15 novembre 2012.
- Coupes budgétaires, celles effectuées dans les deux premières années sont bien parties.
- Coupes dans les objectifs centraux.
- Fermeture de la NPIA, NCA en 2013.

## **mais**

- Changer les modalités (proposition de Winsor);
- Libérer les policiers du fardeau administratif pour qu'ils se concentrent sur la lutte contre le crime (bureaucratie);
- Protéger les intervenants de première ligne (agents de police);
- Mettre en place des organismes pour remplacer les fonctions de la NPIA (la police ICT company, le College of Policing en voie d'élaboration)

**est plus difficile que prévu.**

# La réforme intelligente



- **Diagnostics cherchant les pratiques non efficaces et les hypothèses** sur ce qui fonctionne, p. ex. nous avons découvert 1 000 étapes à suivre pour les cambriolages (police, CPS, etc.).
- Une **politique offrant une façon de surmonter ces obstacles** a été déterminée dans le diagnostic (p. ex. système de justice pénale avec un soutien bureaucratique complexe et à multiples paliers doit être contrôlé par un « système ») et une façon de **communiquer**.
- **Des mesures précises mandatées** ont été prises pour **surveiller** (p. ex. une initiative visant un processus simplifié a été lancée en 2008 dans le système de justice pénale, mais l'orientation n'a pas été adoptée au complet).

# Inspection de HMIC fondée sur des faits

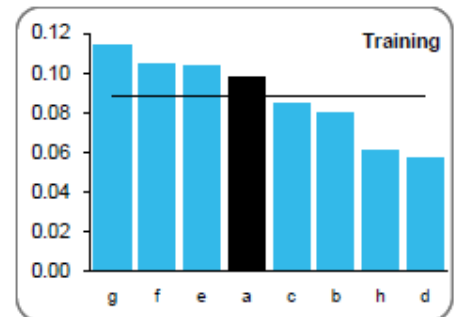
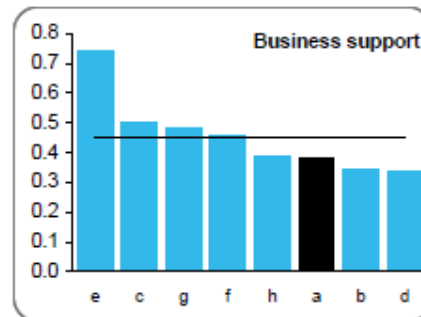
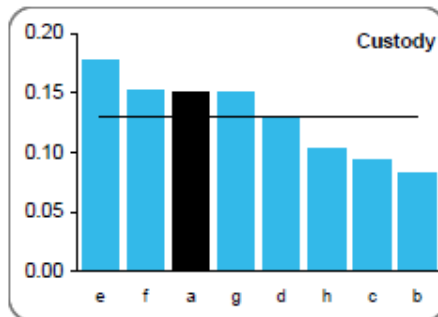
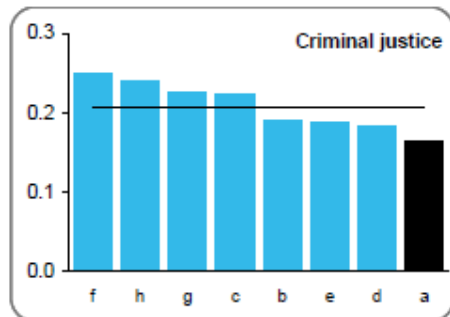
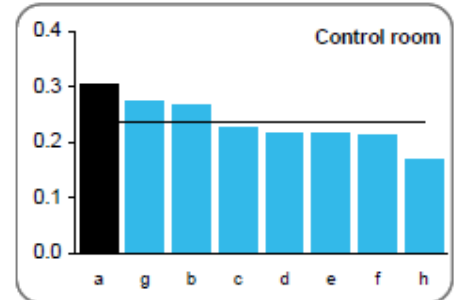
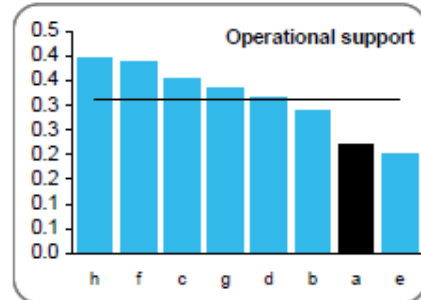
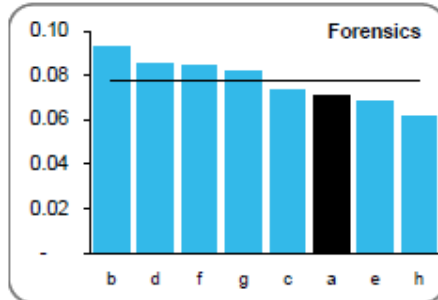
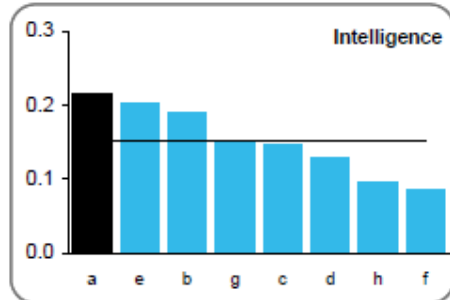
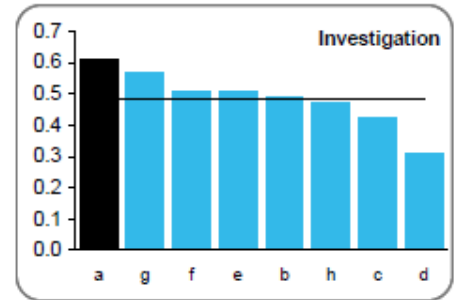
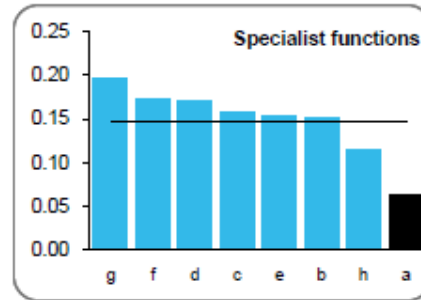
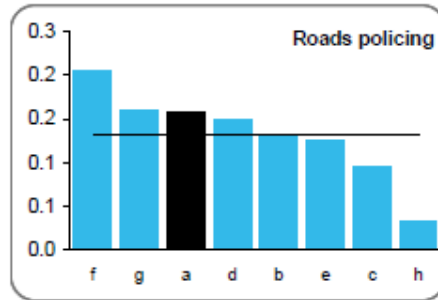
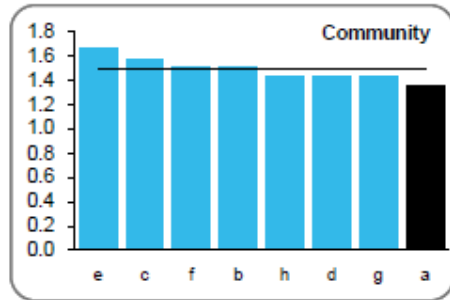


- Dans l'intérêt public
- Axée sur le public
- Indépendante
- Fondée sur des faits

# STAFFING BY FUNCTION

March 2009 FTE per 1000 Pop

These charts show the overall staffing for the functions from page 19 per 1,000 population





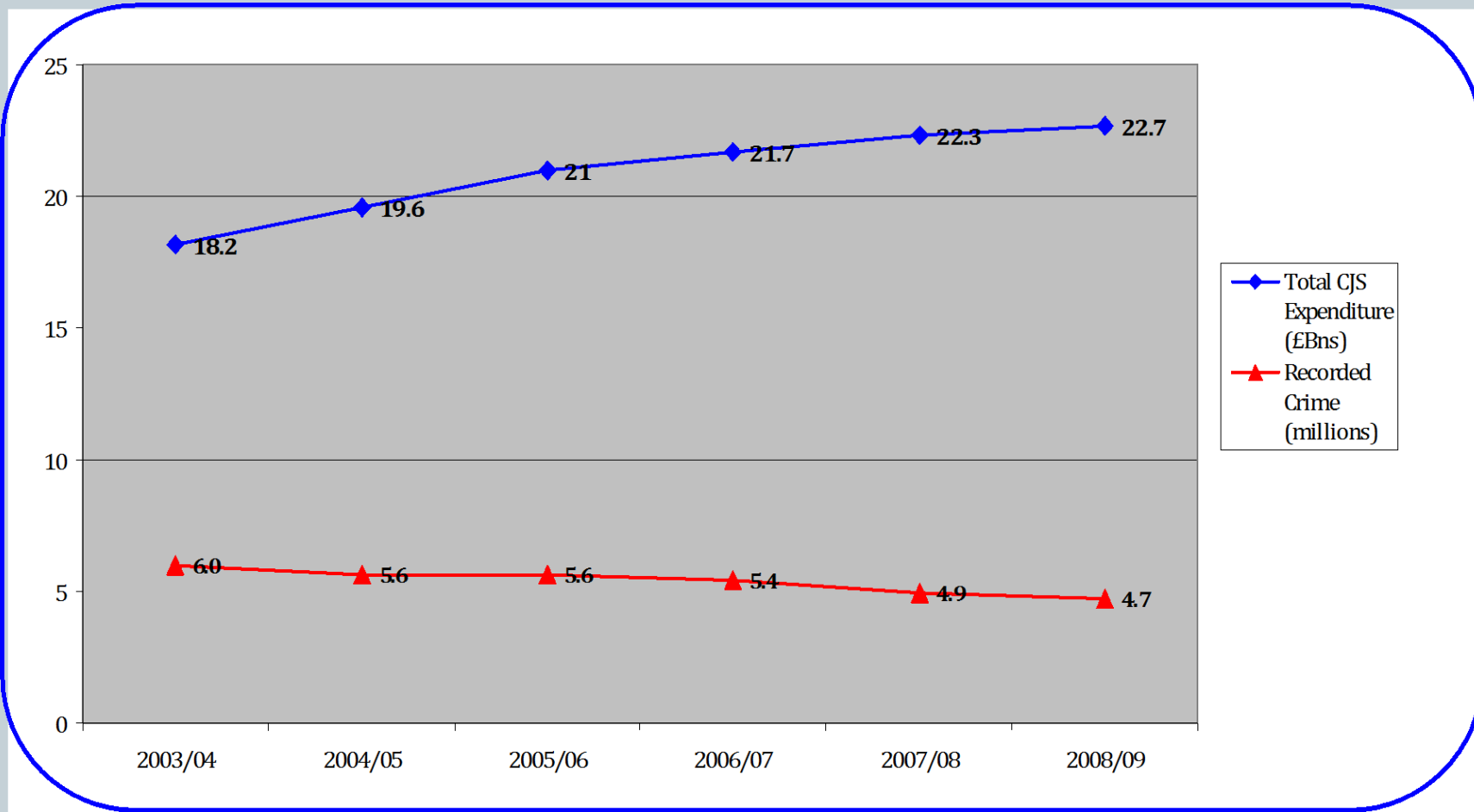
## Période d'austérité – après un an (juillet 2012)



### · **HMIC a découvert que :**

- ⑩ Les services de police équilibrent leurs comptes en coupant dans l'effectif et en réduisant leurs dépenses dans les biens et les services;
- ⑩ Les intervenants de première ligne sont protégés, mais ils ne sont pas préservés;
- ⑩ La nature des intervenants de première ligne change;
- ⑩ Le service au public a été largement maintenu; mais
- ⑩ Il reste encore certains éléments préoccupants à résoudre concernant la viabilité.

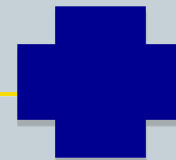
## Crime et coûts du système de justice pénale



# Traitement des délinquants, de leur arrestation à leur prise en charge par le système correctionnel – début

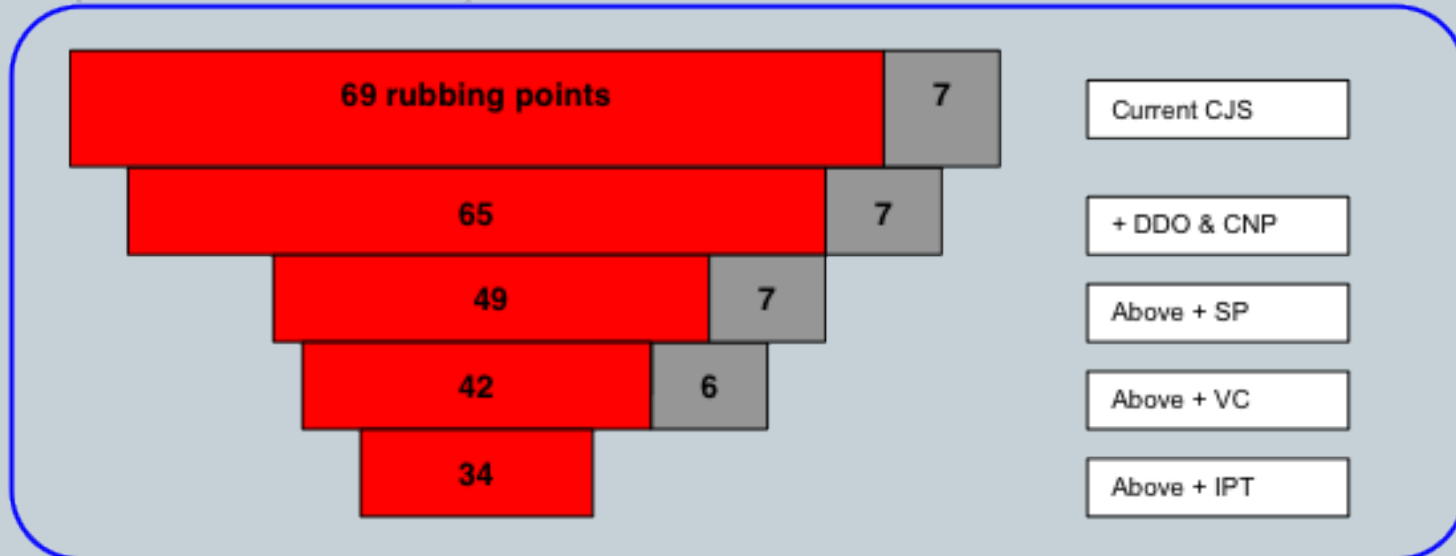


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# Mettre un terme à la dérive

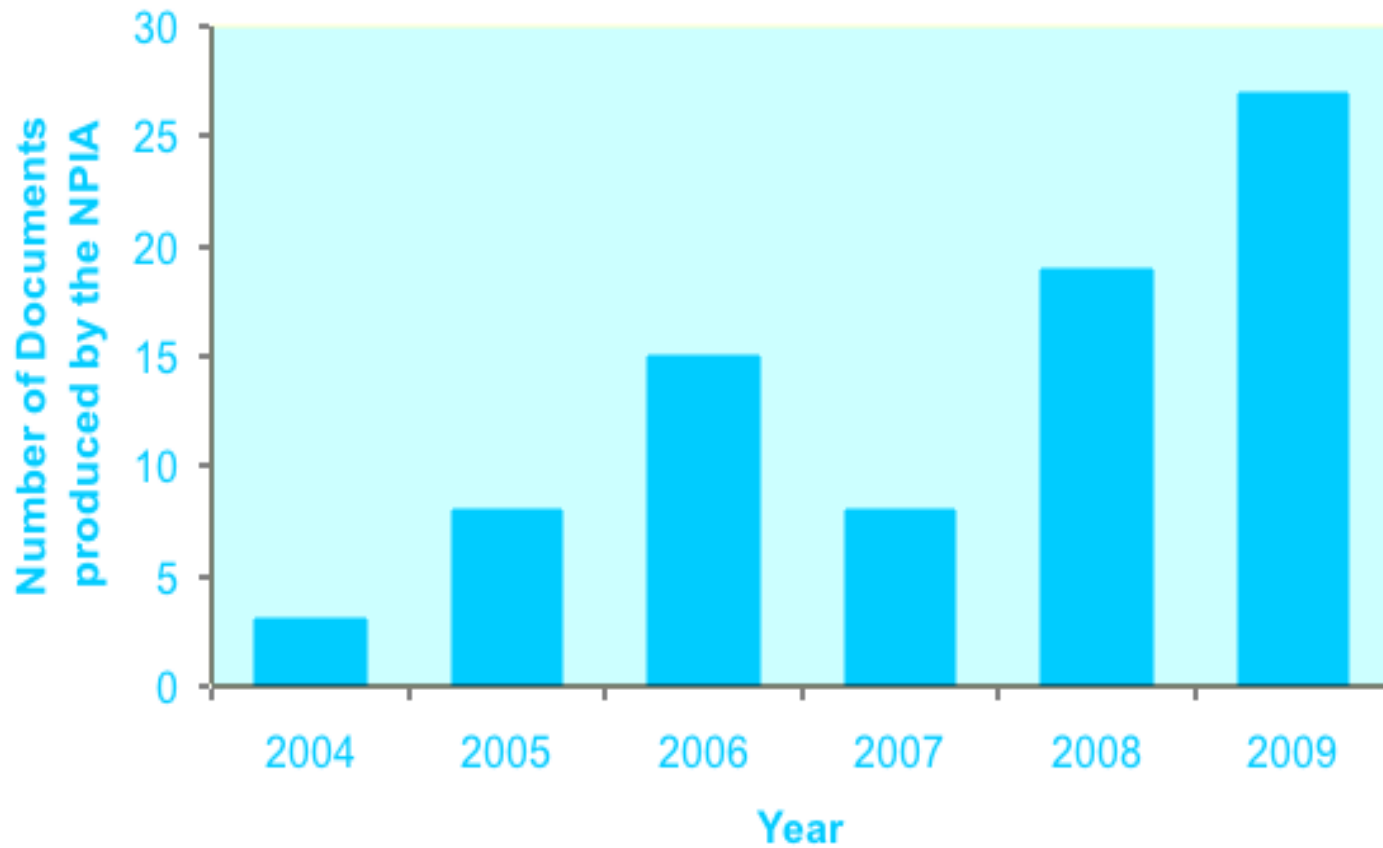
Figure 8: The art of the possible



## Légende

- CJS = Criminal justice system
- DDO = Designated detention officers+ custody nurse practitioners
- SP = Streamlined process
- VC = Virtual Courts
- IPT = Integrated Prosecution Teams

# Croissance de l'orientation



# Conclusion



- Faire une réforme en période d'austérité exige des solutions plus brillantes que celles trouvées en période de croissance – en fait, il s'agit d'améliorer nos services tout en réduisant nos dimensions.
- Nous n'avons pas encore trouvé de méthode qui sera particulièrement adaptée à cette ère, mais elle comptera sur plus de faits convaincants (pourquoi, quoi, comment), sur un leadership durable et sur des mesures de suivi publiques.
- Nos améliorerons ainsi nos chances de faire mieux avec moins.
- La prochaine fois qu'une proposition est soumise, elle devra passer le test de l'intelligence.

# Ou faites appel à un expert-conseil!!



# Appendice





# Les services de police en Angleterre et au Pays de Galles

« Orienter et contrôler la police »

Chef de police

Commissaire de police et de lutte contre le crime

Entente tripartite

Secrétaire de l'Intérieur

« Veiller à ce que ce secteur continue d'avoir accès à des services de police sûrs et efficaces. »

« Favoriser l'efficacité et l'utilité des services de police et rendre compte devant le Parlement. »

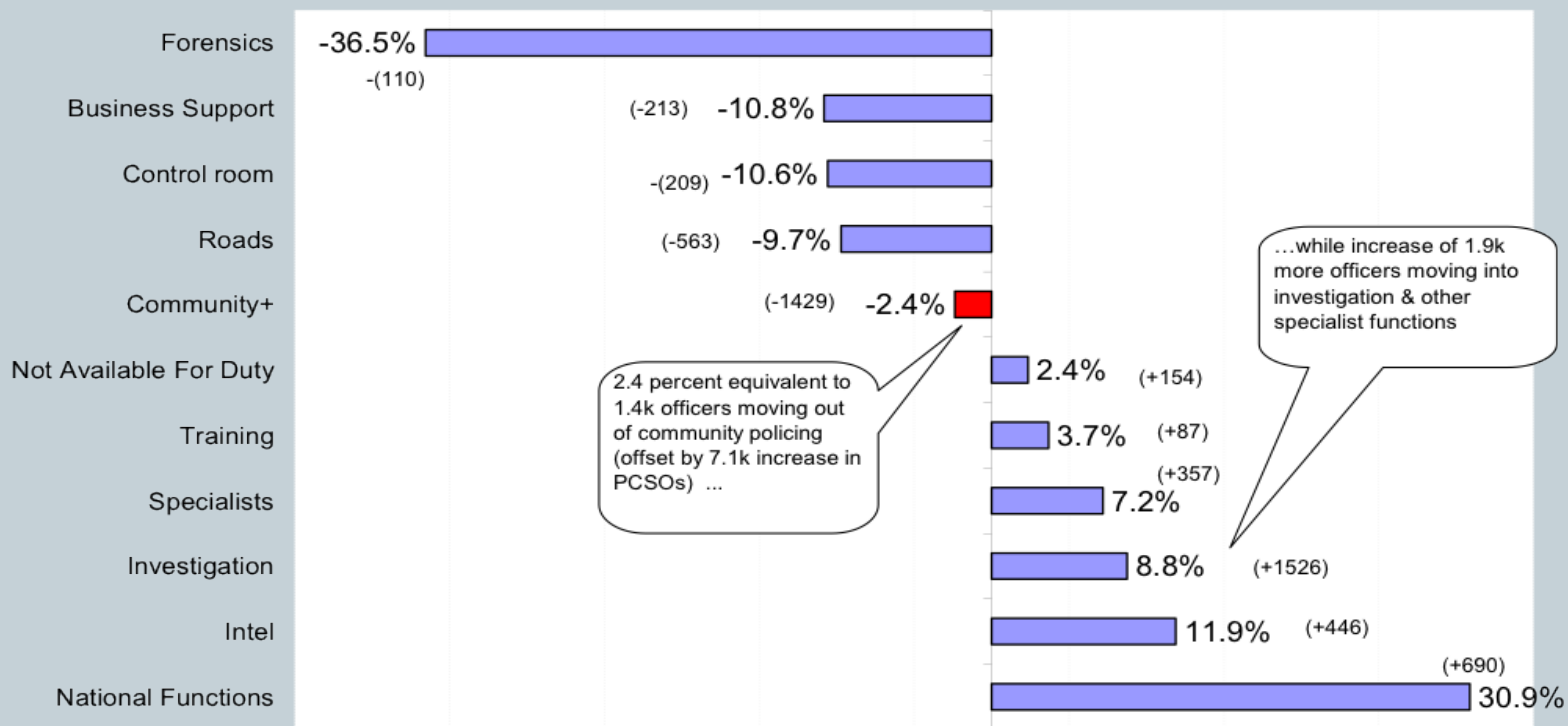
HMIC

# La situation de 2005 à 2009



## Changes in officers by function 05/06 to 08/09

*There have been some significant changes in the way officers are used\**



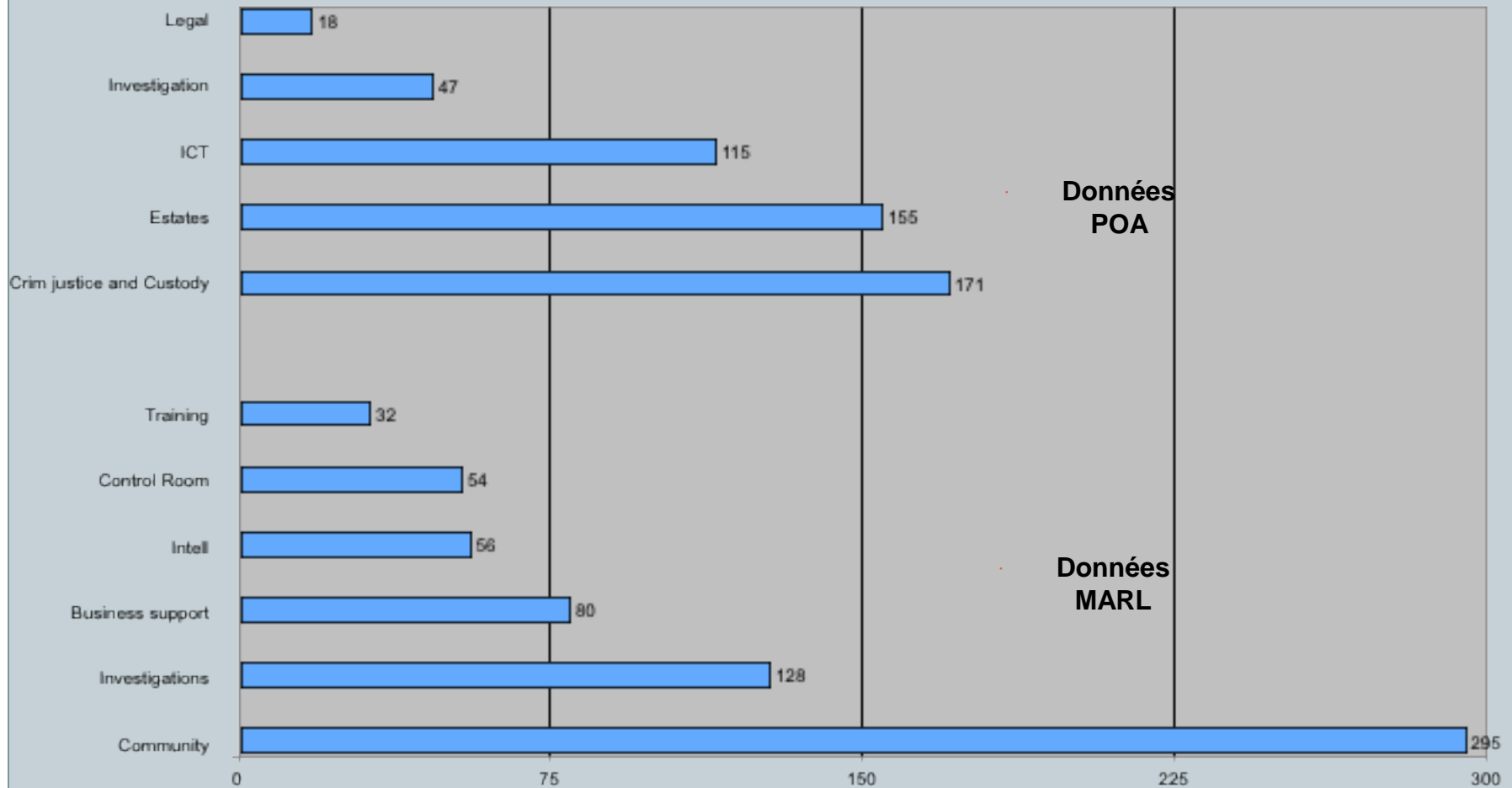
\* Excludes Durham, Dorset & MPS due to inconsistent data. Community policing defined as response, neighbourhood, patrol including direct support functions such as custody

# Contraste entre potentiel et réforme



- Commissaires (diagnostic = coupure - politique visant l'élection démocratique d'une personne servant de figure de proue - mesure = élection)
- Réductions des finances (diagnostic de 12 à 20 %, réduction de 20 % des politiques, réduction des subventions pour les mesures de 2011 à 2015)
- NPIA (diagnostic non efficace? - politique ...arrêt/réaffectation/création de nouveaux organismes? = fermeture et création?)
- Libérer les policiers du fardeau administratif (passent trop de temps à faire des tâches administratives.....? - orientation....? mesure.....)

# Les éléments d'importance



*NB : Diminution de 32 pour cent de la différence entre le Met et MSG pour tenir compte des coûts plus élevés en vigueur à Londres.*

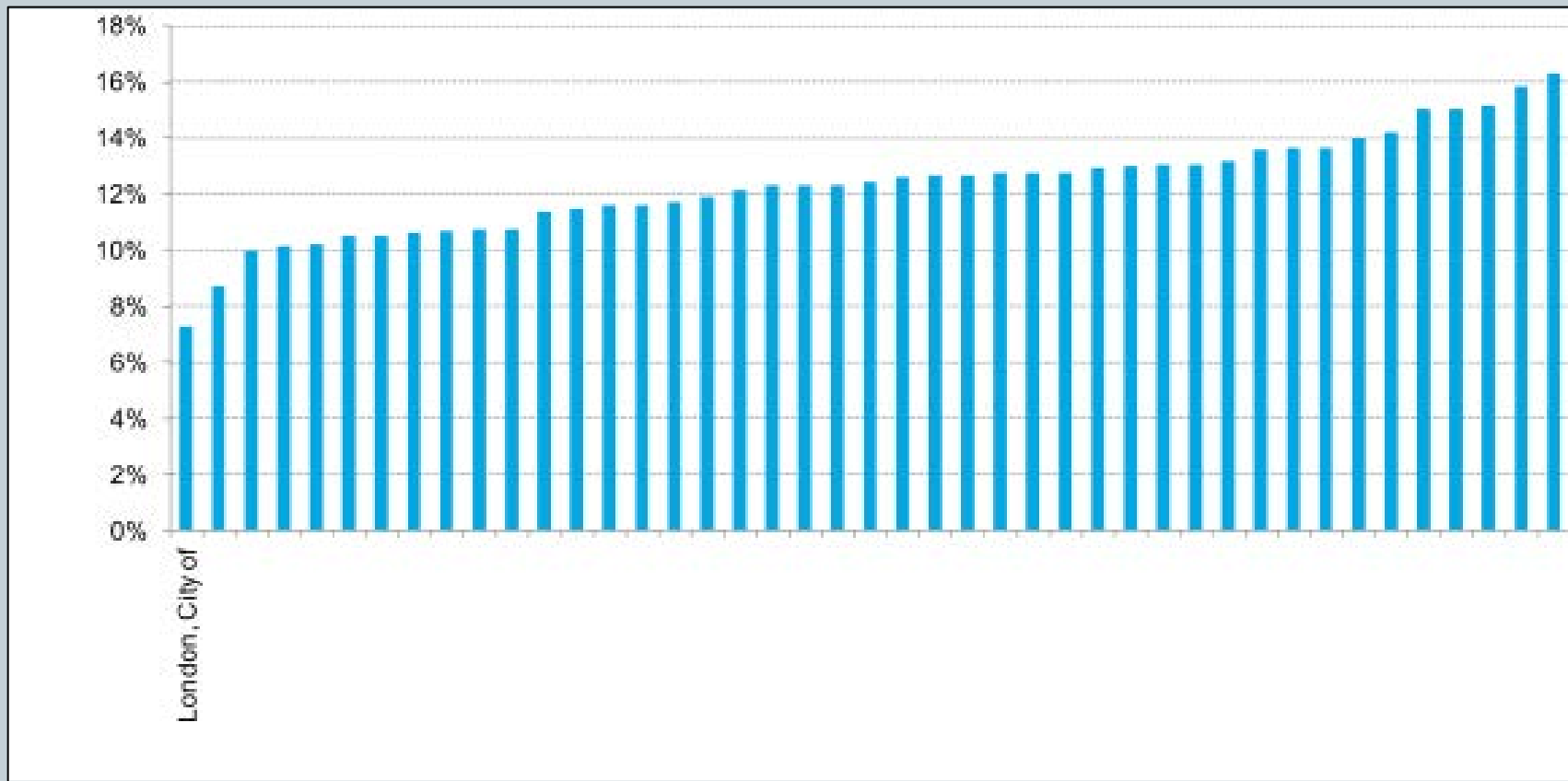
**£ Million**

# Opinions et réforme



- Des deux côtés du diamant, les gens fonctionnent à partir d'un ensemble de croyances et de préjugés. Aussitôt qu'il est possible d'éliminer ces deux éléments et de les remplacer par des données, vous gagnez un avantage certain [traduction].
- [Michael Lewis, \*Moneyball: The Art of Winning an Unfair Game\*](#)

# Pourcentage des agents disponibles visibles dans les 43 services de police



# ***Renseignement – modèle national***

***Nous sommes partis de :***

***Délinquants  
visés***

***Séries de  
crimes***

***Points  
névralgiques***

***Mesures de  
prévention***

***Et nous avons obtenu 816 pages  
en 9 volumes...***