

Redovisning 1

(version 3)

Varför har det varit svårt att implementera PUM?

Polisens underrättelsemodell

Analys av texter

”Modellen baseras på den brittiska polisens ”National Intelligence Model (NIM)”

National Intelligence Model (NIM)

Ar 2000

The National Intelligence Model – why?

The National Intelligence Model is the product of work led by the National Criminal Intelligence Service on behalf of the Crime Committee of the Association of Chief Police Officers. Research, design and testing of the model has been completed by police officers, analysts and intelligence specialists from a number of police forces and agencies.

It represents the collected wisdom and best practice in intelligence-led policing and law enforcement.

The Model provides important opportunities for law enforcement managers whether from the Police Service or another law enforcement agency. Whilst, therefore, the Model has a very specific benefit for the Police Service in providing clarity and standards for intelligence work for Chief Police Officers and operational commanders, a number of other law enforcement agencies have identified how the model can enable them to review intelligence systems and introduce more rigour into the management decision-making processes for both strategic and tactical purposes. Acceptance of the basic precepts of the model by other agencies will greatly aid the effort to 'join up' law enforcement activity.

The Model provides the picture that drives effective strategy, not just about crime and criminals, but for all law enforcement needs from organised crime to road safety. It is



GUIDANCE ON THE NATIONAL INTELLIGENCE MODEL

2005

Produced on behalf of the
Association of Chief Police Officers
by the National Centre for Policing Excellence

National Intelligence Model (NIM)

MINIMUM STANDARDS

An initial set of minimum standards was published in April 2003, and all police forces now comply with them. In order to maintain the impetus of NIM implementation, a revised edition of the minimum standards document was published in November 2004. The principles contained in that document underpin the NIM code, and **all of the standards must be implemented nationally by November 2005.** These minimum standards, together with descriptions of how to meet them and the impacts and benefits of implementation, can be found in [Appendix 2](#).

LEVELS OF OPERATION

NIM requires that a number of capabilities are defined and built in order to professionalise and improve intelligence work, and to enable the compilation of standardised intelligence products. Intelligence products inform staff of significant threats, including those arising from less serious

NIM improves the opportunities to share intelligence across forces and agencies, and between local and national levels of policing. NIM has not only been adopted by police forces but also by other agencies such as the Serious and Organised Crime Agency (SOCA), United Kingdom Immigration Services (UKIS) and by Crime and Disorder Reduction Partnerships (CDRP). It

2008

Improving Performance

A Practical Guide to
Police Performance Management

Case Studies



Themes

Performance management is relevant to every aspect of policing business. Broadly, the case studies provided here cover the aspects of policing noted below. Note that the twelve Hallmarks also highlight other themes.

- User satisfaction
- Sanction detections
- Vulnerable people
- Partnerships
- Support departments
- The National Intelligence Model
- Efficiency
- Activity Based Costing
- Personal performance
- Analyst-manager links
- Priority setting
- Target setting
- Diversity & equality
- Risk management
- Analysis

Hallmarks of an effective performance management framework

The performance management guidance is focused around three 'enablers' and twelve "Hallmarks" of effective practice in police performance management. Each case study illustrates one or more of these Hallmarks in practice.

Hallmark 1: Everyone in the force understands and acts upon the basic principles of performance management as relevant for their role

Hallmark 2: Active, visible leadership and ownership of performance management helps to foster a culture of continuous improvement

Hallmark 3: Officers and staff at all levels, the police authority and key partners understand their roles, responsibilities and relationships within the force's performance management framework

Hallmark 4: Priorities are clearly communicated, understood, and acted upon by all officers and staff

Hallmark 5: Learning and development equips officers and staff to improve performance

Hallmark 6: A clear, integrated planning framework links force, police authority and wider stakeholder priorities with the NIM, corporate planning, budgeting, risk and resource management

Hallmark 7: The force pursues improvements in the efficiency and effectiveness of business processes that support delivery against priorities

Structures
& Processes

Hallmark 8: Performance review structures serve all operational and support departments, linking with police authority and partners, and integrating with the NIM

Hallmark 9: Regular review of performance holds people to account against objectives, recognises good performance, and drives problem-solving and relentless follow-up

Hallmark 10: Good practice and lessons learned are quickly identified, shared and acted upon

Data &
Analysis

Hallmark 11: Timely, accurate and relevant performance data is easily captured and shared, meeting legal requirements and user needs

Hallmark 12: Insightful analysis, that is clearly communicated, supports intelligence-led decision making that directs day-to-day activity

Index of Case Studies

No.	Case Study Subject	Source (force)
1	Crime Management Process	Cambridgeshire
2	Importance of Corporate Performance Analysts	Cambridgeshire
3	Corporate Planning Cycle	Cleveland
4	Integrating Activity Based Costing within the Corporate Performance Framework	Cleveland
52	Delivering Improved User Satisfaction through Dynamic Responses to Survey Findings	Devon & Cornwall
5	"Improving the Community Threat Assessments" - Linking NIM and performance management	Dorset
6	Adding "Communication" to NIM Control Strategy framework of Enforcement, Prevention and Intelligence	Dorset
7	Performance Management leaflet for Section and Team leaders	Dorset
8	Use of Z Scores	Gloucestershire
9	Establishing a Purpose Statement for force Performance Improvement Conference	Gloucestershire
10	Use of 4 Ps reporting format (Progress, Problems, Priorities, Points for Action)	Gloucestershire
11	Establishment of a multi-agency steering group to identify ways of building a stronger, more crime resistant community	Greater Manchester & Partners
12	Improving Personal Performance	Hertfordshire
13	Sanction Detections: Expected rates given the crime mix	Hertfordshire
14	Risk Matrices	Hertfordshire
15	Specialist Interview Unit (SIU)	Hertfordshire
16	Making off Offence (Bilking)	Hertfordshire
17	Incorporating lessons learned from IPCC investigations	IPCC
18	Operational use of user satisfaction data - "CF PROBE"	Lancashire
19	Performance Management and the NIM	Lancashire
20	A useful analogy: understanding performance management	Lancashire
21	The Quality Counts Programme	Lancashire
22	APEX - Force Performance Management Framework	Leicestershire
23	User Satisfaction Improvement	Leicestershire

22	APEX – Force Performance Management Framework	Leicestershire
23	User Satisfaction Improvement	Leicestershire
24	“PlanWeb” - a cross-agency mapping tool	Lincolnshire
25	Establishment of Customer Service Desks	Merseyside
26	Merseyside Criminal Justice Board “Quantum Meeting”:	Merseyside
27	BCU: Performance Management Framework	Merseyside
28	Linking force corporate planning cycle with that of the Local Authority	Northamptonshire
29	Establishment of three process groups, each focusing on a different area of performance management	Northamptonshire
30	Establishment of partnership team to diagnose performance issues	Northamptonshire
31	Northumbria Police Strategic Management Framework	Northumbria
32	“The 2020 Vision” - Communicating force vision	Northumbria
33	Corporate Performance Management Framework	Northumbria
34	Inspections of Support Departments	Northumbria
35	Sunderland BCU Commander’s “contract” with his team	Northumbria
36	Demand management	North Wales
37	Child Abuse Referral process	Nottinghamshire
38	Risk Management	Police Service for Northern Ireland
39	Force Performance Management and Strategic Problem Solving Group	Staffordshire
40	Citizen Focus: developing overnight reports	Staffordshire
41	Real time demand management tools	Staffordshire
42	Operation Quest	Suffolk
43	Bottom up approach to performance management	Surrey
44	Organisational Risk Management	Surrey
45	Design and implementation of a corporate performance framework	Warwickshire
46	Better call handling within Police Operations Centre	West Midlands
47	Operational Review of D3 Operations Centre	West Midlands
48	Process for Performance Improvement Work	West Midlands
49	Development of tool to measure performance of Neighbourhood Policing Teams	West Yorkshire
50	Development of performance review process for support departments	West Yorkshire
51	Quality Assurance Dip Sampling (QADS)	West Yorkshire

Cross tabulation of case studies against Hallmarks

Case Study	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
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Case Study	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52
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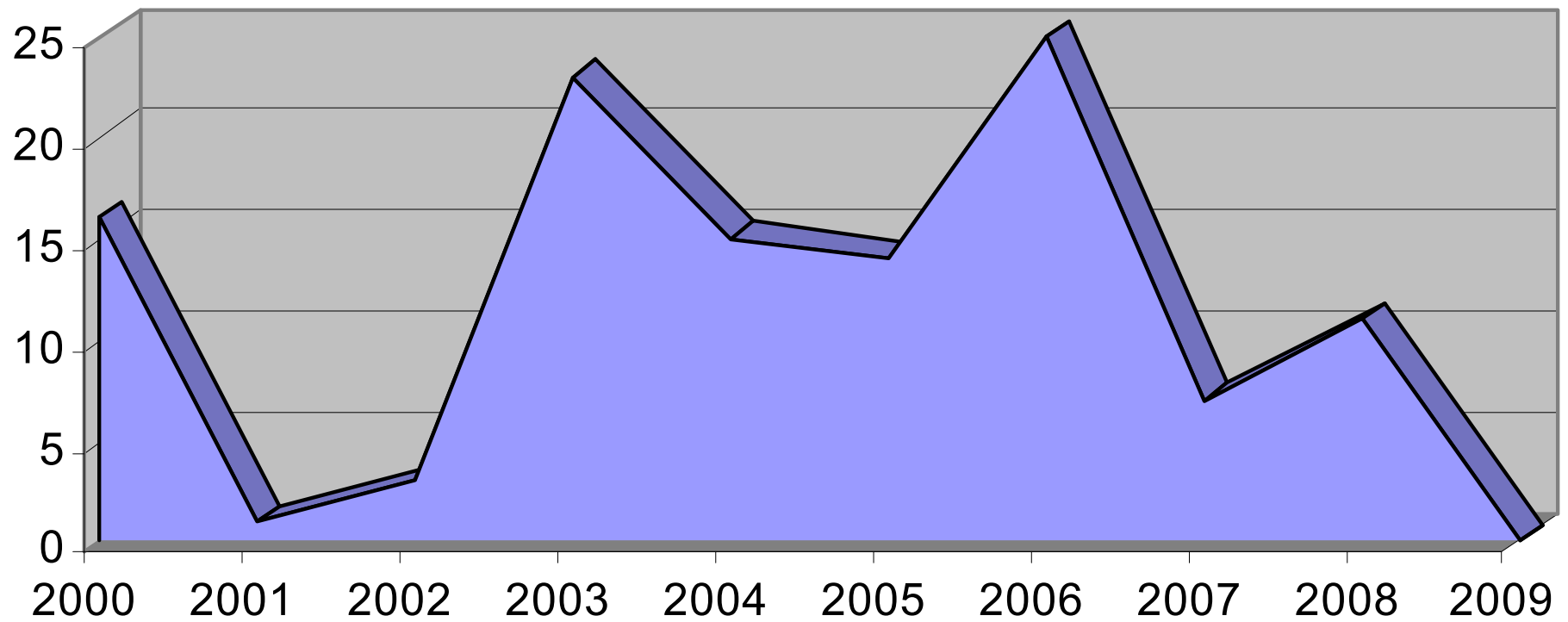


Home office hemsida (Police)

Sökord: NIM

119 träffar

Hur många dokument som innehåller ordet NIM




National Intelligence Model: NCIS Information



This is a section of the National Intelligence Model (NIM). The NIM is 'A Model for Policing' that ensures that information is fully researched, developed and analysed to provide intelligence that senior managers can use to provide strategic direction, make tactical resourcing decisions about operational policing and manage risk.

Date: Sun Dec 31 13:50:56 GMT 2000

Full Document

- ✦ [National Intelligence Model: NCIS Information](#) |  [Download PDF file \(80 K \)](#)



Advice relating to the National Intelligence Model is available Monday to Friday (9.00am to 5.00pm)
– from the NCIS Corporate Development Branch
(tel: +44 (0)128 7238 4095)

Publications available from
NCIS Corporate Communications
(tel: +44 (0)128 7238 8431)
include:

NCIS Annual Report; *Atom*, the NCIS Critical Intelligence magazine; press releases and briefing notes on recent issues
and events involving NCIS. All information on NCIS is available on the
regularly updated website
<http://www.ncis.gov.uk>

Law enforcement enquiries should be made initially through the main re-tildeboard
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- Du kan ha skrivit fel när du angav adressen.
- Om du klickade på en länk kan den vara inaktuell.

Försök med följande:

- Ange adressen igen.
- Återvänd till föregående sida.

National Criminal Intelligence Service

National Criminal Intelligence Service

Britain's National Criminal Intelligence Service (NCIS) was launched in April 1992 to provide leadership and excellence in criminal intelligence. The organisation aims to combat the top echelons of crime and seeks the ultimate arrest or disruption of major criminals in the UK. NCIS is one of the first services to be set up in Europe to deal with the development of criminal intelligence on a national scale with approximately 500 staff drawn from the police, Customs and Excise and the Home Office. It aims to help law enforcement and other agencies, at home and abroad, by processing and disseminating information, giving guidance and direction, and analysing major criminal activity.

Apart from a resources division NCIS comprises the Headquarters (HQ), United Kingdom (UK) and International divisions. HQ Division includes an operational support unit, an intelligence co-ordination unit, policy and research unit and a strategic and specialist intelligence branch. The latter's responsibilities vary from organised crime to football hooliganism. Five regional offices in London, Birmingham, Bristol, Manchester and Wakefield are overseen by the UK Division which also includes a Scottish/Irish Liaison Unit, currently based in London.

The International division manages a network of European Drugs Liaison officers (DLOs) and is linked up with the world-wide DLO network managed by Customs and Excise. The UK Bureau of Interpol is also based within this division enabling NCIS to have direct access to Interpol's 176 member countries.

Information processed by NCIS plays a vital part in tackling serious crime in Britain, and is used to assist police forces in other countries. The service gathers intelligence on offenders ranging from drug traffickers, money launderers and organised criminal groups to paedophiles and football hooligans.

National Criminal Intelligence Service

From Wikipedia, the free encyclopedia



This article **does not cite any references or sources**. Please help improve this article by adding citations to **reliable sources**. Unverifiable material may be challenged and removed. *(January 2008)*

The **National Criminal Intelligence Service (NCIS)** was a United Kingdom policing agency set up as a separate body in April 1992 to centralise the gathering and distribution of intelligence on serious and organised criminal matters. NCIS was formed out of the National Drugs Intelligence Unit in the Home Office. Following the Police and Criminal Justice Act 2001, NCIS returned to direct funding by the Home Office in 2002 and was a non-departmental public body. On 1 April 2006 it was merged into the newly created Serious Organised Crime Agency.

NCIS provided the intelligence back-up to other agencies, such as the National Crime Squad, and concentrated on drugs, financial crime, immigration, firearms and organised crime. The organisation did not have a remit to deal with terrorism. Internationally, NCIS liaised with Interpol and Europol, and other international law enforcement networks.

SOCA

SERIOUS ORGANISED CRIME AGENCY



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[RECRUITMENT](#)

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PROCEEDS OF CRIME



SOCA is responsible for dealing with financial information concerning suspected proceeds of crime in order to counter money laundering

- ▶ [Suspicious Activity Reports](#)
- ▶ [Civil Recovery](#)
- ▶ [Financial Intelligence Unit](#)

ORGANISED CRIME



Organised crime covers a very wide range of activity and individuals involved in a number of crime sectors

- ▶ [Drug Trafficking](#)
- ▶ [Organised Immigration Crime](#)
- ▶ [Individual & Private Sector Fraud](#)
- ▶ [Money Laundering](#)
- ▶ [Chemical Suspicious Activity Reporting \(CSAR\)](#)

RECRUITMENT



Joining SOCA means joining an organisation that is at the forefront of tackling organised national and transnational crime.

- ▶ [Intervention](#)
- ▶ [Enforcement](#)
- ▶ [Corporate Services](#)
- ▶ [Intelligence](#)

NEWS AND UPDATES

[Press Notice: Convictions for 12.5 tonne cannabis gang](#)

[Press Notice: SOCA's Annual Report 2008/09](#)

[Press Notice: Cash returned to victims of mail scam](#)

ASSESSMENTS & PUBLICATIONS

[SOCA's Annual Report 2008/09](#)

[SOCA Annual Plan 2009/10](#)

[SOCA Statement of Accounts 2007/08](#)

[UK Threat Assessment 2008/09](#)

RELATED LINKS

- ▶ [Police](#)

- [26-Mar-09: Press Notice: UK's first extradition from Colombia \[.pdf, 908 KB\]](#)
- [SOCA Annual Plan 2009/10 \[.pdf, 244 KB\]](#)
- [Home Office Issues Guidance Circular on Consent Regime \[.pdf, 52 KB\]](#)
- [Press Notice: Publication of the SARs Annual Report 2007/08 \[.pdf, 108 KB\]](#)
- [SARs Annual Report 2007/08 \[.pdf, 1 MB\]](#)
- [SOCA asks for feedback on drugs database \[.pdf, 904 KB\]](#)
- [SOCA Equality Scheme Progress Report 2006/2007 \[.pdf, 948 KB\]](#)
- [Statement of Information Management Practice \[.pdf, 175 KB\]](#)
- [SOCA Statement of Accounts 2007/08 \[.pdf, 252 KB\]](#)
- [Press Notice: Drug trafficking and money laundering network dismantled \[.pdf, 912 KB\]](#)
- [Press Notice: New legislation used to restrict criminal activity \[.pdf, 908 KB\]](#)
- [Suspected mail fraud worth £25m raided \[.pdf, 900 KB\]](#)
- [UK Threat Assessment 2008/09](#)
- [National intelligence requirement \[.pdf, 164 KB\]](#)
- [Press Notice: SOCA annual report 2007/08 \[.doc, 708 KB\]](#)
- [SOCA's Annual Report 2007/08](#)
- In a letter responding to an inaccurate article in the Times newspaper on Tuesday 13 May 2008, Bill Hughes, Director General of SOCA, wrote the following:
 - [Letter to The Times \[.pdf, 48 KB\]](#)
 - [Working to Tackle Serious Organised Crime](#)
- [Ten Sentenced to 60 Years for Drugs Conspiracy - Press Notice \[.doc, 692 KB\].](#)
- [SOCA Statement of Accounts 2006-2007 \[.pdf, 246 KB\]. *](#)
- [First Financial Reporting Order Conviction \[.doc, 752 KB\].](#)
- [Merger of SOCA and ARA strengthens Government drive to deprive criminals of their assets - Press Notice \[.pdf, 1.7 MB\].](#)
- [SOCA Annual Plan 2008/9 \[.pdf, 516 KB\].](#)
- [Costa Crooks - Press Notice \[.pdf, 284 KB\].](#)
- [The Suspicious Activity Reports Annual Review 2007 \[.pdf, 328 KB\].](#)
- [The Suspicious Activity Reports Annual Review 2007 - Press Notice \[.pdf, 92 KB\].](#)

The National Intelligence Requirement for Serious Organised Crime 2008/09

Scope and purpose

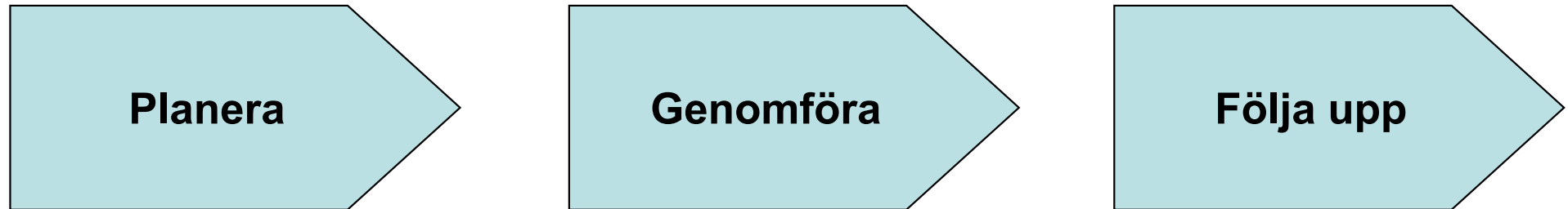
1. The National Intelligence Requirement for Serious Organised Crime (NIR) supports the annual UK Threat Assessment (UKTA) and UK Serious Organised Crime Control Strategy (Control Strategy). All three are produced by SOCA following extensive consultation with the agencies most closely concerned with tackling serious organised crime.
2. The UKTA describes and assesses the threats posed to the UK by serious organised criminals, while the Control Strategy, which consists of a series of linked inter-agency 'programmes of activity', sets out how the UK intends to tackle these threats. The NIR acts as a guide to agencies and organisations who can provide relevant information by defining those areas where we are developing our ongoing knowledge of serious organised crime.
3. No single agency is in a position to address all aspects of the NIR. However, the NIR will assist in identifying the overlap between national, regional and local information of interest and the more efficient deployment of resources. This unclassified version of the NIR is available on the SOCA website, www.soca.gov.uk.

Understanding the NIR

Polisens underrättelsemodell

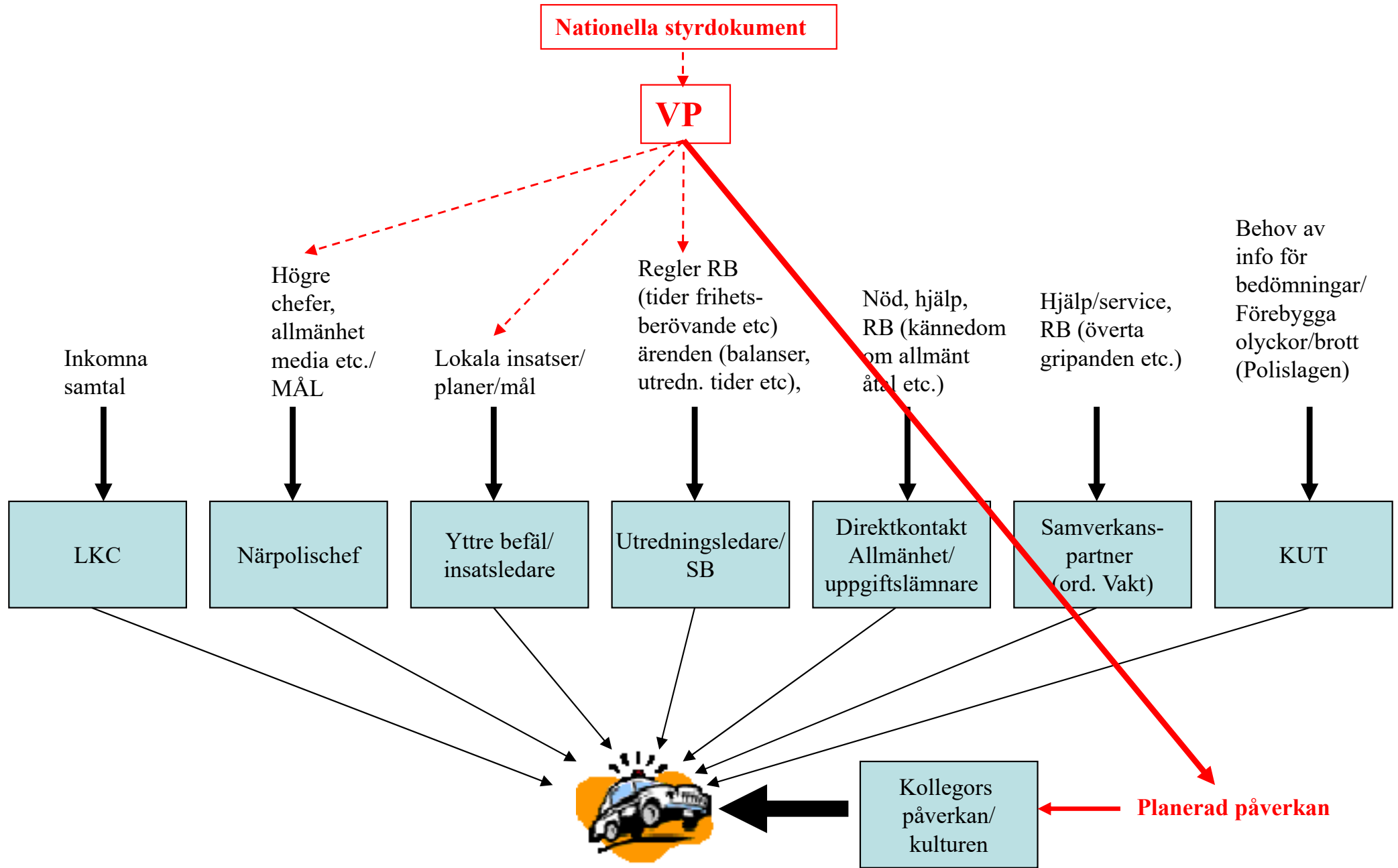


Polisens underrättelsemodell



Varför har det varit svårt att implementera PUM?

Många uppdragsgivare!



Egen tolkning av uppdrag
(Ekman, 1999; Holgersson, 2005)

Ledning/styrning

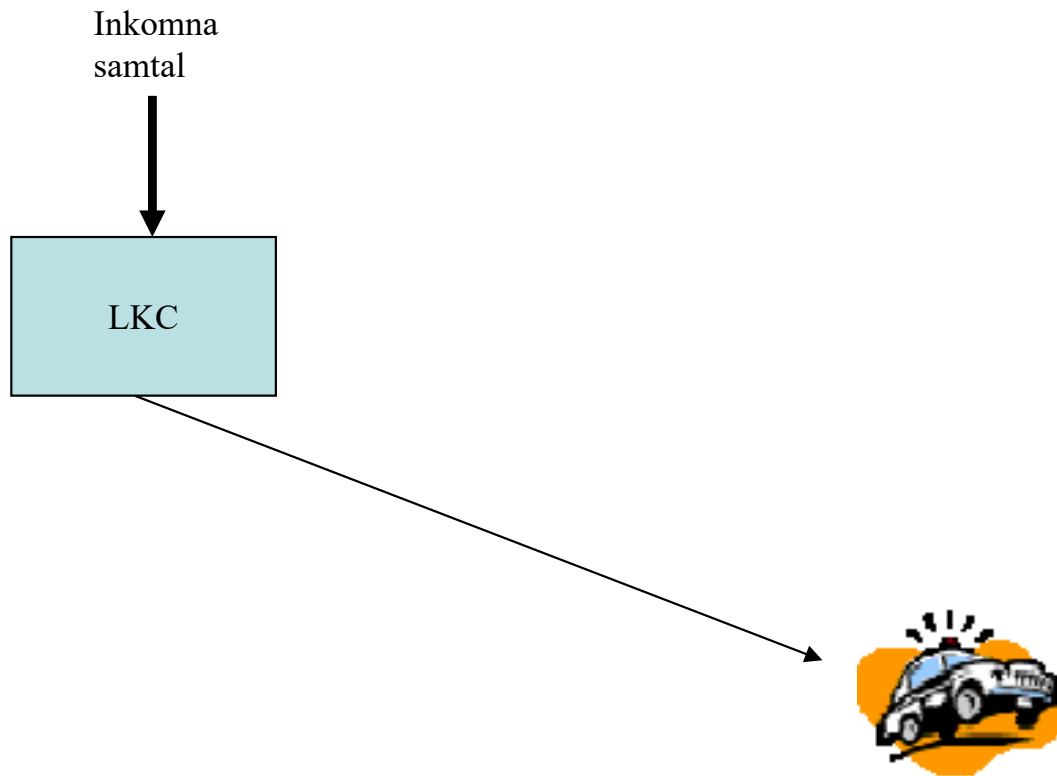


Hur mycket tid har chefer för en aktiv ledning/styrning?

Finns det ett behov att öka denna tid? Hur?

Holgersson, 2005:

Många uppdragsgivare



Tidigare forskning...

Holgersson, 2000:

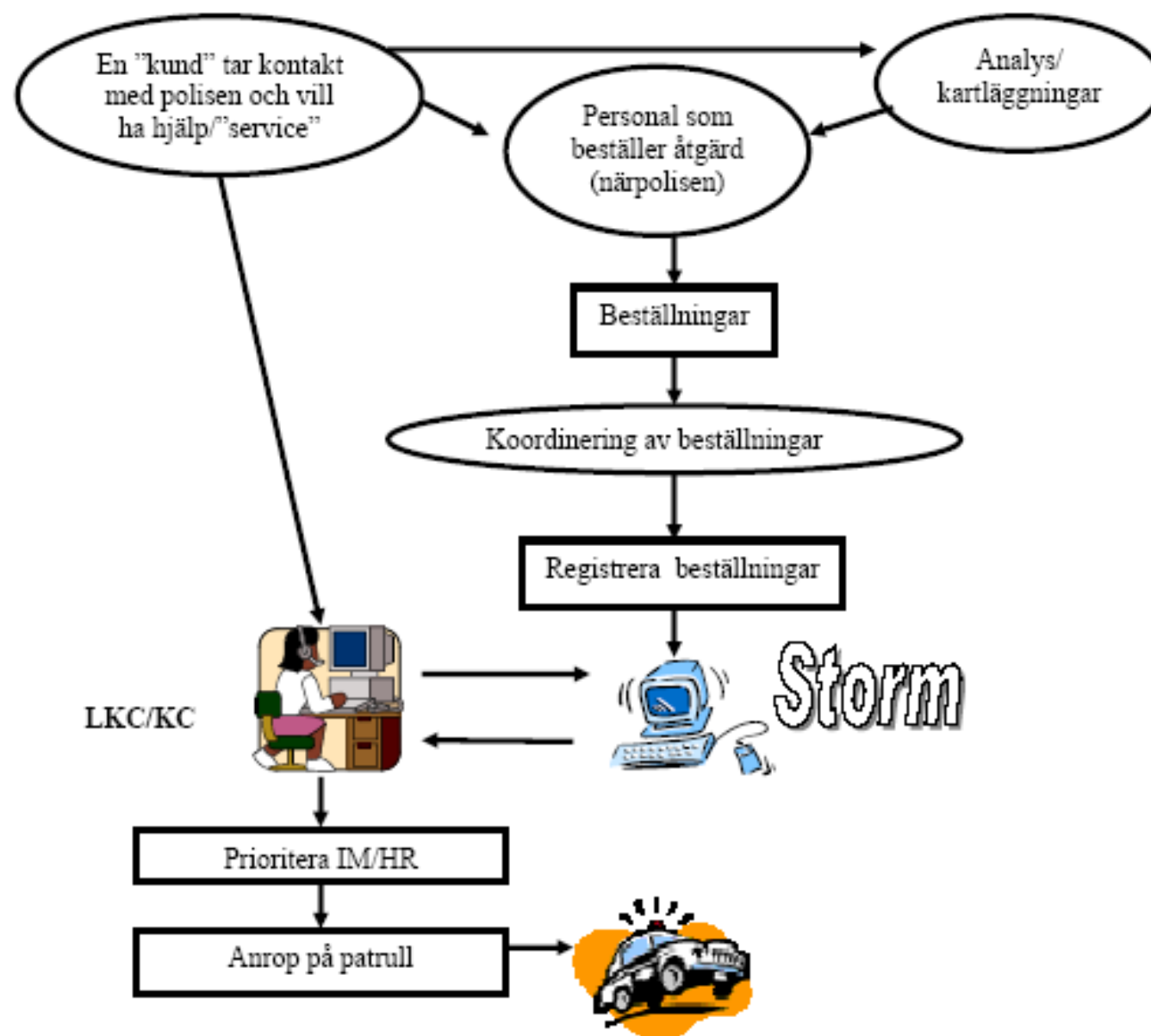
Aldrig förekommande anrop till patrull: ”Ja, 2904. Tre veckor i rad har det varit problem på XX-skolan i samband med att eleverna slutar vid 15 tiden. Det är tydligen elever från en annan skola som kommer dit och bråkar. Klockan är ju nu 14.50 så Ni får åka dit och se om Ni kan förhindra bråk denna vecka.

Förekommande: ”Ja, 2904. De bråkar på Mälarhöjdens skolan igen. Det är tydligen tredje veckan som det blir bråk vid 15 tiden när eleverna slutar. Det är elever från en annan skola som kommer dit och bråkar. Åker Ni dit och tar upp ett par anmälningar. Ta kontakt med studierektorn Lars Andersson. Ni kommer få hjälp av 2230, men de är upptagna i ett annat ärende till att börja med.”

Aldrig förekommande anrop till patrull: ”Ja, 7910. Vi har haft återkommande problem med personrån i samband med att krogen XX stänger. Tydligen följer ungdomar personer som går hem från krogen. Ungdomarna brukar stå och vänta vid övre tunnelbanenedgången. Det är nu en kvart kvar innan krogen stänger. Åker Ni dit och ser vad Ni kan göra.

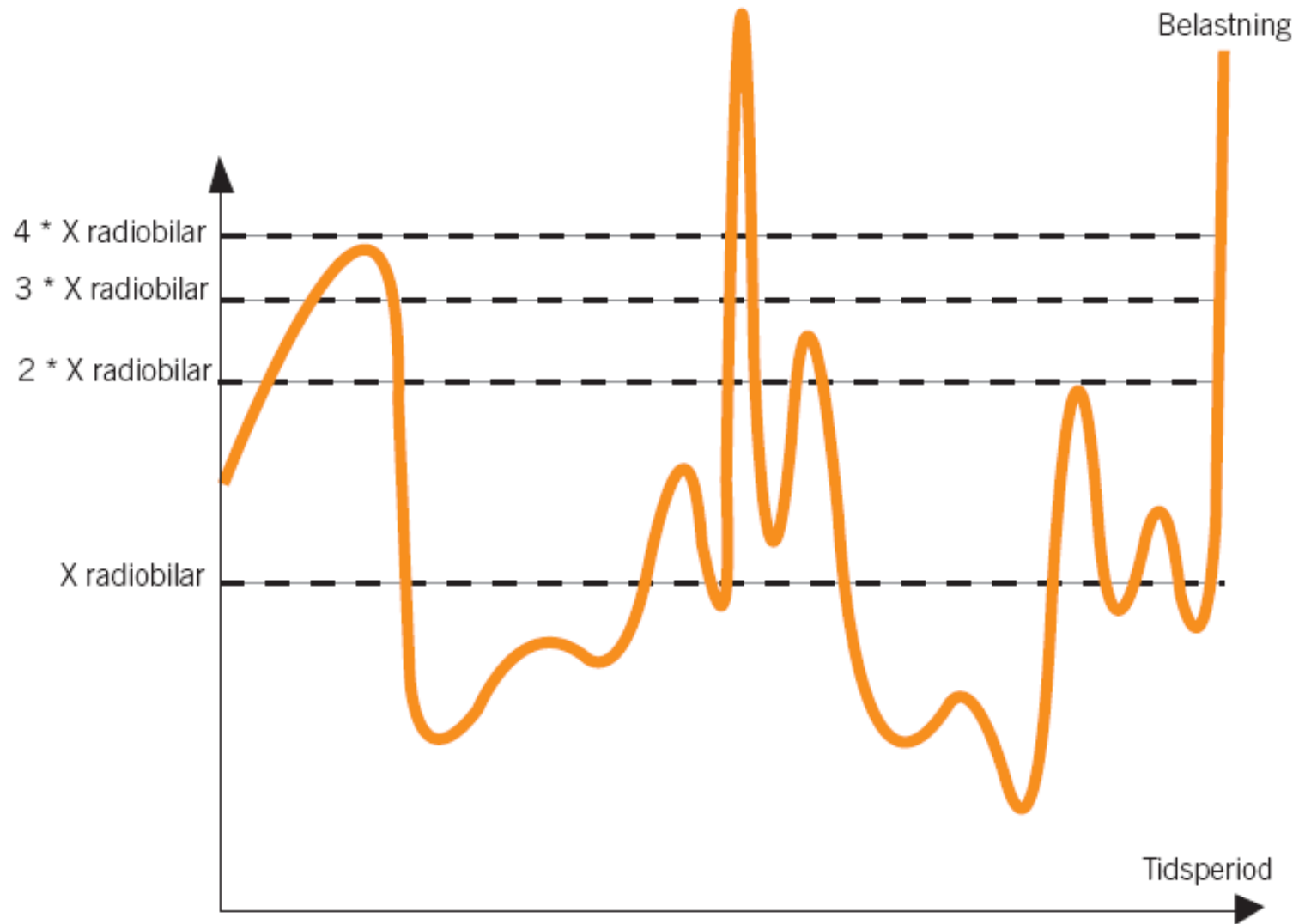
Förekommande: ”Då behöver 77 bilar för personrån i Alby. En person har blivit rånad vid övre tunnelbanenedgången, Tingsvägen”

Holgersson, 2000:



Figur 36. Rutinen att lägga upp IM/HR bör ändras till att både bygga på inkomna telefonsamtal OCH kända återkommande behov och problem (som tas fram genom analyser och kartläggningar).

Holgersson, 2007:



”Akuta aktiviteter”

National Intelligence Model (NIM)



The TT&CG should sanction the deployment of resources and avoid excessive responses to random events. A purely reactive approach to policing without proper assessment and analysis – however brief – results in a loss of focus. By remaining focused, an organisation can be more effective at tackling the issues affecting it. Monitoring, rather than responding to, random events will enable an organisation to react appropriately should such events develop into issues which fall within the scope of the tactical menu.

Polisens underrättelsemodell

Problematiska faktorer

Analys av texter

Polisens underrättelsemodell

Hög abstraktionsnivå

Direktiv ATT moment skall utföras - i liten grad stöd/förklaring till HUR

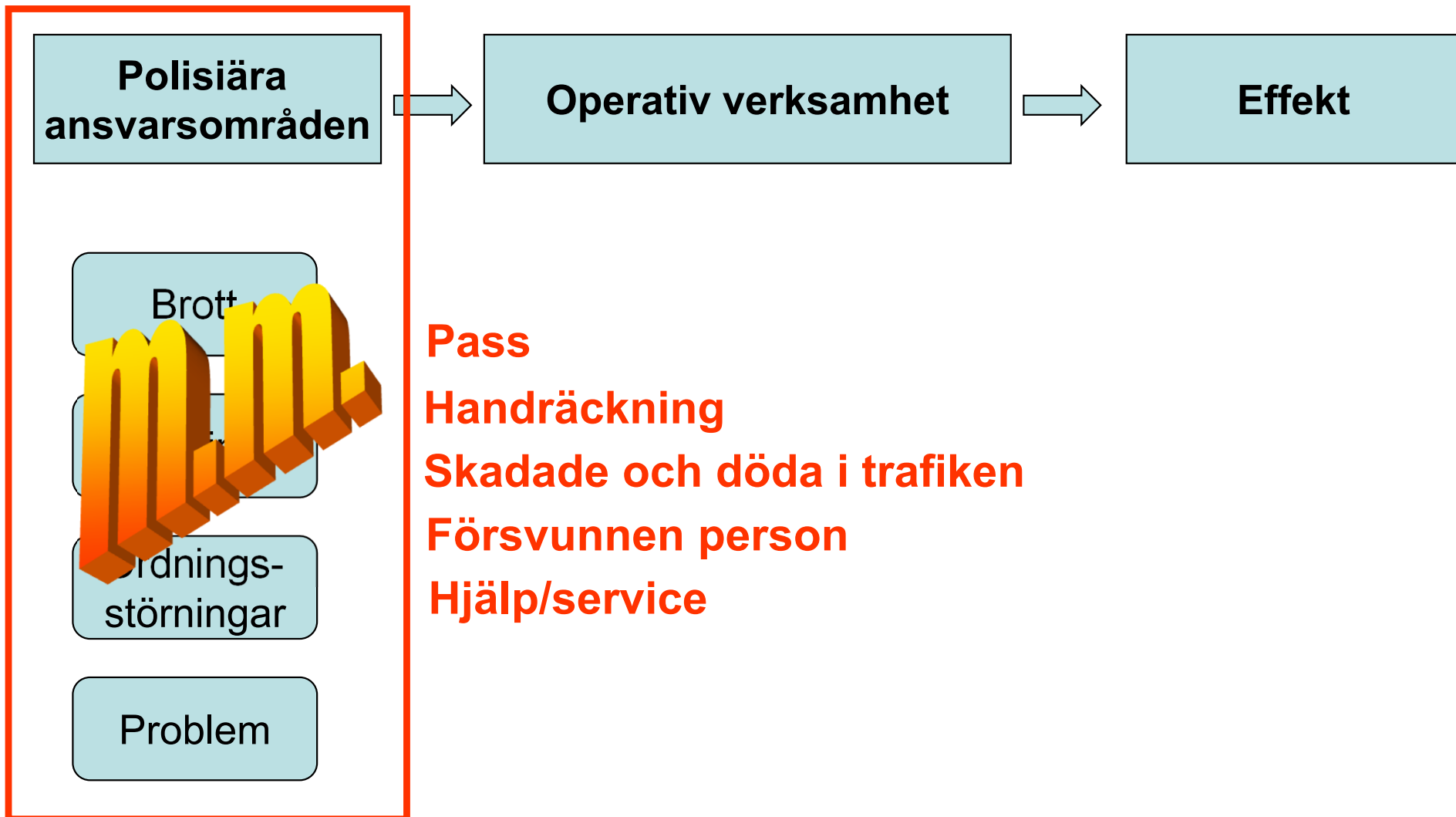
Styrka/möjligheter:

Rikspolisstyrelsen har tagit fram "Bli en problemlösande brottsanalytiker i 55 steg."
(Clarke and Eck).

Finns goda exempel på planer/möten/aktiviteter enligt PUM.

Polisens underrättelsemodell

Bristfälligt analyserat/beskrivet koncept



Polisens underrättelsemodell

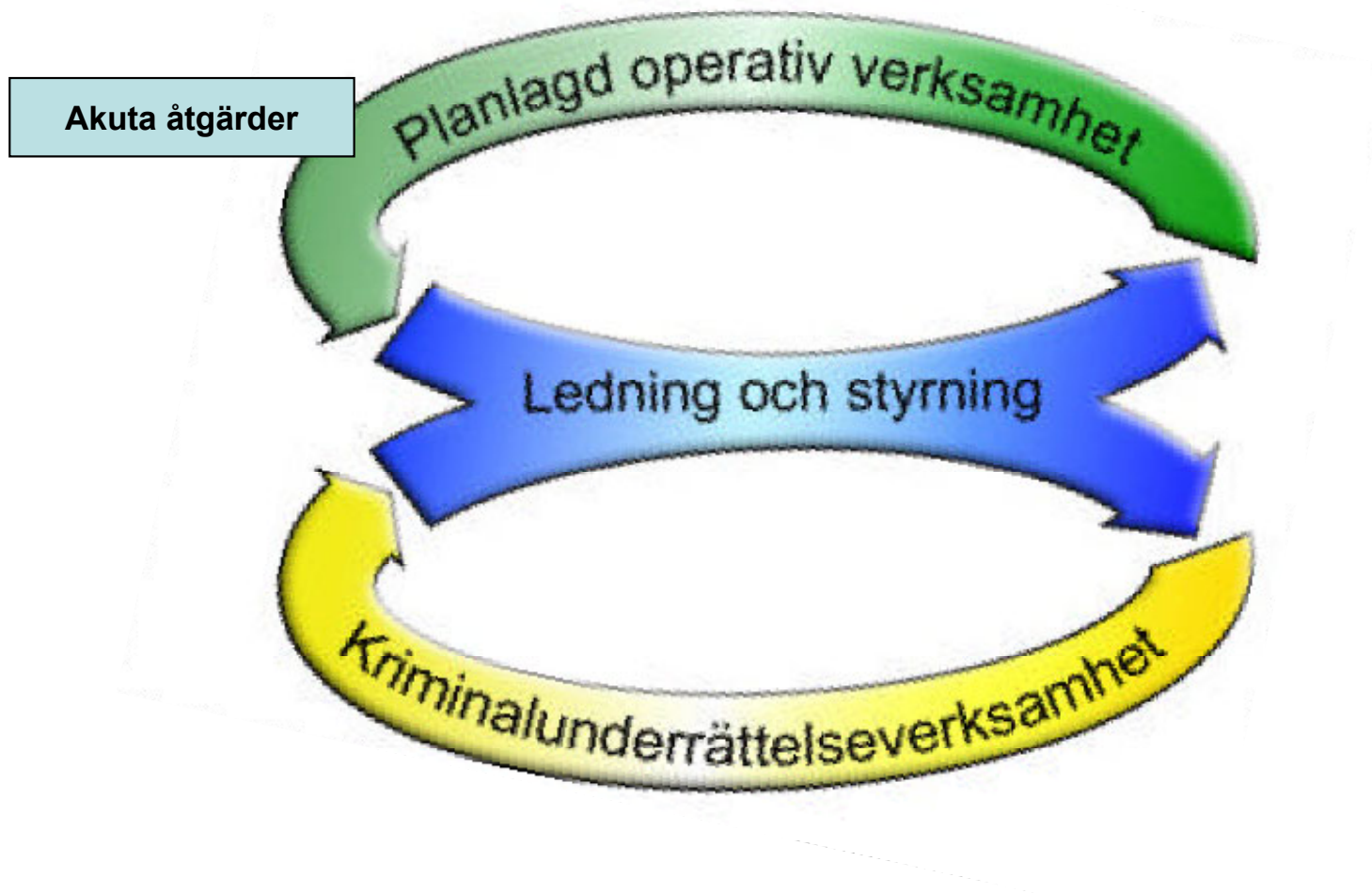
Bristfälligt analyserat/beskrivet koncept

”All operativ verksamhet ska vara planlagd, men kan brytas av händelser som kräver omedelbara åtgärder.”

”All operativ polisverksamhet ska vara planlagd och får endast avbrytas för händelser som kräver omedelbara åtgärder.”

Polisens underrättelsemodell

Bristfälligt analyserat/beskrivet koncept



Polisens underrättelsemodell

Bristfälligt analyserat/beskrivet koncept

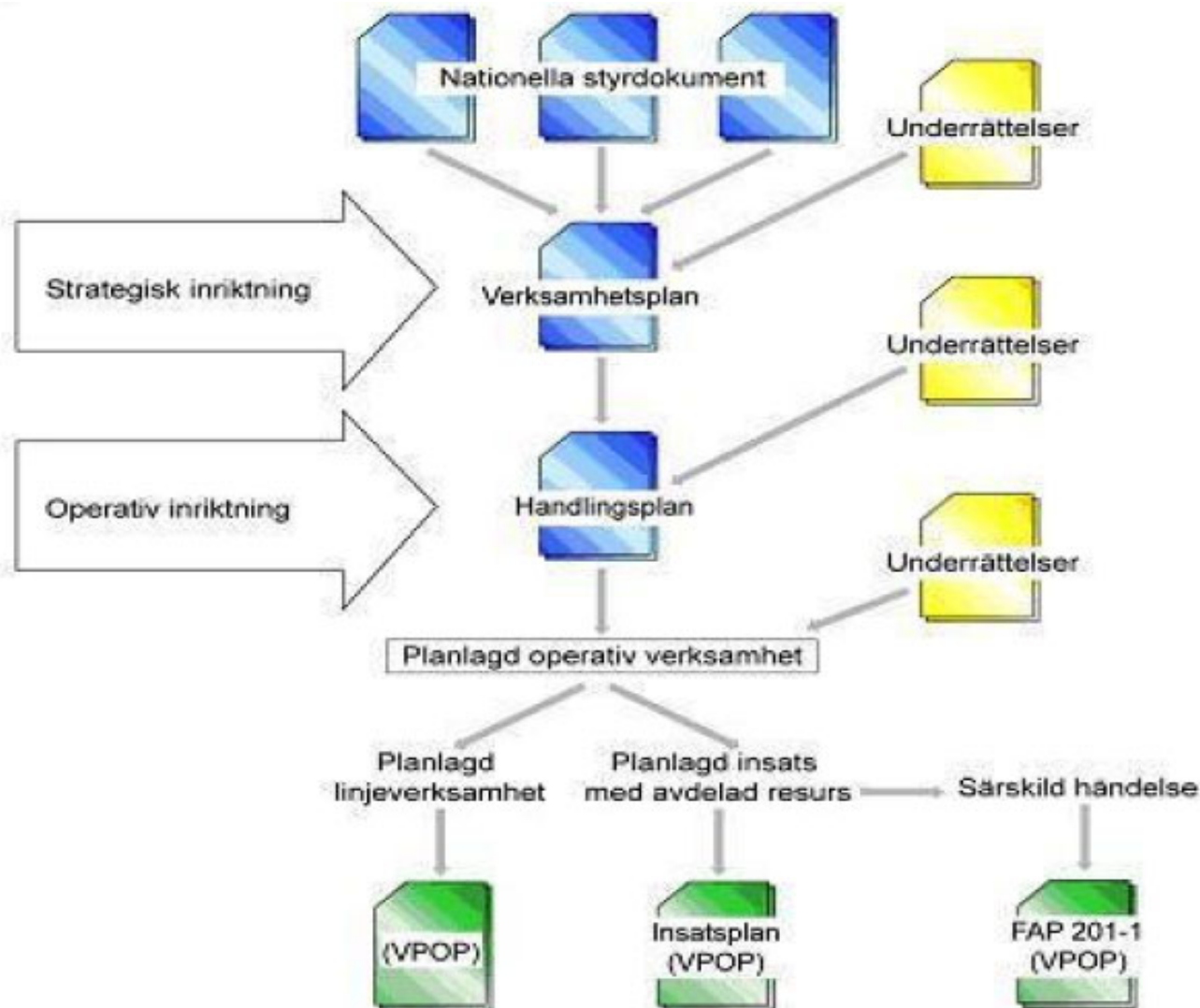
"All operativ polisverksamhet ska vara planlagd och får endast avbrytas för händelser som kräver omedelbara åtgärder."

"Akuta aktiviteter"



Polisens underrättelsemodell

Bristfälligt analyserat/beskrivet koncept

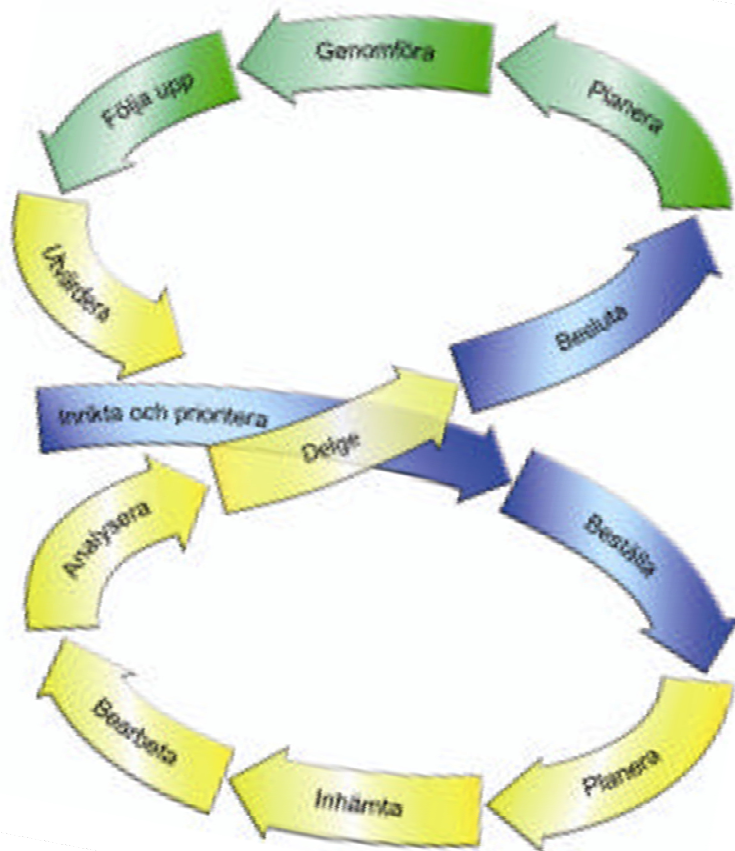


”Akuta aktiviteter”

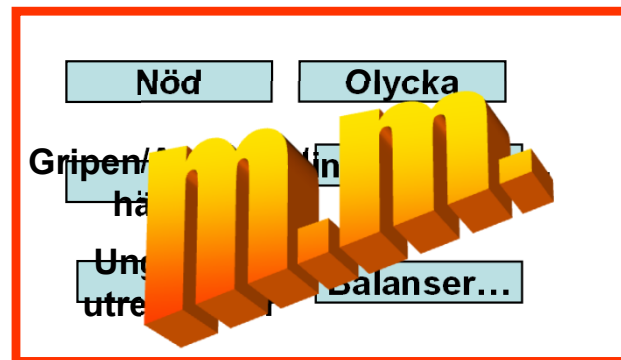
Polisens underrättelsemodell

Bristfälligt analyserat/beskrivet koncept

Behov av att tydliggöra modell (dvs. få in "oplanerad" verksamhet i modellen)!



"Akuta aktiviteter"



Polisens underrättelsemodell

Bristfälligt analyserat/beskrivet koncept

Risken är annars överhängande att modellen i praktiken blir såhär....
(Av genomlysningar att döma så råder detta förhållande...)

”Akuta aktiviteter”



Insatser



Polisens underrättelsemodell

Bristfälligt analyserat/beskrivet koncept

Är avgörande för hur man skall ”angripa” implementeringsproblemet!

Frågor att besvara:

Hur mycket av arbetstiden har poliser möjlighet att ägna sig åt planerade aktiviteter?

Hur mycket av arbetstiden ägnar sig poliser åt planerade aktiviteter?

Polisens underrättelsemodell

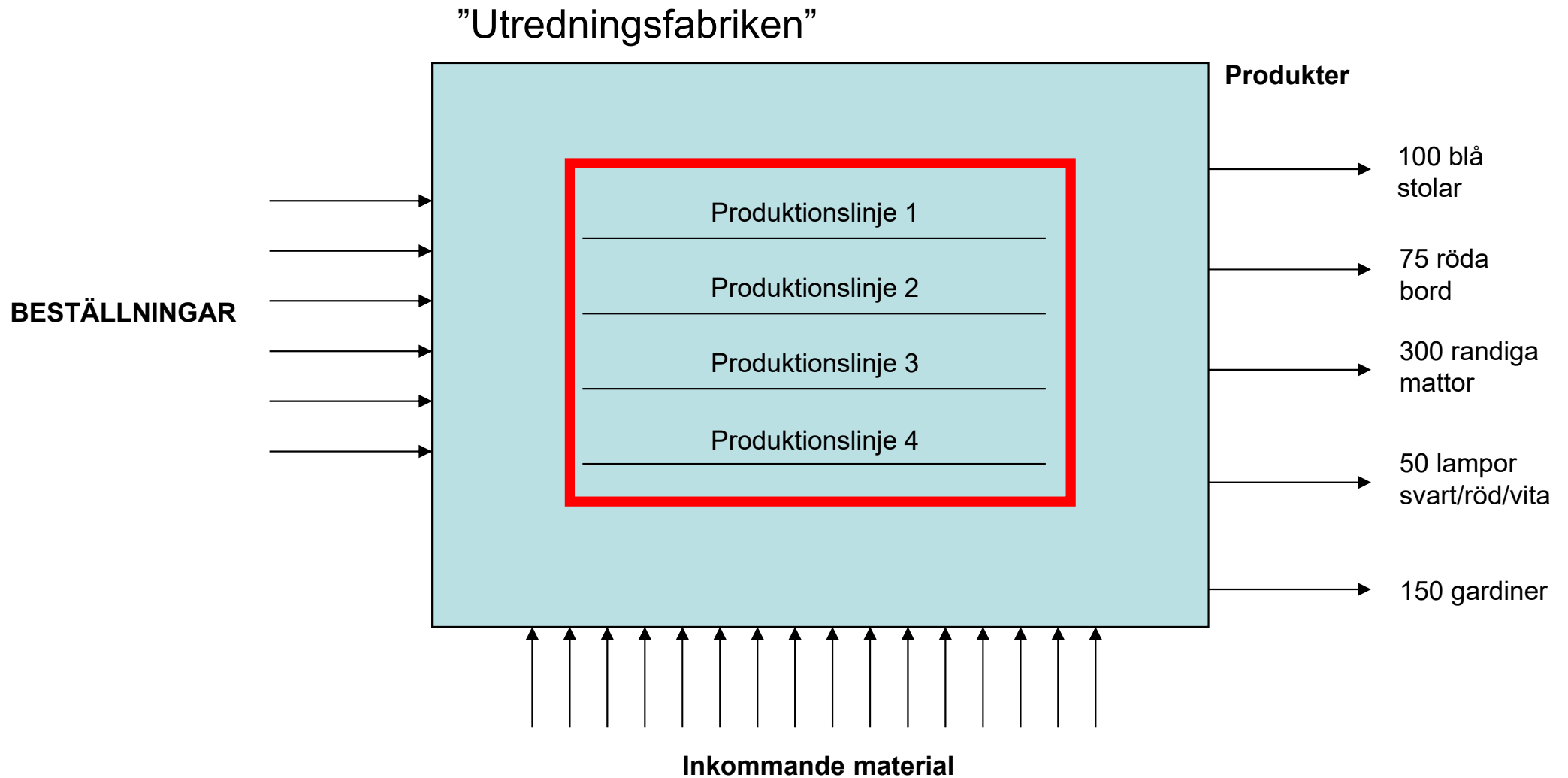
Bristfälligt analyserat/beskrivet koncept

Följdfrågor:

Går det att öka andelen av arbetstiden som polisen har möjlighet att ägna sig åt planerade aktiviteter?

Finns det möjligheter att förändra upplägget på planerade aktiviteter så att de planerade aktiviteternas andel av arbetstiden kan öka?

Utredningstjänst

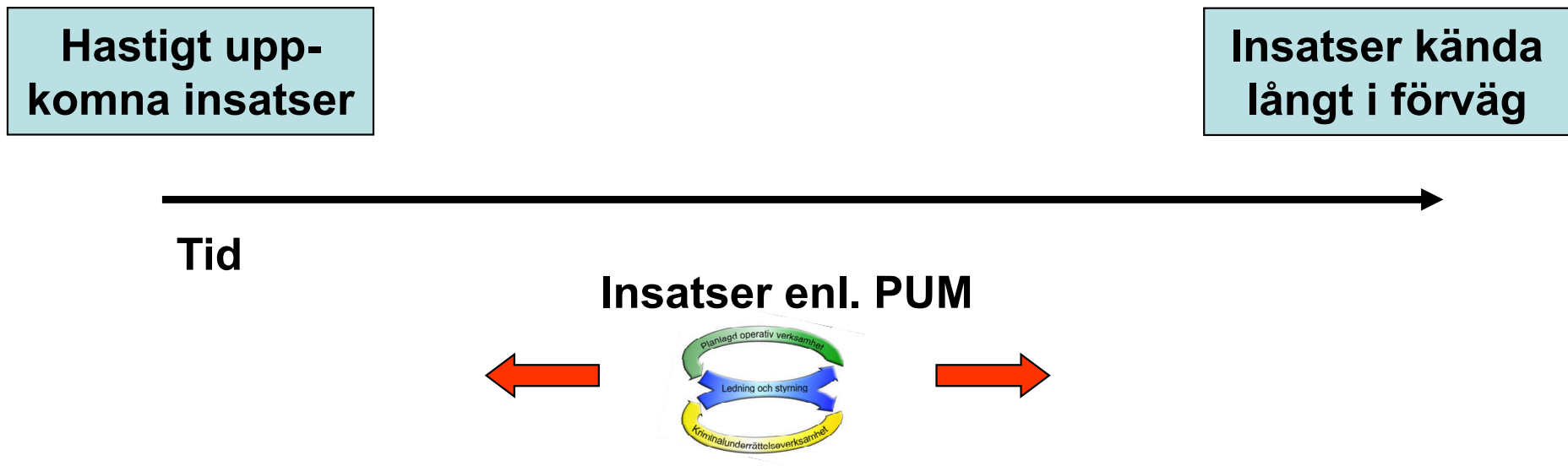


Polisens underrättelsemodell

Brister i dokumentationsstöd

Var kommer brytpunkten vara?

(Av betydelse: Resursåtgång för dokumentation kontra den upplevda nyttan)



Polisens underrättelsemodell

Brister i dokumentationsstöd

Frågor att besvara:

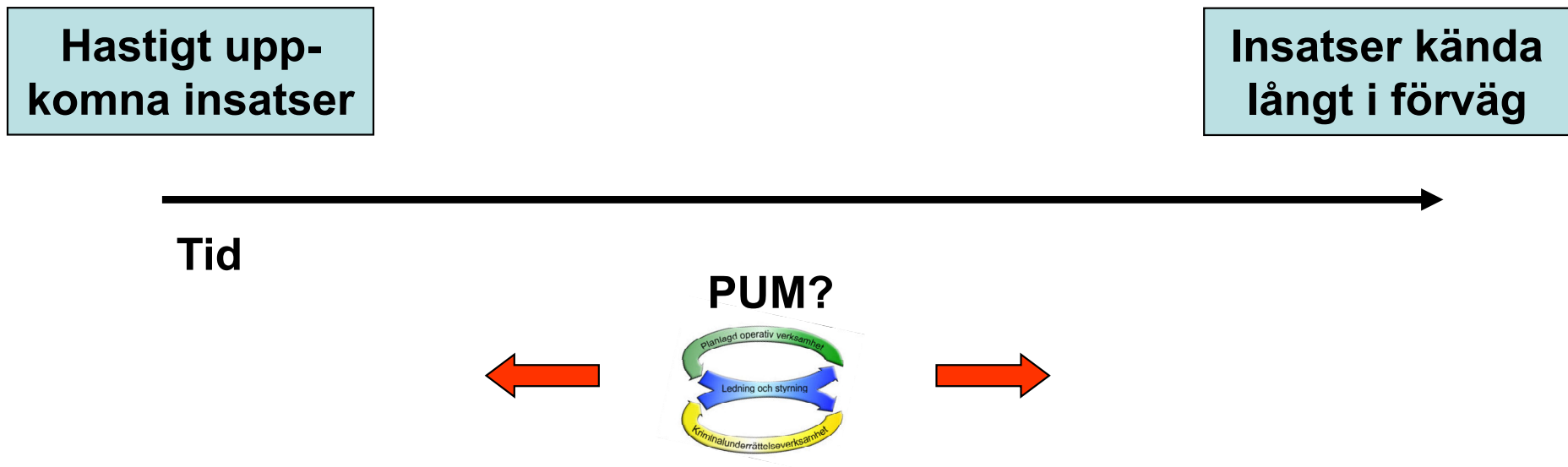
Hur kan man optimera resursåtgången för dokumentation i förhållande till den upplevda nyttan av det nedlagda arbetet?

Är behoven olika för skilda personalgrupper?

Polisens underrättelsemodell

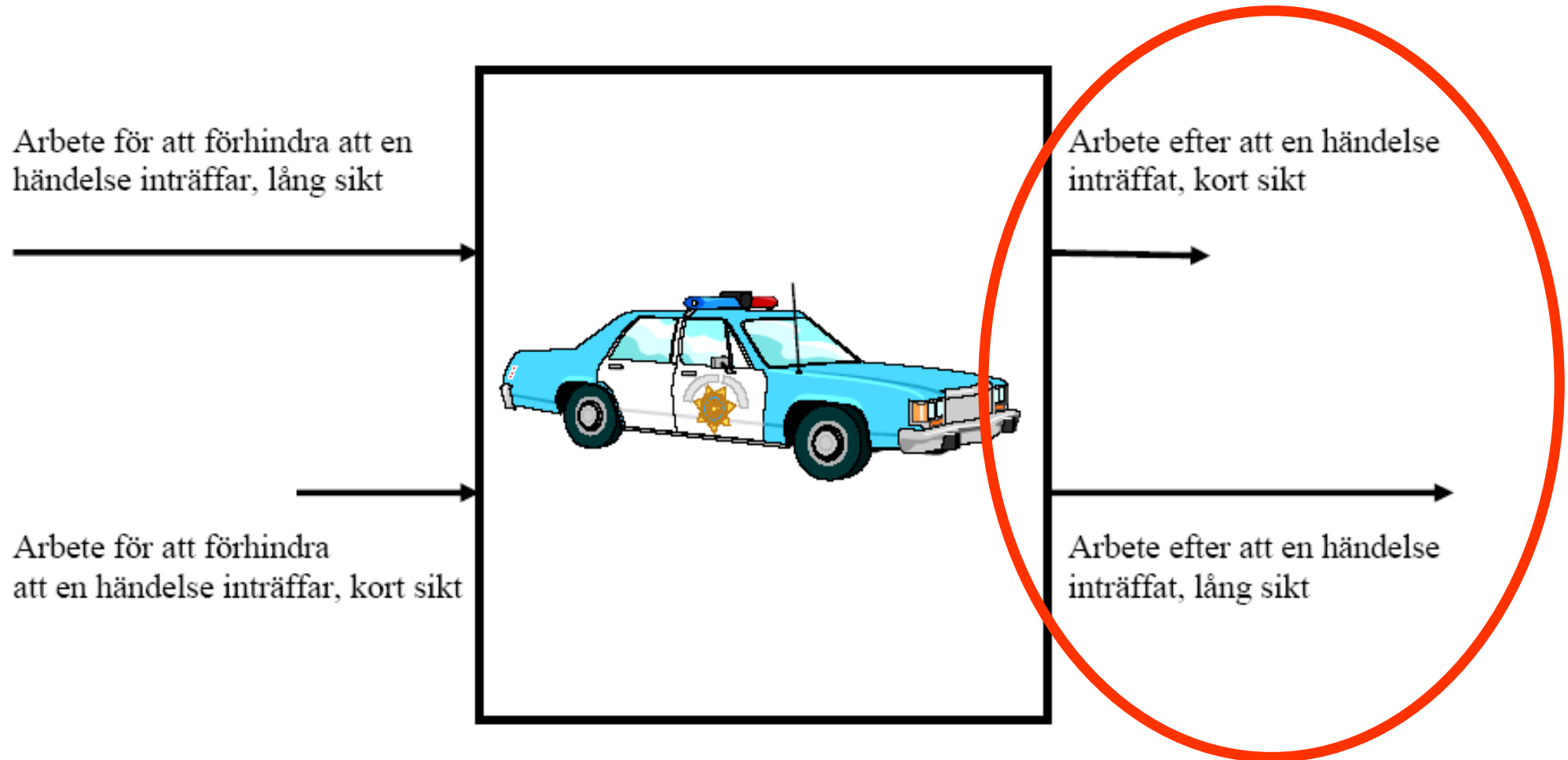
Brister i koncept gällande hastigt uppkomna insatser

Var kommer hastigt uppkomna insatser in i modellen?



Polisens underrättelsemodell

En händelseinriktad kultur



Figur 23. Allt polisarbete innebär i huvudsak att agera i syfte att förhindra att en händelse inträffar eller att agera efter att en händelse inträffat

Polisens underrättelsemodell

En händelseinriktad kultur

3.4.1 Arbete för att förhindra att en händelse inträffar, lång sikt



Hur förhindra olyckor/brott?
Varför tar t. ex inte bensinmackar betalt
innan folk tankar?

HUR? VARFÖR? VEM? NÄR?

Figur 24. Exempel på frågor att ställa i samband med arbete för att förhindra att en händelse inträffar, lång sikt

Polisens underrättelsemodell

En händelseinriktad kultur

3.4.2 Arbete för att förhindra att en händelse inträffar, kort sikt

Var är största riskfaktorn att det uppstår bråk?

LOB?

PL § 13 ?

PL § 19 ?



Figur 26. Exempel på frågeställningar som kommer ifråga i samband med arbete för att förhindra att en händelse inträffar, kort sikt

Polisens underrättelsemodell

En händelseinriktad kultur

3.4.3 Kortsiktigt arbete efter att en händelse inträffat



Gripande? Beslag? Spaning?

Teknisk undersökning? Hur ta hand om brottsoffer?

Figur 27. Exempel på frågor som kan bli aktuellt att svara på i samband med kortsiktigt arbete efter att en händelse inträffat

Polisens underrättelsemodell

En händelseinriktad kultur

3.4.4 Långsiktigt arbete efter att en händelse inträffat



Inleda FU? Ytterligare förhör? Åklagarkontakt?

Husrannsakan? Hämtning? Kontakt Soc.?

Teknisk undersökning? Spaningsinsats?

Figur 28. Exempel på frågor som kan bli aktuellt att ta ställning till i samband med långsiktigt arbete efter att en händelse inträffat.

Polisens underrättelsemodell

En händelseinriktad kultur

3.5 Problemoriterat polisarbete



Varför får personal mer eller mindre allergiska utslag när de hör ordet POP? Har inte alltid poliser arbetat problemorienterat?

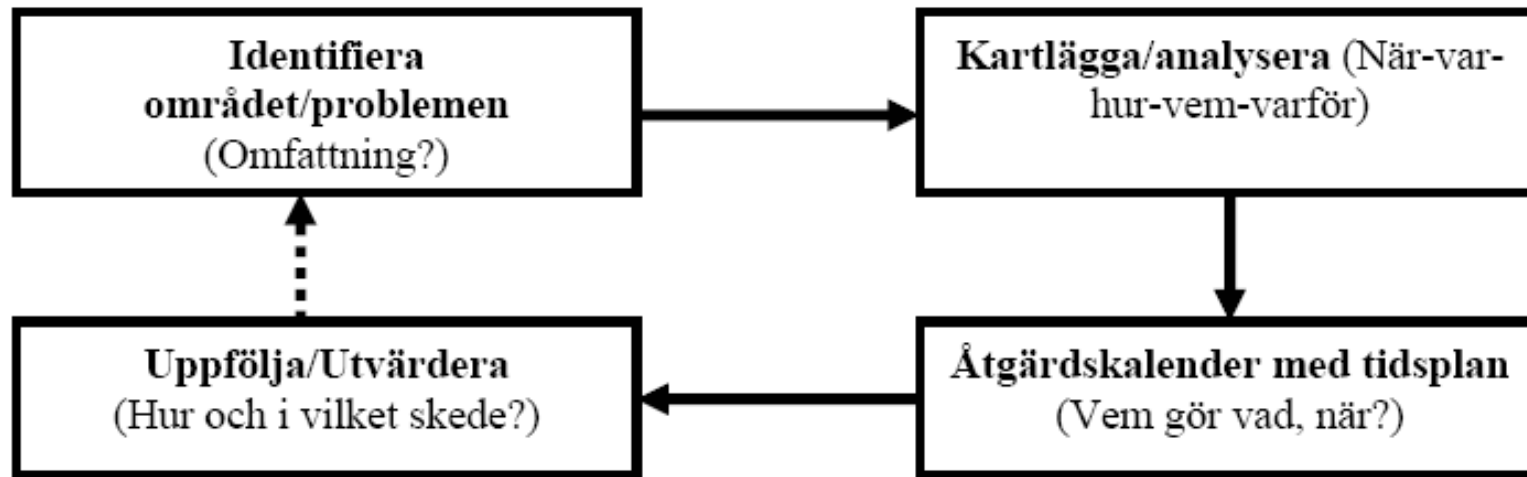
Figur 29. Två frågor som tas upp i kapitlet



Polisens underrättelsemodell

En händelseinriktad kultur

3.5.1 Beskrivning av problemorienterat polisarbete⁷⁵ POP



Figur 30. En schematisk bild över det problemorienterade polisarbetet.

Polisens underrättelsemodell

En händelseinriktad kultur

Styrka/möjligheter:

Finns många intressanta arbetsmetoder runt om i landet.

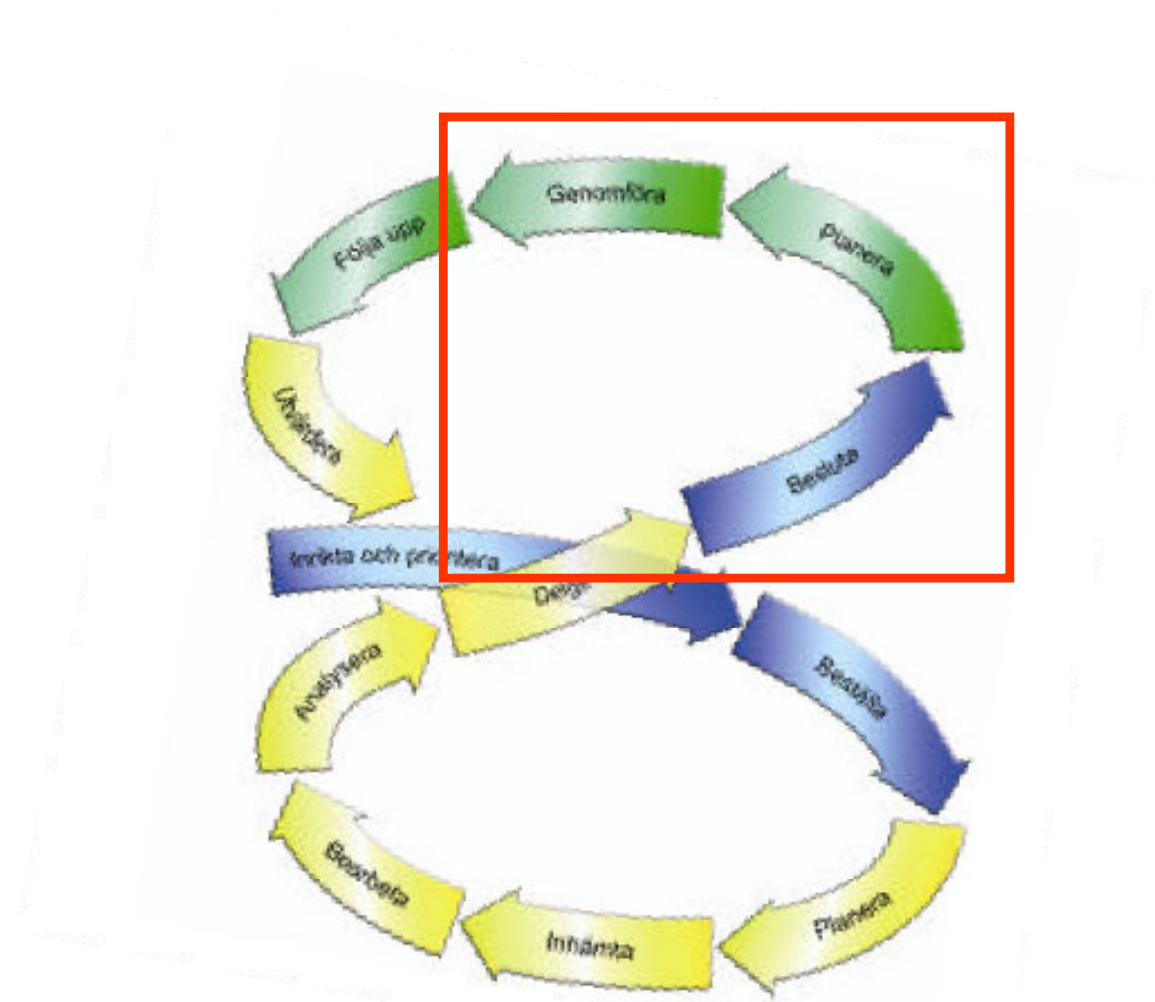
Frågor att besvara:

Hur kan man påverka kulturen att bli mindre händelseinriktad?

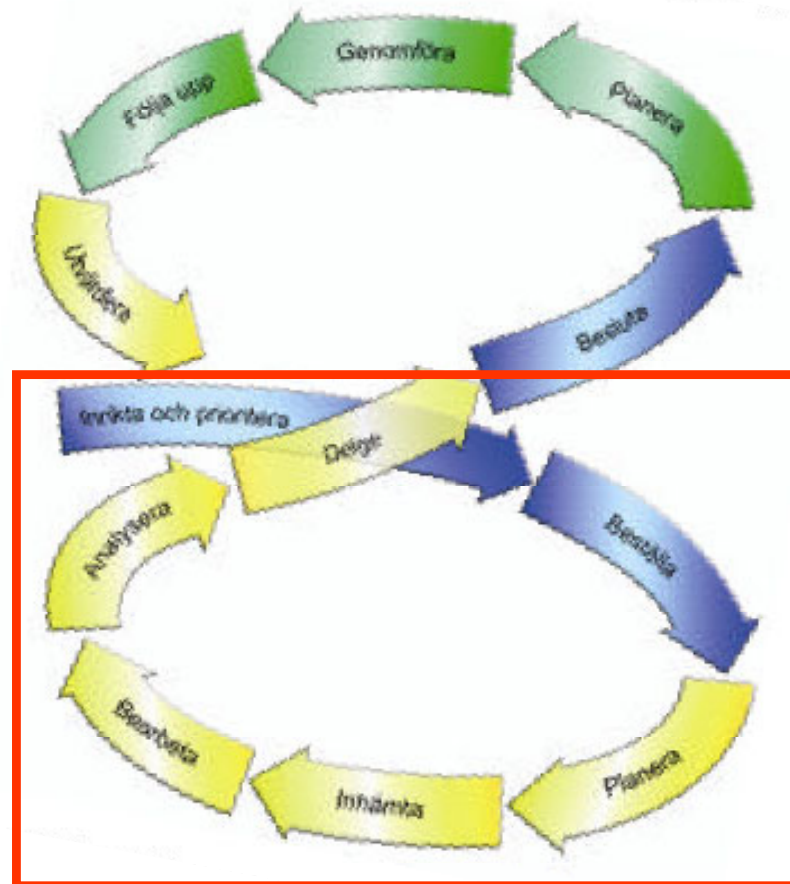
Förändrad utbildning



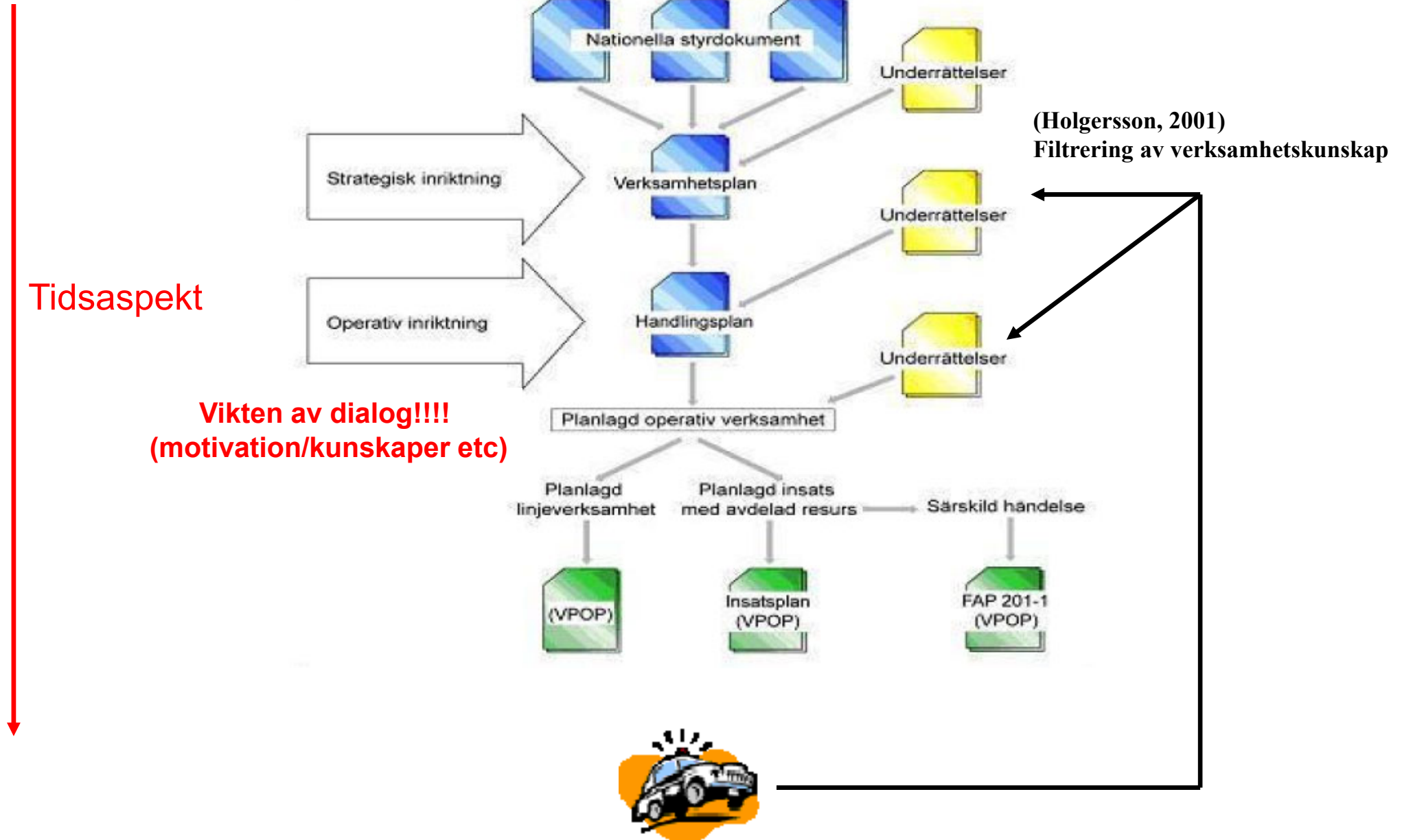
Polisens underrättelsemodell



Polisens underrättelsemodell



Polisens underrättelsemodell



Polisens underrättelsemodell

Arbetsprocessen

Styrka/möjligheter:

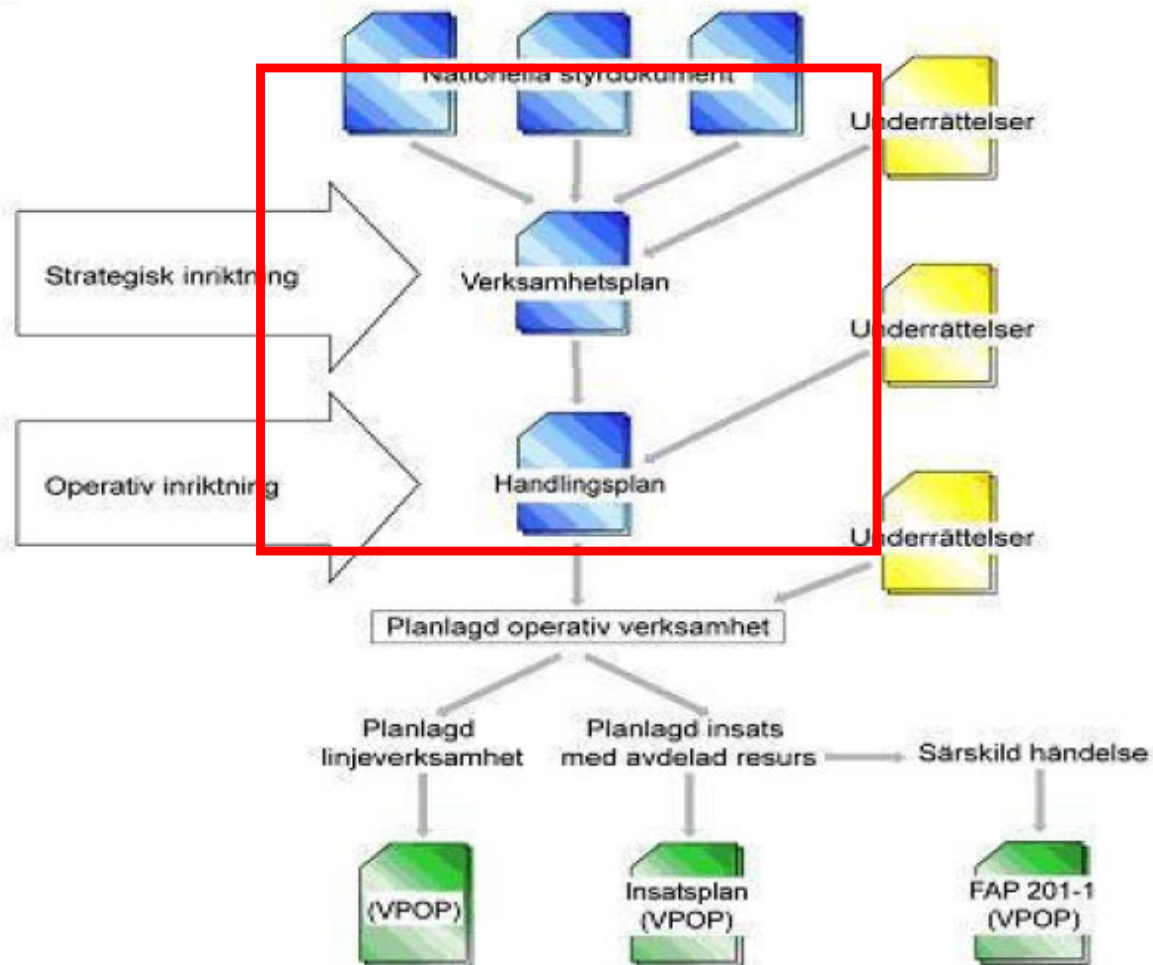
Finns intressanta beslutsunderlag som KUT gjort.

Frågor att besvara:

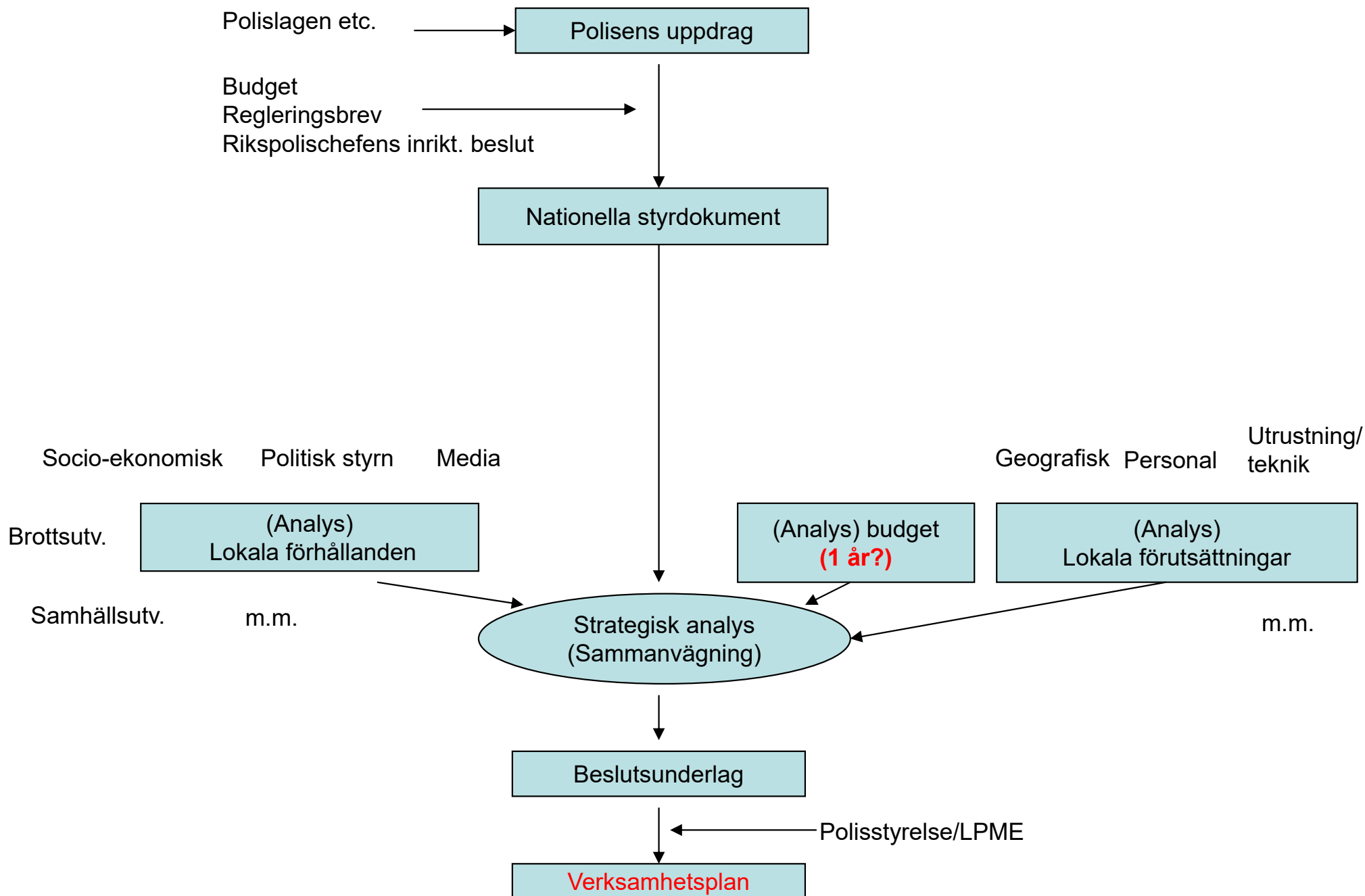
Hur kan man utveckla arbetsprocessen?

Polisens underrättelsemodell

Arbetsprocessen

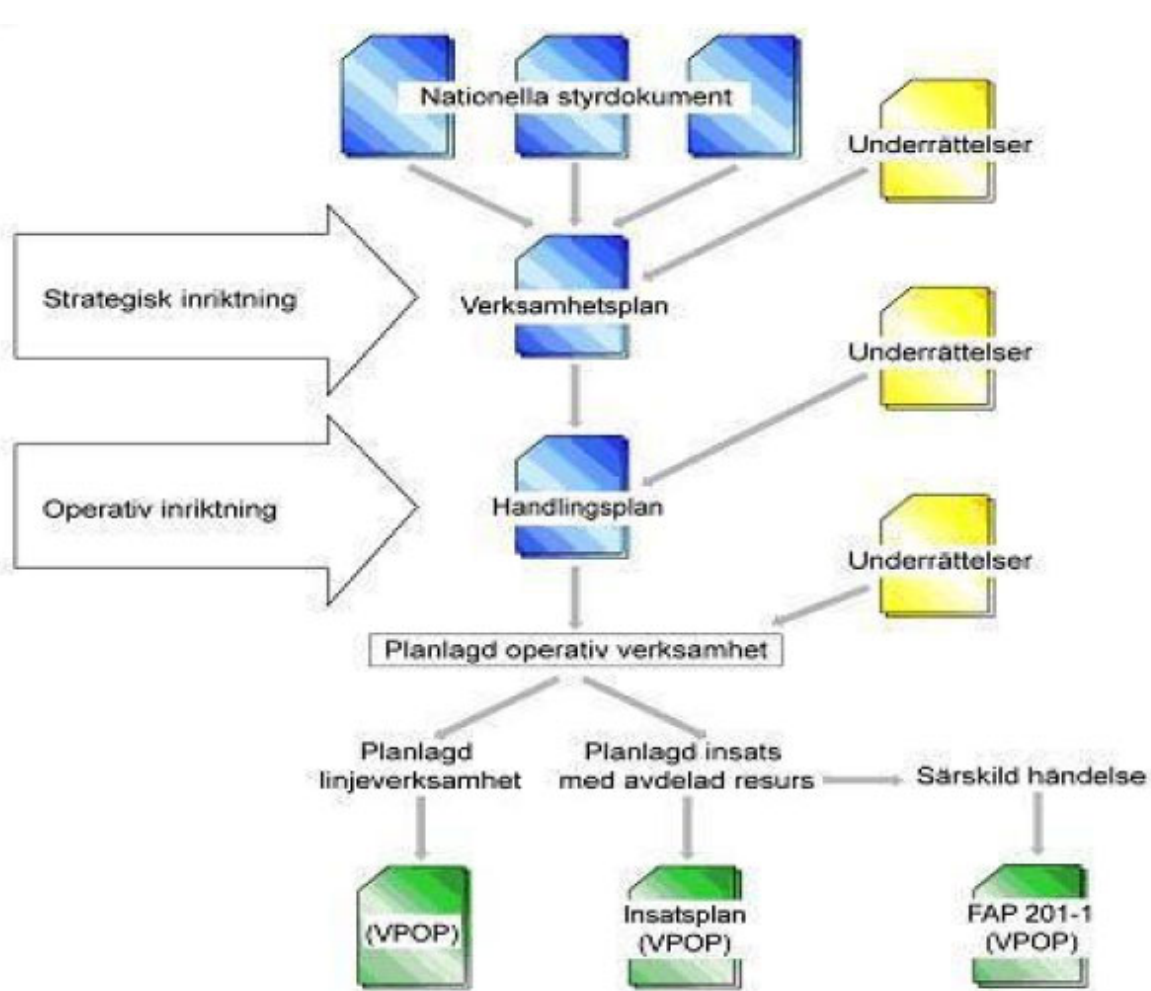


Framtagning av verksamhetsplan



Polisens underrättelsemodell

Tidsaspekt



Exempel på några viktiga frågor som uppstått i samband med diskussion...

-Om VP skall vara underlaget till planering måste inte VP:n produceras tidigare eller gälla från t.ex. april – april? Skall syftet med VP:n främst vara att presentera vad polisen planerar under året? Om nuvarande tidpunkt och nuvarande syfte med VP:n kvarstår hur åskådliggör man planeringsprocessen som måste ske parallellt med framtagningen av VP:n? Den måste explicitgöras och vävas in i styrmodellen!

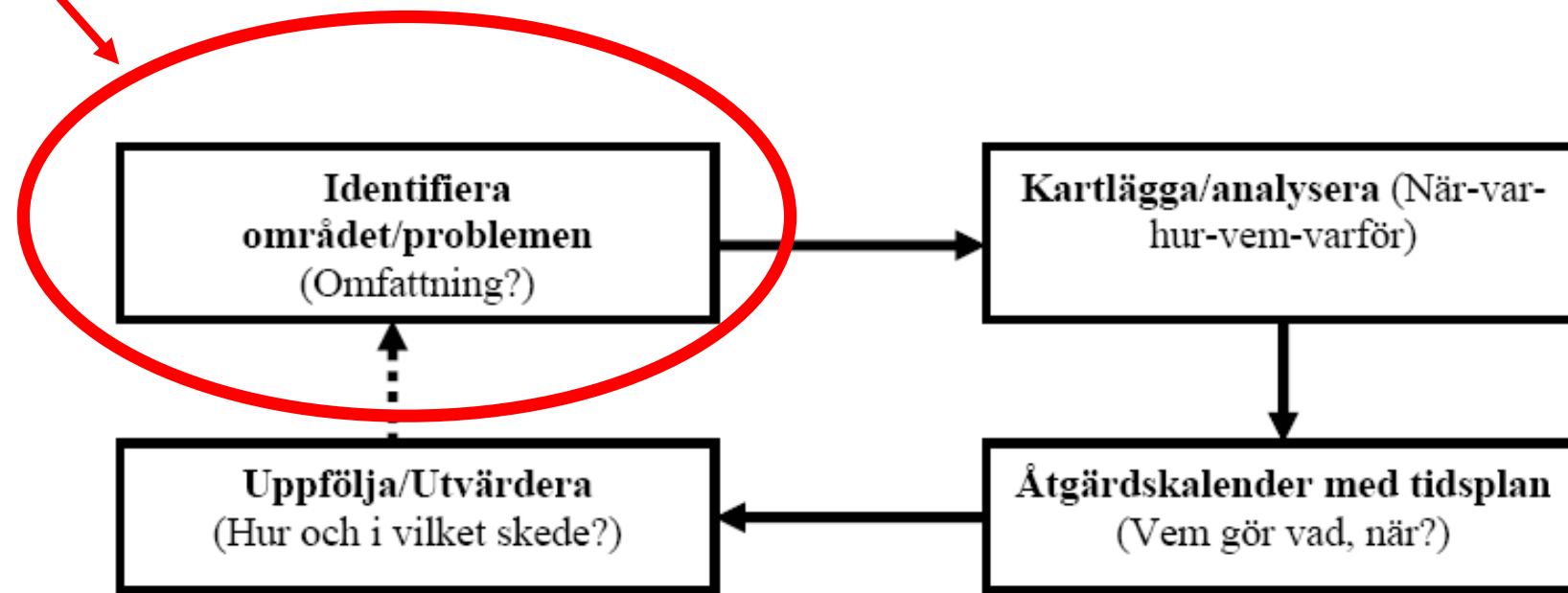
-Skall man inte lyfta fram POP mer istället för NIM? (POP är dock ingen styrmodell utan en problemlösande strategi). Om så är fallet skall då inte de problem som man skall/bör inrikta sig mot finnas med i VP? (dvs. problem definieras/prioriteras i analys till VP?)

-Skall/bör det finnas en prioriteringslista vad gäller problem/mål i VP:n?

Exempel på några viktiga frågor som uppstått i samband med diskussion...

I VP?

3.5.1 Beskrivning av problemorienterat polisarbete⁷⁵ POP



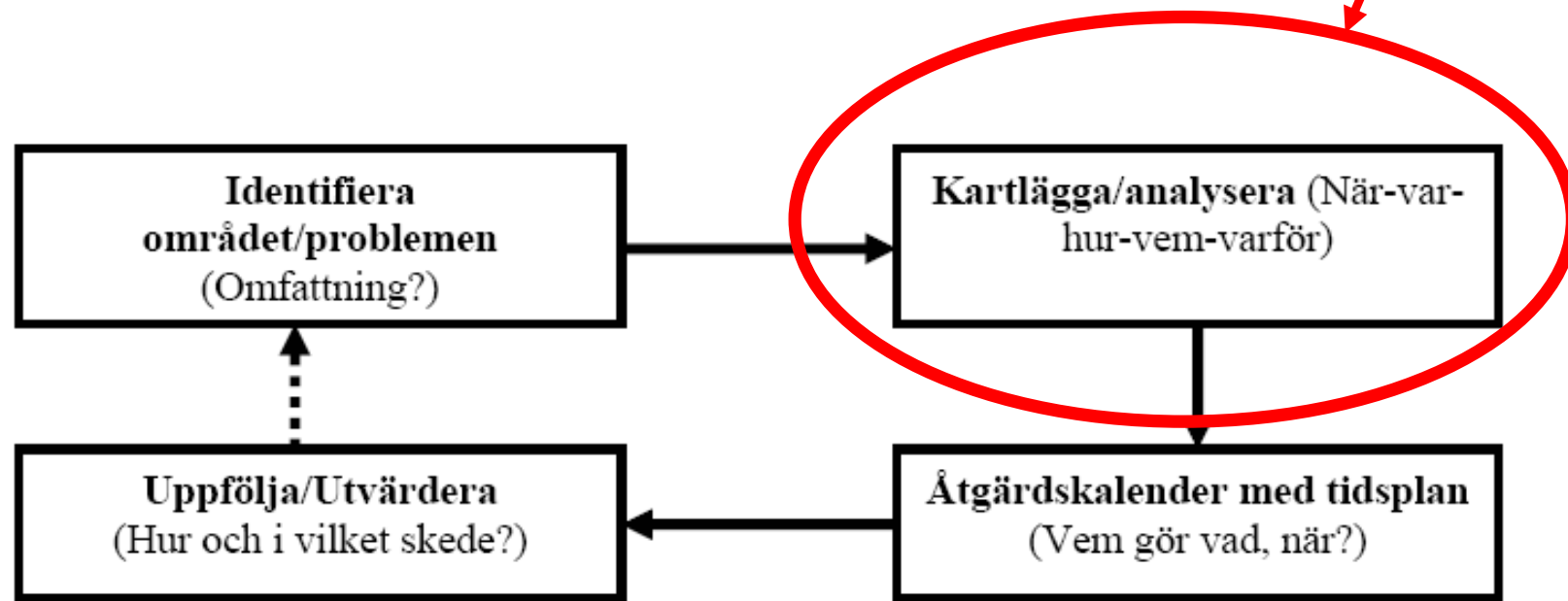
Figur 30. En schematisk bild över det problemorienterade polisarbetet.

-Vem skall pekas ut som ansvarig för att ta sig an problem?

Exempel på några viktiga frågor som uppstått i samband med diskussion...

Förfogar denna över resurser för att göra en kartläggning/analys?

3.5.1 Beskrivning av problemorienterat polisarbete⁷⁵ POP

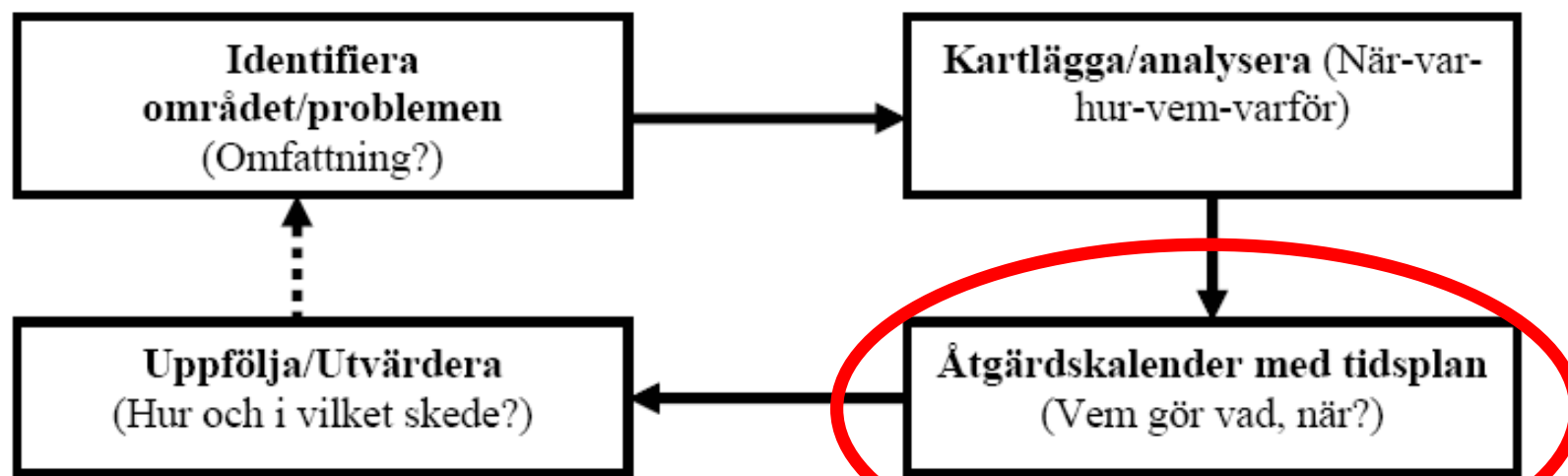


Figur 30. En schematisk bild över det problemorienterade polisarbetet.

-Skall kartläggning/analys göras i samband med att VP:n tas fram? (se tidigare fråga vad gäller tidsaspekt/processen för underlag/beslut)

Exempel på några viktiga frågor som uppstått i samband med diskussion...

3.5.1 Beskrivning av problemorienterat polisarbete⁷⁵ POP



Figur 30. En schematisk bild över det problemorienterade polisarbetet.

Är det detta som är att betrakta som operativa beslut?

-Bör inte POP ingå som en naturlig del i en definierad lednings- och styrningsmodell. HUR ser i så fall fall en sådan modell ut?

Målstyrning

MÅL	JAN	FEB	MARS	APRIL	MAY	JUNI	JULI
Drog RF 25/månad	21 -2	14 -15	20 -20	23 -22	21 -26		
Ringa 100/månad	108 +8	99 +7	114 +21	135 +56	161 +117		
O-bot 220/månad	188 -22	156 -98	147 -169	428 +38	155 -26		
LAU/Pos 1200/månad	1420/15 +220	583/5 -397	1021/10 -576	1178/7 -598	895/10		
RF 13/månad	14 +1	8 -4	9 -8	11 -10	15 -8		

Resursfördelning arbetsmetoder

