



SUMMARY

GOED BESLAGEN

EEN ONDERZOEK NAAR ADMINISTRATIEVE LASTEN IN BESLAG-
PROCEDURES VAN DE POLITIE

Datum: 4 juli 2013
Rapportnummer: TMC-R13-013

AUTEURS

Dr. J.J. Vos
Drs. W.H. van den Nieuwenhuizen
Drs. D. Niezink
Drs. A. van der Meer

CONSULTANTS

Prof. dr. ir. C.T.B. Ahaus
E ahaus@tmc.tno.nl
M 06-515 918 59

Dr. J.J. Vos
E vos@tmc.tno.nl
M 06-515 918 94

OVER TNO MANAGEMENT CONSULTANTS

TNO Management Consultants werkt aan het succes van organisaties. Wij doorlopen samen met onze klant praktische en efficiënte verander- en verbeterprocessen. Wij initiëren steeds nieuwe inzichten op het gebied van organisatie- en leiderschapsontwikkeling. Onze bijdrage is zinvol als onze klant de werkwijzen zelfstandig kan toepassen en onderhouden.

TNO Management Consultants is kennisleider op de thema's Transparant sturen, Waarderend leiderschap, Lean werken, Auditen en onderzoeken en Excelleren in klantgerichtheid. Wij worden gewaardeerd om onze toegevoegde waarde in het praktisch toepasbaar maken van de nieuwste (wetenschappelijke) inzichten bij onze klanten. Wij inspireren door verbinding, waardering en betrokkenheid. In onze advisering tonen we ons mede verantwoordelijk voor de maatschappelijke effecten van het werk van onze klanten.

TNO Management Consultants | To the point ■

TNO Management Consultants
Steenbokstraat 21
7324 AZ Apeldoorn
T 055-3689800
I www.tnomangementconsultants.nl

© WODC/Ministerie van Veiligheid en Justitie, 2013.
Auteursrechten voorbehouden.

Dit rapport is in opdracht van het WODC uitgebracht. Voor de rechten en verplichtingen van opdrachtgever en opdrachtnemer wordt verwezen naar de terzake tussen de partijen gesloten overeenkomst.

SUMMARY

In recent years, the process of confiscation and settlement of goods has been significantly tightened. New systems and procedures have been developed. Since then, the program '*Minder regels, meer op straat*' of the General Police Directorate of the Ministry of Security and Justice, receives complaints about the size of the administrative burden of the process.

With respect to the above signals, the director general Police of the ministry of Security and Justice has asked the Wetenschappelijk Onderzoek- en Documentatiecentrum (WODC) to perform an investigation to identify the bottlenecks in the practice of rules and regulations that are used by the investigating authorities, especially the police, for the confiscation and settlement of goods. In particular, the evaluation focuses on administrative burdens. The main research question is:

What problems do the police experience in practice in the administrative processing of the current procedures for confiscation and settlement of goods and which solutions are conceivable to reduce the administrative burden?

The study was conducted by TNO Management Consultants, in the period November 2012 - March 2013. The study was guided by an advisory board and a supervisory committee. The study was conducted by use of the techniques of the Lean audit. This is an audit system that is geared towards - based on a clear understanding of the goals and constraints of the process – unravelling how the work can be organized easier and to test whether each step adds value. The term value refers to: that which in the examined process is necessary for providing the required output, from the perspective of the various stakeholders of the process. During the research the focus is continuously on finding the main root causes of bottlenecks.

The study is divided into three phases. In an exploratory phase using document study and in-depth interviews. Then field research took place. In this phase audits are carried out on three locations for the settlement of goods. Data are analysed in consultation with representatives from the field. Therefor a boot camp and a feedback session were organized. Where necessary depth research from a legal perspective is carried out, to assess if in order to reduce administrative costs, changes in laws and regulations are required.

The three phases support a process of continuous analysing and judgement of findings. Thus a process is shaped of channelling the findings to arrive at a limited number of issues that uncover the core of the problem. Figure 1 shows a representation of the research process.

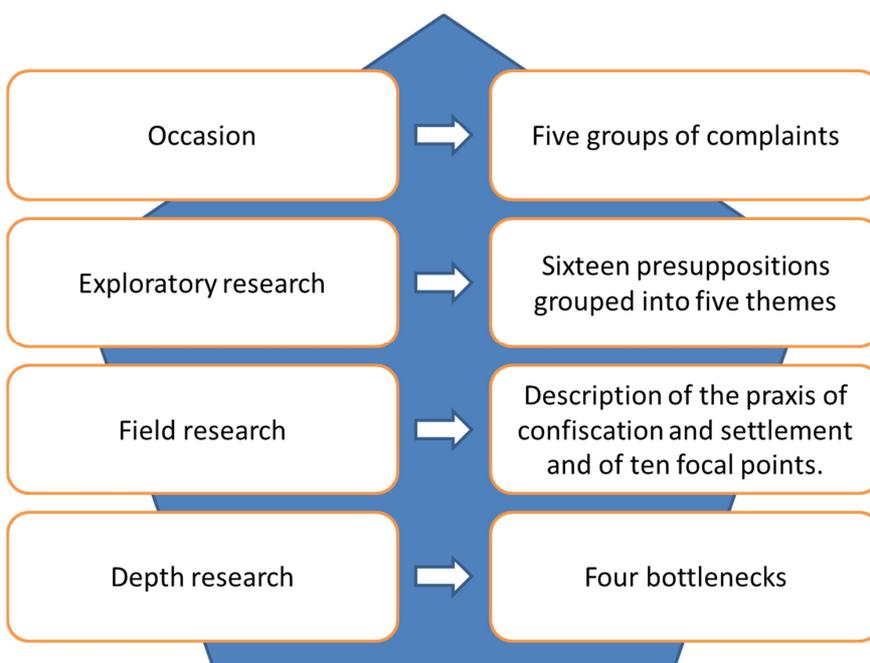


Figure 1 The funnel process in the research on confiscation and settlement and administrative burden

In this report, the operation of the process of confiscation and settlement in the practice of the three investigated warehouse locations is described. With this description, the answer is given to the first sub question: "How does the process of confiscation and settlement function in the practice of the local warehouses?" The research shows that a national system is in place. Processes are developed at a national level and a network of local warehouses for the confiscation and settlement of goods is in place. The cooperation of the partners: investigating authorities, prosecution and Domeinen Roerende Zaken (DRZ) is thus supported. National uniform methods for managing protocols and instructions and nationally established procedures for training and education are lacking.

Then bottlenecks are mapped and possible directions for solutions are described. Study is done to find out whether the realization of the proposed solutions require adaptations of the procedures and / or legislation. Thus an answer is given to the second sub question: "What are the main obstacles and how can they be solved?" The study shows that stakeholders feel that there is a consistent and workable system for the process of confiscation and settlement. Four bottlenecks are identified:

1. The help prosecutors (hOvJ's) occupy a directing role. This creates no good control on the behaviour of police officers. Wrongly or unnecessarily cumbersome behaviour is not corrected. The main cause of the problem is not that there would be too many rules, but that the rules are not well implemented. There are significant differences of opinion between the involved officials that are not resolved. Also there is too little focus on training, education and exchange of knowledge. These factors result in the situation that the process is insufficiently directed. Also from the side of management there is insufficient guidance on the process and insufficient management attention. Concrete management information about the process is lacking. As a possible solution is proposed that an implementation program for the process of confiscation and settlement should be furnished.
2. The process of confiscation and settlement is not user-friendly supported by ICT systems. Current documents are not properly managed in a document management system. The ICT system for the process of confiscation and settlement 'Beslagportaal' is well structured, but it guides the user insufficient during the execution of the process. Help fields are missing. The user friendliness of ICT systems is insufficient. One has to go through many screens, links between systems are not easy and there is no quick access to data. Furthermore, the ICT systems in different regions is slow. To solve the main problems a broad inventory of the functioning of the systems for document management and for managing information flows is needed. In addition the process of confiscation and settlement can be better supported by a number of targeted interventions in the system 'Beslagportaal'.
3. When handling use amounts of drugs, the preference for a written waiver provides a bottleneck because the debtor there is often not willing to cooperate. Consequences of different solutions are to be described. Furthermore, there is a large administrative burden in the process of transportation, storage and destruction. Methods used vary by region. The working methods for confiscation and settlement of small quantities of drugs is not updated and thereby leads to unnecessary administrative burden. This burden can be reduced if procedures are updated and properly implemented.
4. The confiscation and settlement of parties with large numbers of goods require a considerable administrative burden. Here, too, a large flow of forms is detected. The method used is in accordance with the procedures and the directions of the Board of Procurators General. However, the requirements described here are significantly more stringent than the requirements of the Code of Criminal Procedure and the Decree on the confiscation and settlement of goods (Besluit inbeslaggenomen voorwerpen). Identical data are requested repetitively. A reduction of the administrative burden requires a thorough exploration of criteria for separate or combined recording of different goods on a Kvl.