Pearls in Policing

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POLICING FOR A SAFER WORLD

Singapore 2012

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ABOUT THIS BOOK

***Pearls in Policing* 2012**
POLICING FOR A SAFER WORLD

It is widely recognised by top level law enforcement executives that it is necessary to actively engage in international cooperation to develop effective strategies to best position law enforcement in the future. The need for commissioners and chief executive officers from around the world to jointly identify risks, threats and opportunities as well as research new ideas and realities for policing led to the launch of the *Pearls in Policing* initiative in 2007. The only global think-tank within policing of its kind.

Under the responsibility of the Pearls Curatorium, the Dutch based *Pearls in Policing* Secretariat had sole charge of the organisation of the Pearls conferences in 2007, 2008 and 2009. In 2010, the Australian Federal Police hosted the fourth *Pearls in Policing* conference in Sydney. The fifth conference in 2011 was again hosted in the Netherlands and the 2012 conference took place in Singapore co-hosted by the Singapore Police Force (SPF) and the Pearls Curatorium.

This publication is a record of the events and discussions that took place at the Singapore conference ‘Policing for a Safer World’.

March 2013

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CONFERENCE EXECUTIVE SUMMARY

The Singapore Police Force (SPF) and the 'Pearls'Curatorium jointly hosted the 6th *Pearls in Policing* conference in Singapore from 9 to 13 June 2012. With 36 participants hailing from 22 countries, four international organisations, and five continents, Pearls once again affirmed its value as a think-tank forum both for nurturing future law enforcement leaders and enabling current executives to network, prepare for the future, share good practices and work collaboratively among themselves for tangible partnership outcomes.

This year's Pearls took place against the backdrop of an uncertain global economic outlook, compelling the leaders of policing organisations worldwide to contemplate the twin challenges of defining and enhancing the value of policing to a more demanding public, and responding innovatively to a more complex operating environment in an era of economic austerity.

"The future of the public policing organisation is not self-evident"

As is the norm for Pearls, the Singapore agenda reflected the ambition of being a think-tank that encourages future thinking of policing as a profession and as a public organisation.

During the 2011 Pearls conference, the International Pearl Fishers Action Learning Group (IALG) was given the daunting task of defining the real value of policing, and identifying the right mix of professional ethos that can maximize the value that policing delivers. The IALG also had to take into account the economics of policing.

Their academic mentors kicked off the conference by suggesting that "the future of the public policing organisation is not self-evident … (and) the future of policing as a whole is undefined". With societal and

economic transformations taking place throughout the world, the value of policing is increasingly determined by a co-production process involving many public, private and civil actors. They issued a timely reminder that no law enforcement organisation can simply impose its values and definition of order on society, nor can a policing organisation with limited resources simply respond to shifting public demands and priorities.

The IALG in turn challenged the Pearls delegates to step outside their comfort zone and as police leaders, manage more pro-actively their relations with political leaders and public opinion multipliers, so that their professional views are better heard in this co-creation of the value of policing and production of order and security. Trust, they emphasised, must be at the core of everything we do, even as we triangulate between our "reactive and pro-active spaces", the "political influences on policing" and our "partnerships and cooperation" strategies. Trust – between police and people, and among the police – is the key that unlocks the future, they argued.

With the scene set, a Pearls working group led by Chief Bill Blair of the Toronto Police Service (Canada) reported its findings on developing a strategy for collective law enforcement action on cyber crime, raising the specter that we might not be prepared for the next 9-11 – a cyber attack. Our organisations were urged to come to grips with the nature of the ever-evolving threat that respects no national borders, and to commit to greater international cooperation, including the collection of reliable statistics to allow useful trend analysis. To that end, the working group urged the support of the Pearls delegates for the Interpol Global Complex for Innovation in Singapore and Europol's European Cybercrime Centre (EC3) in the Netherlands, describing it as "a way forward for sharing intelligence on cyber crime threats and monitoring global cyber crime trends".

Another Pearls working group led by Professor Pieter Tops (Police Academy of the Netherlands) took on the central conundrum of how the police as a frontline organisation can learn and innovate in a rapidly

changing social context. Acknowledging the dilemmas police executives face in combining action and reflection, it recommended that we invest in opportunities for front-line staff to learn on the job as well as in more formal settings, accept and strengthen the strategic relevance of research and that as police leaders, we invest in operational presence and credibility. In the small group discussions that followed, we shared our own best practices, including the importance of conducting after-action reviews after every major operation, not just when there has been a mistake, and giving select front-line staff time off to study workplace problems and develop prototypes of time-saving gadgets.

A third group led by Commissioner Andrew Scipione of the New South Wales Police force (Australia) explored the pre-requisites for a global conceptual framework for the use of social media by law enforcement emphasized that "social media is public comment", that there is no such thing as a private social media site whatever privacy settings the site offers. It is thus crucial that guidelines and policy for staff are developed on protecting confidential information, their own privacy and safety, their colleagues and their own careers. Delegates were encouraged to accept that social media can, if managed appropriately and well-regulated, be a very transforming platform to take the law enforcement profession and organisations to new levels of operational effectiveness and standing within our communities.

An afternoon was also devoted to the discussion of "wicked problems" presented by four chiefs of law enforcement organisations. In separate sessions, each presented a professional dilemma that has been gnawing at their conscience because of its potentially messy outcome if not handled right.
As peers, the Pearls delegates dissected the causes of their problems and offered advice for tactical or strategic interventions. Some of the delegates found they had dealt with similar issues. Others found the frank exchanges insightful and have asked the Pearls Secretariat to explore how we can continue these peer-to-peer consultations throughout the year, perhaps through video-conferencing or via a confidential e-discussion forum.

Visionary Leaders and Effective Partnerships

With the presentations and subsequent reflections raising sobering questions, Pearls delegates voted "with their feet" on three issues to place on the 2013 Pearls agenda. Heeding the injunction that there is an imperative to act now, there were no shortage of participants volunteering to be drivers and co-drivers of these three working groups:

Working Group 1. Joint international vision

How can we develop a common future-oriented international policing vision? Is this too ambitious a goal? Can we even arrive at a common understanding of the "security" that we are trying to produce? Is the police solely able to decide on this?

Driver:

- Europol

Co-drivers:

- Belgian Federal Police, Belgium
- Cayman Islands Police Force, Cayman Islands
- Frontex, Europe
- International Criminal Court (ICC)
- New South Wales Police Force, Australia
- Professor Michael Kempa (University of Ottawa)

Working Group 2. Co-creation with non traditional partners

How do we co-create public safety and security with our traditional and new partners in the public, private and civil sectors, especially when economic dislocation, reorganisation and technological trends produce new types of crime. Do we need to develop new cooperative mechanisms within countries and across borders? Can we develop common international standards to benchmark the value of policing as public interest?

Driver:

- Bundeskriminalamt (BKA), Germany

Co-drivers:

- Amsterdam-Amstelland Police Service of the Netherlands
- Central Bureau of Investigation, India
- Federal Bureau of Investigation (FBI), United States of America
- French National Police
- Serious Organised Crime Agency (SOCA), United Kingdom
- Waterloo Regional Police, Canada

Working Group 3. Measurement of effectiveness

If police leaders are to balance reactive response and pro-active planning in policing strategies, what will be the organisational impact? What actions have to be taken? How do we measure the effectiveness of police performance, including demonstrating the economic benefits of preventive policing?

Driver:

- Danish National Police, Denmark

Co-drivers:

- Belgian Federal Police Force, Belgium
- Dutch National Police, the Netherlands
- International Criminal Court (ICC)
- Professor Willy Bruggeman, Belgium
- Waterloo Regional Police, Canada

Pearls delegates also took up the gauntlet thrown by this year's IALG to refresh the leadership succession management strategy, deciding to assign the 2012-13 IALG this challenge:

Establish the key functional and leadership competencies (both in a national and international scope) that will be essential for the future senior leadership of policing and law enforcement organisations, drawing up a framework for assessing how such leadership can be developed and systematically sustained.

Commissioner Peter Ng from the Singapore Police Force will task the new IALG in October 2012 in Quebec during the first IALG seminar with this challenging assignment.
Appropriately, the theme for the 7th Pearls to be held at The Netherlands from 8 – 12 June 2013 will be Sustainable Leadership in a Changing World.

Pearls at a Crossroads

Overall Pearls delegates easily arrived at a consensus in Singapore that adhering to the "new professionalism" ethos of legitimacy, accountability, innovation and coherence, is key to sustaining public trust in public policing organisations. And public confidence is in turn a crucial enabler of change, allowing police leaderships to adopt new methods and approaches to deal with emerging and future threats.
In the plenary sessions, working group discussions and bilateral exchanges, a quiet urgency to move beyond talk to concrete action was sensed. It suggests that Pearls is arriving at a cross-roads: How can it deepen engagement among senior police leaders and forge a common agenda for policing for a safer world and at the same time respect the political prerogatives of our national leadership? How can it help police executives take the risk of co-creating new visions of change with new and non-traditional actors at a time when the public is demanding greater accountability and driving policing in directions that might not be optimal or evidence-based? At the same time, was affirmed that the enduring value of Pearls is in being a small club of peers where leaders can seek solutions to "wicked problems" afflicting their organisations, professional dilemmas where public consultation might exacerbate rather than ameliorate concerns.

This 6th Pearls suggests balance might be found in exploiting the inherent tensions of being a professional think-tank for law enforcement executives and a pro-active community of leaders skilled in steering public debate and leveraging creatively on academia to provide strategic and actionable research to support deep reform and new directions.

At the same time, the Pearls delegates are mindful of the difficult times that even a vital public service organisation like the police will face in the near future. Almost 40% of our law enforcement organisations (especially in Europe) forecast no increase in their 2020 budgets. The increased scrutiny of public spending in many countries means that even conferences that allow top leaders to "build intensive professional relations and at the same time focus on collective deliberation on the future", as Curatorium President Gerard Bouman put it, are under pressure to show tangible benefits for participating countries. Many of the delegates described successful transnational law enforcement operations made possible as a result of the personal connections made with fellow police chiefs at Pearls. Several were inspired by the success stories heard to emulate the practices at home. The dilemma, delegates asked themselves, is how to convey the value of Pearls to the public without undermining its professional intimacy and collegiality?

It is perhaps fitting that the 2012 host, Police Commissioner Peter Ng, reminded those present at the closing session of the "unflappable optimism" shared by all – "despite the breathless change, the constant uncertainties and ever shrinking resources" – that leaders in law enforcement can do more for the citizens they protect and serve. After all, by showing up at Pearls each year, the conference delegates are already sharing "a common belief that law enforcement in our disparate countries on five continents, can co-produce a better order and collective security".

The question is how can this belief be taken further by working together even more?

FOREWORD

by Mr. Peter Ng,
Commissioner of the Singapore Police Force

Singapore is privileged to be associated with *Pearls in Policing*, and to be the venue for the sixth meeting of this unique gathering of police leaders.

Like Pearls, Singapore is a brave experiment. Today's Singapore is a continuing exercise in creating a society which is multi-ethnic and multi-cultural, which values individual merit and effort, and which celebrates a collective willingness to create a better existence for all of its citizens.

It is therefore fitting that more than 30 police chiefs, commissioners and leaders in law enforcement from around the world had chosen to convene in Singapore in June 2012. Quite appropriately, this edition of Pearls was themed as "Policing for a Safer World".

Our world is becoming smaller and smaller. Cheap air travel, satellite communication, and a ubiquitous Internet have meant the death of distance. Physical location and separation no longer constrain the flow of information, money, people or goods.

Indeed, international boundaries no longer constrain criminal activity. What happens in the next street, the next precinct, the next country, the next continent, and half a world away now affects all of our work in equally significant ways. Globalisation has also meant that crime and terrorism are universal phenomena. As a result, policing is no longer just a local activity.

What better place then, than to meet in Singapore, and to compare notes on how, together, we can make the lives of those we protect safer, and the communities we police better places to live in.

Three Days

For three days, three dozen police chiefs, police commissioners and police leaders from five continents met in Singapore to talk.

We talked about the struggles that we face every day in our work. We talked about our fears and our failures. But most importantly, we talked about the future, about our plans and our aspirations.
And we also listened. We listened to our colleagues speak of wicked problems; of the seemingly intractable conundrums that they are supposed to solve as a matter of course. We heard about the very difficult resource situations that many of our fellows currently have to deal with, and dire prognosis of even bleaker times to come.
But we also heard about hope. We could clearly make out, in our conversations, an unflappable optimism still, that–despite the breathless change, the constant uncertainties and ever shrinking resource–we can do more, a lot more, for the citizens we protect and the communities we serve.

More than ever, we held on to a common belief that the police in our disparate countries, on our five continents, can co-produce a better order and collective security. That together we can police for a safer world.

These Pearls meetings are truly remarkable gatherings. Whether it is the diversity of experiences and perspectives represented, or the candour and honesty in which they are presented, or the ample supply of collegiality and friendship that imbue our meetings, Pearls is peerless.

I congratulate our Dutch colleagues for having the foresight of initiating these Pearls meetings and for tirelessly advocating them year after year.

And for the sixth time, our conversations in Singapore set into motion a year-long series of study, reflection and consultations that we hope will further advance our common cause.

I look forward to our next gathering in the Summer of 2013 in the Netherlands, to hear about the progress that we have all made, and to plot again our next steps for a safer world.

PEARLS SINGAPORE.

Nine emerging issues

Developing effective strategies for "Policing a Safer World" is probably one of the most important responsibilities of law enforcement leaders. And one fraught with peril, for it is not clear what the future holds.

The 6th *Pearls in Policing* executives met in Singapore in June 2012 against the backdrop of an uncertain economic outlook. There was a sense of urgency that the operating environment for policing was changing rapidly, and if they did not begin to collectively frame the challenges in ways that would catalyse their organisations to leverage the emerging trends, they would become captive to the forces of change rather than stewards of reform.

Sketching the contours of the emerging landscape was the easy part:

- The nature of threats and harm is changing, with more insidious criminality - e.g. child exploitation, Internet-based crime - overtaking more traditional methods.
- The operating environment is more and more uncertain going forward, and accordingly, the conduct of policing and law enforcement is becoming increasingly complex in operations, administration and governance.
- Society and political masters have become much more demanding of police, calling for greater responsiveness and accountability than ever before.
- Yet most police organisations are still organised and structured to respond to 20th century crime – risk-averse, slow to adapt.
- The near global economic downturn is driving calls for reform in how policing is organised to deliver services. Greater innovation is required but often gives way to traditional approaches.

Many participants agreed that the rate of change in the operating environment was outpacing the abilities of most police organisations to adapt and respond. How should they work differently with other public/private actors? They are leaders of hierarchically structured organisations, but should they not also act as stewards of community safety?

There was consensus too that developing the next generation of police leaders was crucial, and they would need to demonstrate competence in:

- Co-creating new visions for change and leading deep reform
- Devising new ways to partner with other actors
- Leading and /or coordinating policing with other state and non-state actors.
- Driving innovation and learning.

Arriving at possible action plans was more contentious, with each raising yet more questions. Nine emerging issues were put forth. Four were chosen for further deliberations. No doubt all the following nine issues will continue to animate future Pearls discussions:

1 'Need for a common future-oriented policing vision throughout the world'

There is a common belief that the global law enforcement community can, by policing together, create a safer world. Yet, there is no global consensus on the dynamics or evolution of transnational crime. How then does one arrive at a joint international future-oriented vision? Or should we start by developing a common understanding of the order and security that we are trying to produce? Is this, however, a task that the police is solely able to decide on?

"Think global act local. Especially against the backdrop of b udget constraints in many countries, 'smart policing' means making the best use of the available resources. Withregard to combating transnational crime, this can only be achieved through a future-oriented global vision. Essentially, it comes down to strategic planning. Where should international police co-operation be in ten years' time? What can we advance within the police force without political support? How do we, politicians and the public ultimately define police success? Without this planning, without this vision, we remain to a large degree reactive organisations."

2 'Balancing reactive response and pro-active planning in policing strategies'

What will be the organisational impact of such a balancing act, on readiness and motivation, on the role of police and other partners? What are the necessary actions that have to be taken?

"When the only transaction between the Police and the policed is after something bad has happened, we become nothing better than an ambulance service. The Public's trust in the Police is the only currency in our chosen trade. And this trust is built, one unit at a time, through the millions of interactions our officers conduct with members of the communities they police. As police officers, we have to proactively engage the Public, not avoid it."

3 'Refresh leadership succession management strategy'

What are the key functional and leadership competencies, at national and international levels, that will be essential for the future senior leadership of policing and law enforcement organisations? How do we select and prepare the next generation of leaders? Should their development be kept to within the organisation or should they be exposed to external positions?

"I think my main goal as a police leader is to push young officers up in the line …, to guard them and coach them. It's not only steering them from the front, but it's like being a shepherd and giving them the ability to grow."

4 'Co-creation of public/private security (non-traditional partners and cooperation mechanisms)'

How do we co-create public safety and security with our traditional and new partners in the public, private and civil sectors, especially when economic dislocation, re-organisation and technological trends produce new types of crime. Who leads? Who is responsible? Who is accountable? Do we need to develop new cooperative mechanisms within countries and across borders? Can we develop common international standards?

"Policing has shifted from what was very much a professional business where the police have a say themselves, to now move to the other end whereby the community seems to have more say. And this is the biggest challenge. …You have to accept that sometimes, although the community may not know what's best for them, they have a legitimate right to ask for what they think is the best for them. And then, as a police chief, you have this very difficult task of bringing the two ends to the middle. If you go that way, then you'd be leaving the organisation behind. If you don't go that way and dig your heel in the old way, then you lose the trust of the community."

5 'Workforce enhancements to overcome economic/budget constraints'

How do we attract and retain talent? Manage diversity and distribute capacity? How do we balance desk and frontline jobs and encourage international outlook? What are the implications of temporary contracts and secondments from other organisations?

"If you listen carefully to the IALG, they are actually challenging us. They are the leaders of our next generation, and I hear them saying that we need to be less comfortable, we need to go outside of our comfort zone to do things like lobbying, relationship management, thought leadership, and perhaps not focus too much on what their jobs are."

6 'Police research and development: mutual interests and benefits'

Is it research by, for, or on the police? Are we ready to invest in this and accept failures?

"We need to create a culture in the police that acknowledges the strategic relevance of research. It has to be a two-way street. The police needs officers who can set the strategic agenda based on practice. And researchers need to frame their research in a language that is comprehensible and relevant to the world of police. The police must be able and willing to accept research even if it is critical of them."

7 'Social Media and new technology'

Social media is both risk and opportunity. It may be a vehicle to facilitate cyber crime, but its increasing influence can also be leveraged to facilitate police communication. There are costs to its use that can perhaps be ameliorated by enhanced knowledge of its capabilities and risks. Can we develop a global framework to govern the use of social networking in law enforcement?

"Social media has led to the rapidity of information flow. With the social media, the actions of our officers when responding to cases can be made known to the public within seconds."

8 'Measuring the effectiveness of police activities and functions'

What are the performance indicators that senior police leaders should use to measure the work of their officers? Should they demonstrate the value of policing by defining the economic benefits of preventive policing? How do we measure up to the yardsticks that society uses?

"It will be good to explore the role and impact of policing on economic progress. For example, organised crime diverts billions of euros away from cash-strapped governments in Europe that could have been used to stimulate the economy. "

9 'The "cyber 9-11": are we ready? Do we know what to do at the national/ international level?'

How serious is this threat? Do we have plans to safeguard, respond to and recover from cyber attacks? In the event of an attack, attribution will be difficult and international cooperation crucial - do we have leadership relationships to enable quick collaboration?

"I fear that if we never have a cyber incident like the 9-11 attacks, people will not understand how serious cyber crime is. The police do not have adequate resources to deal with cyber crime."

Forging a Common Agenda

The imperative to deepen engagement among senior police leaders was perhaps felt most acutely in these times of great transformation. Whereas in the past, this was seen as a pre-requisite for achieving greater operational efficiencies in dealing with transnational crime, there was in Singapore a greater urgency to forge a common global agenda for policing for a safer world.

The actionable issues that participants decided to work on in working groups – 1) development of a joint international vision, 2) co-creation of public safety and security with non-traditional partners, and 3) measurements of police effectiveness –, while 'refreshing leadership succession management strategies' was assigned to the International Pearl Fishers Action Learning Group (IALG), suggest a renewed interest in evolving global strategic planning to best position law enforcement for the future.
As the rest of this book argues, the new realities of the operating environment – policing is now a much more collaborative exercise in community order and yet the police are under increasing pressure to show their worth - are leading to new ideas about the true value of policing. And some new risks and threats require smarter ways of turning constraints into opportunities.

NEW REALITIES.

Policing in an age of austerity

Police Budget Cut by Millions

Police Budget Cuts Mean Layoffs

Budget Cuts Affect Police Response Times

Police Chief: Budget Cuts will Lead to More Crime

Police funding cuts have seen sex crime investigation courses slashed and firearms training reduced

Police March Against Budget Cuts

Police Hold Anti-Austerity Demo

In the last year, newspaper headlines such as these have screamed from Namibia, Adelaide, Juba, Manchester, Liberia, Toronto, Wildomar, Madrid, Auckland, Lisbon, … And the list goes on.

The public's worst fears appeared to have been realised when this article appeared in the *New York Times* on November 3, 2012:

Crime Increases in Sacramento (USA) After Deep Cuts to Police Force

In 2011, faced with the biggest budget cuts yet — $12.2 million — Chief Rick Braziel was forced to take drastic action: he laid off sworn officers and civilian employees; eliminated the vice, narcotics, financial crimes and undercover gang squads, sending many detectives back to patrol; and thinned the auto theft, forensics and canine units. Police officers no longer responded to burglaries, misdemeanors or minor traffic accidents.

While homicides have remained steady, shootings — a more reliable indicator of gun violence — are up 48 percent this year. Rapes, robberies, aggravated assaults, burglaries and vehicle thefts have also increased, though in smaller increments.

These headlines reflect two sobering realities:

One, police leaders are failing to convince policy makers that policing merits sustained investment in the competition for limited resources; and

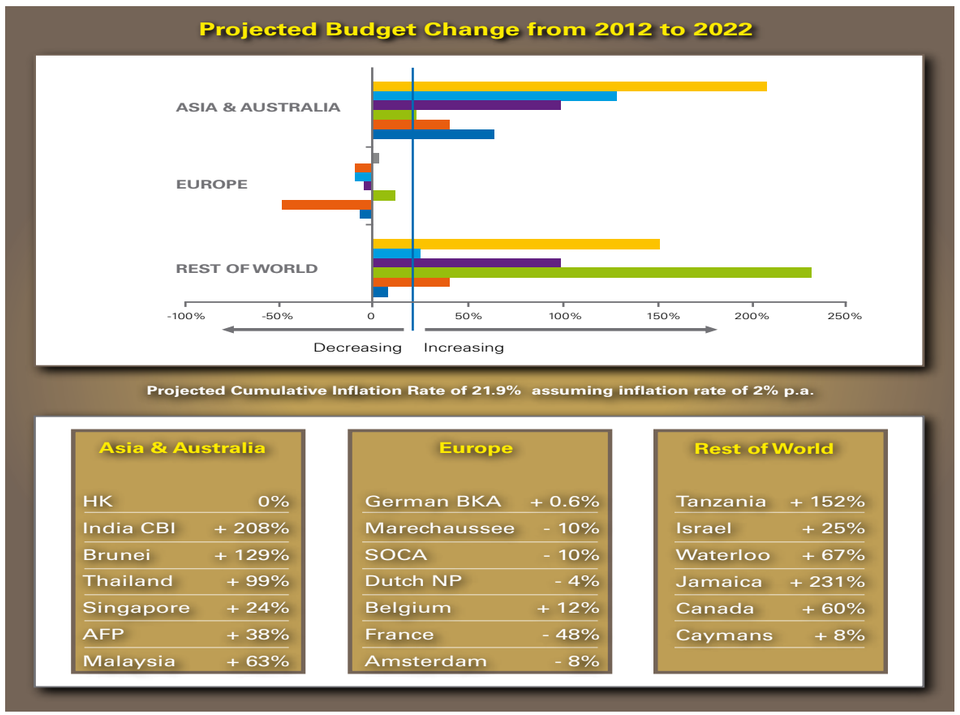
Two, policing as an organisation is not adapting well to changing circumstances, cutting back in a manner detrimental to public safety.

In other words, policing is no longer perceived to be providing good value for money, and police forces need a new business model.

As the besieged Police Chief Braziel of Sacramento, capital city of California, the most populous state in America, has realised, there is no going back to business as usual even when the economy recovers. "The world's changing, and you've got to change. You've got to get out in front of it," he told the NYT.

The New Normal

Law enforcement may be facing its biggest financial challenge in a generation with many governments cutting or freezing public sector budgets now and over the next decade. Among the 30-odd Pearls participants, at least 40% of agencies forecast budget shortfalls over the next 10 years. The problem is particularly acute in Europe, where many national law enforcement agencies will see their budgets shrink in absolute terms.



Even in countries not in the throes of an austerity drive, there is constant pressure to reduce the ever-expanding cost of policing. Indeed very few forces expect their budgets to match the expenditure growth of the previous 10 years. The exceptions are in Asia, Africa and the Caribbean, in countries where spending on policing has been relatively low and over-due investments in technology and human resources are being planned.

At the same time, crime rates in the industrialised world have been falling in the last 15 years, particularly violent and property crimes. There is no consensus on why that has happened, except that falling crime rates seem to correlate with economic growth and the technology advance preventing vehicle theft.

Yet, encouraged by surveys showing that what really agitates the public is lack of police visibility and not crime rates per se[1] , most law enforcement organisations continued to favour a manpower-intensive business model, while states have been building more prisons to house exploding prisoner populations.

In the age of austerity, this "resource-rich policing community no longer exists"[2] , making manpower-driven policing strategies somewhat archaic. In some countries, there is a push to reform not just law enforcement organisations, but also the entire justice system. In Canada, for example, the Public Safety Ministry believes the new economics of policing requires "broader reforms to the justice system with a view to improving efficiency, effectiveness and accountability through legislative amendments, policy and procedural changes and the enhanced use of technologies."[3] The smart money, it seems, is to find a good mix of community policing, leverage data-based research and emerging technology, particularly approaches that emphasise cost reductions, use performance measures that show return on investments, and above all, be accountable internally and externally to the government, the courts and/or oversight committees. This 21st century paradigm, advocates of "smart policing" insist, can be consistent with Sir Robert Peel's nine policing principles articulated in early 19th century England[4].

1 Her Majesty's Inspectorate of Constabulary, Valuing the Police: Policing in an age of austerity, United Kingdom, July 2010
2 Stephen Rickman, James "Chips" Stewart and Erica Dimitrov, Smart Policing: Addressing the Twenty-First Century Need for a New Paradigm in Policing, CNA Analysis and Solutions, www.cna.org.
3 Speech by the Minister of Public Safety Canada at the annual general meeting and conference of the Canadian Association of Chiefs of Police on August 22, 2012, on the Economics of Policing, http://www.publicsafety.gc.ca/media/sp/2012/sp20120822-eng.aspx
4 Rickman et al, op. cit.

A Pearl Fisher on a Policing Value: Economics in Policing

Mr. Koen Van Steenwinckel
Chief Superintendent within the Belgian Federal Police

"Up until a while ago, the policy was that we would do less with the budget cuts. However, from this conference, I have learnt that it is possible to do more or at least the same even with the budget cuts. We can do this by outsourcing part of our tasks to the community. It is a real eye-opener for me to learn about co-creation.

For example, security screening for past criminal records when applying to join the police service used to be done by the Belgian police. A little while ago, we outsourced this. However, it may be the little things that matter. By handing over the screening slip to the applicants, we get to talk to them, say, 'How are you?' It may not be much but it is the little things that can make a difference. The contact with the public is important and we should not lose contact with the people we serve.

We have to win the hearts of the community. That way, they will help us and it doesn't cost us anything. The outcome is also greater."

A Pearl Fisher on a Policing Value: Cultural Change

Mr. Max Daniel
Deputy Chief Constable
Regional Police Service of Fryslan, The Netherlands

"Nowadays, we live in a multicultural society. If the police is to have legitimacy, it means we have to be a police force serving all members of the community. This is a difficult task as there are so many cultures that are appearing rapidly. Many of these new groups of people bring their own cultures, and in some of these cultures, the police is feared. The goal is to interact with the new members of this multicultural community and win their trust. This is not a simple task. Training is important in improving engagement with these other cultures. Another is recruiting members of the police force from within the different ethnic groups, in order to better understand and serve them.

One of the difficulties in dealing with new cultures is that the police force tends to think in accordance with Western values, and can only come up with solutions in that vein. The challenge of engaging and serving a multicultural community is thus to understand, engage and build bridges with groups of people that may have differing values and ways of thinking.

Police leaders too should seize opportunities to learn from other cultures. Within the IALG, for example, members can share their expertise and experiences to address common issues and challenges. Instead of hiring private consultancies, members of IALG can share their knowledge and solutions to problems that may be adapted to local contexts in other countries. In this way, the members may also widen their breadth of experience. Knowledge, digital information, leadership, further trends and forensics are things that police organisations can share with one another. Rather than individual repetitive efforts to solve similar problems, we can share ready solutions that will only need to be adjusted to fit legislation, organisational rules and culture for them to work. "

Getting Out in Front of the Problem

Discovering the contours of the "new normal" was a journey that *Pearls in Policing* set out to discover seven years ago when top law enforcement executives asked themselves if they knew what sort of future they would be policing, and if they could bridge the gap to navigate to the new course of action. The black swans they envisaged in the early years dipped in the real world of geopolitics and the virtual world of cyber networks.

But the current age of austerity and political and economic transformation pose a more fundamental challenge to policing, top academics told participants at the Pearls conference in Singapore. "The future of the public policing organisation is not self-evident," they argued.

In the next essay, the Pearls academics Bruggerman, Kempa, Tops and Wesley assert that the types of order the police enforce and how police contribute to order are "all open questions that will be settled in the near future". The key is to define the true value of policing. There is no one-size fits all model, but for any formula to work, it must include effectiveness, accountability, legitimacy and public trust, they write.

The logic is both simple and challenging. As with all public services, the public is both consumer of police services and owner/investor of policing organisations. With the financial crunch, the owner's instincts are in full play.
Is the future of policing then to be a constant search for public approval? Peel's ninth principle of policing states that "the test of police efficiency is the absence of crime and disorder, and not the visible evidence of police action in dealing with them". Does this no longer hold true in the 21st century?

Public expectations have clearly evolved in the last decades, brought on by demographic changes and the equalizing power of technology. As Pearls participant Mr. Hasrin Sabtu, Commissioner of the Royal

Brunei Police Force, noted, the younger generation are not as cooperative with the authorities or as deferential to the authorities as their elders. "The young have different expectations. It is up to the Police to earn the trust of these young people, and we have to think of ways to gain their trust, rather than just enforcing authority."

Other police forces have to contend with the complexities of policing multi-cultural societies. For Mr. Pieter Jaap Aalbersberg, Chief of the Amsterdam-Amstelland Police, almost half of his constituents hail from different cultures and nationalities. Connecting with these pockets of communities is a huge challenge and he fears his force may lose touch with some groups.

"There is the risk that we will create problems for the future because we don't have any more connections with the different cultural and ethnic communities. So it's a major task for the police in such a diverse city like Amsterdam during any crisis, like the current economic crisis in Europe, to be in contact with all communities," he said.

And there is the social media explosion, providing both risk and opportunity. As a public relations tool, social media allows the police to communicate instantaneously with a large number of people. But months of hard work to build public trust can also be instantly eroded by a single tweet about one poorly managed incident.

Preventing and solving crime is no longer enough. The police must now provide good service in at least six areas, which Mastrofski calls the Six Domains of Performance[5]:

[5] Mastrofski, S.D. (1999), Policing for people. Mastrofski is a professor in the School of Criminal Justice at MichiganState University.

1 **Attentiveness**: A visible police presence
2 **Reliability**: A quick, predictable response
3 **Responsiveness**: Attempts to satisfy people's requests and explain reasons for actions and decisions
4 **Competence**: Know how to handle criminals, victims, and the public
5 **Manners**: Treat all people with respect
6 **Fairness**: Equitable treatment for all – especially racial equality

These realities suggest that the path ahead for law enforcement organisations should involve, at least partially, persuading the public to share with the police some responsibility for defining priorities for crime control and public order policies.

But does the public understand crime or policing? And what the police as an organisation brings to the maintenance of law and order?

Academic Michael Wesley of the Lowy Institute in Sydney fears not. As a member of the public, he thinks his kind is "uninformed, apathetic and generally impatient of rules and restrictions," he shared with Pearls participants in Singapore.

"How can the general public be informed and engaged, in ways that make it a willing and committed partner in the co-production of law and order," he asked. "How can we do this, without being alarmist and eroding public trust? Who should do the education?"

The answers, he and Professor Pieter Tops suggested, might be found in public health campaigns. If the government and the health industry can educate the public about obesity, cancer, smoking and diabetes et al without being alarmist, law enforcement might find useful lessons there too to advance public thinking about crime prevention, public order and policing.

A Pearl Fisher on a Policing Value: Trust – Inhibitor or liberator?

Mr. David Stewart
Commander
Australian Federal Police (AFP)

Trust is essential to building partnerships and sharing information. Where there is no trust within and without the organisation to share information, the policing business cannot be operated effectively and efficiently.

And if we look at trust through a different lens and apply it a different way, it becomes a new opportunity for us to do and deliver our business in different ways that we have not realised before. Not only with our traditional law enforcement partners, but also with the non-traditional law enforcement partners. And this will result in a more successful business, particularly in times where we have been asked to do more with less funding.

Trust becomes a barrier when it forces us or confines us to operating and finding efficiencies in the budget of the organisation. If we look at it as a positive tool and we look at developing trust and opening our eyes to new partnerships, we can explore and leverage off others to assist and support law enforcement endeavors through traditional and non-traditional law enforcement partners so that we can do that without duplication, reducing costs, and in some ways it becomes cost neutral."

A Pearl Fisher on a Policing Value: Integrity

Ms. Jocelyn Cheung
Chief Superintendent Human Resources Branch
Hong Kong Police Force

"Policing is more than an economic or econometric issue, and it is more than a public good. In deciding on priorities for policing strategies, there is often a need to compromise in order to be effective. However, when it comes to integrity, there can be no compromise and no lapses.

In the Hong Kong police, to maintain integrity, officers are trained to ask themselves four questions before performing any action: 1) whether the action is lawful; 2) whether it is in accordance to values; 3) whether it will uphold trust and confidence; and 4) whether it is justifiable. Should the action have a negative result for any of the questions, the officers should not do it. By simplifying and incorporating this question matrix into the day-to-day actions of the officers, the Hong Kong Police Force ensures that officers are held up to a high standard of integrity and professionalism.

Integrity is also more than just preventing corruption at the workplace. As leaders, there is a need for integrity and public trust in all police officers on- and off-duty, in their work as well as in their private lives. There should also be penalties in place to punish any misconduct, but at that stage, it is already too late. The more important goals are to educate officers and put systems in place to ensure that integrity is maintained."

SPEAKERS AT THE SINGAPORE CONFERENCE

Pearls delegates decide amongst themselves which topics they believe relevant for the future of law enforcement. Each year working groups are established (in 2012 with Toronto Chief, Bill Blair – Canada, and Professor Pieter Tops – The Netherlands, as drivers). Australian NSW Commissioner, Andrew Scipione, chaired a follow-up group on social media (a topic intensively discussed at the 2011 conference). Additional 'food for thought' was delivered in so called 'Seven Minute' presentations by:

- Mr. Owen Ellington, Commissioner of the Jamaica Constabulary Force,
- Mr. Hans Leijtens, Commander of the Royal Netherlands Marechaussee,
- Mr. Kevin Perkins, Acting Executive Assistant Director of the USA Federal Bureau of Investigation (FBI),
- Mr. Khoo Boon Hui, President of Interpol
- Professor Jürgen Stock, Vice President of the German Bundeskriminalamt (BKA),
- Dr. Michael Wesley, Executive Director at the Australian Lowy Institute for International Policy.

Also the Singapore Deputy Prime Minister, Mr. Teo Chee Hean, Coordinating Minister for National Security and Minister of Home Affairs and the Permanent Secretary of the Minister of Home Affairs, Mr. Tan Tee How, shared 'words of wisdom' with the 36 Pearls delegates.

IALG AND ACADEMIC PRESENTATION

During each Pearls conference on the Sunday at the start of the conference, a joint presentation is given by the International Pearl Fishers Action Learning Group (IALG) and the participants of the Academic Meeting. The assignment for 2012, introduced by Hong Kong Commissioner Andy Tsang, was:

Police organizations worldwide are increasingly seeking to identify the real value of policing. How do we define the real value of policing? How can the new professionalism framework maximise the value that policing delivers? During deliberations the IALG should consider the four elements of new professionalism (accountability, legitimacy, innovation, coherence) and the economics of policing (supply, demand, cost and value).

After the IALG presentation, the Pearls delegates each received a 'baton' from the IALG as a symbol to set the tone and determine the course for the future of law enforcement.

PEER TO PEER:

Discussing a 'wicked problem'

Developing effective strategies for 'Policing a Safer World' is probably one of the most important responsibilities of law enforcement executives. During the Singapore conference it was realised that the problems law enforcement is facing are growing in complexity and cannot be resolved merely through the traditional rational-scientific process of gathering more data, defining issues more clearly and/or identifying other styles of leadership. Often traditional planning techniques don't generate fresh or innovative ideas, and implementing the solutions derived through traditional processes can be fraught with political peril. That's because when trying to create a safer world many strategic issues aren't just tough or persistent—they're "wicked". Wickedness is not a degree of difficulty. Wicked issues are different because traditional processes cannot resolve them. A wicked problem has innumerable causes, is tough to describe, and does not have a right answer.

Four Pearls participants Chief Constable Pieter Jaap Aalbersberg, Amsterdam police (The Netherlands), Executive Director Ilkka Laitinen, European Union Border Agency Frontex, Commissioner General Catherine de Bolle, Belgian Federal Police and Director General Trevor Pearce of the Serious Organised Crime Agency (United Kingdom) volunteered during the 'peer to peer' session at the conference to share one of their individual professional 'wicked problem'.

The following 'wicked' issues were, amongst others, discussed:

- inter-agency cooperation,
- dealing with contradictory expectations, quick wins and sustainable choices at the same time,
- operational performance across a range of organised crime threat areas whilst at the same time
- ensuring substantial organisational change,
- ethnic profiling.

OPEN SPACE

An Open Space session allowed the Pearls delegates to interact in a simple, productive, organized way to create valuable dialogues that address the participants' most important issues. While the mechanics of Open Space provide a simple means to self-organize, it is the underlying principles that make the session effective. The Law of Two Feet rules that if a participant should feel at a given moment neither to be contributing nor gaining value, then the participant should make use of his or her two feet and move to a more productive spot.

NEW IDEAS.

The true value of policing

This contibition[6] focuses on open questions about the future of policing that will soon be settled:

The types of order that the police enforce, how they contribute to order and who they work with and sometimes in competition with are all likely to be redefined in the near future.

[6] Contribution by the four Pearls academics:
1. Professor Willy Bruggeman, Benelux University and President of the Belgian Federal Police Board, Belgium.
2. Professor Michael Kempa (Assoc.), University of Ottawa, Canada
3. Professor Pieter Tops, Tilburg University, Netherlands and member of the Governing Board of the Police Academy of the Netherlands
4. Dr. Michael Wesley, Lowy Institute, Australia

Hopefully the police will help shape the answers that develop and not be overrun by changes that they do not participate in forming.

To set the stage we start with the original question that animated the assignment of the 2011-12 International Pearl Fishers Action Learning Group (IALG):

- How are police organisations worldwide increasingly seeking to identify the real value of policing?
- How do we define the real value of policing?
- How can the new professionalism framework maximise the value that policing delivers?

As we suggested to the IALG, the four elements of new professionalism (including accountability, legitimacy, innovation and coherence) and the economics of policing (supply, demand, cost and value) should be considered in defining answers to the above questions. Each of these subparts of the question – value, economy and the 'new' professionalism – are deeply interrelated issues, and must be added up to the reality that policing is facing a major push towards change.

We conclude by mapping some forward directions at the practical level.

The Value of Policing

Police chiefs, police authorities and academics are increasingly seeking to identify concrete definitions and measures of the real value of policing. Looking at some relevant historical developments in policing policy, it is clear that Peel held already an expansive view of the police mission. In his view, the job of the police was to do those things that any citizen would do to make the society safe and just, if they had the time to do so[7].

Peel developed nine principles of policing that remain relevant to today's contemporary world:

1. the basic mission for which the police exist is to prevent crime and disorder
2. the ability of the police to perform their duties is dependent upon public approval of police actions
3. police must secure the willing co-operation of the public in voluntary observance of the law to be able to secure and maintain the respect of the public
4. the degree of co-operation of the public that can be secured diminishes proportionately to the necessity of the use of physical force
5. police seek and preserve public favour not by catering to public opinion but by constantly demonstrating absolute impartial service to the law
6. police use physical force to the extent necessary to secure observance of the law or to restore order only when the exercise of persuasion, advice and warning is found to be insufficient
7. police, at all times, should maintain a relationship with the public that gives reality to the historic tradition that the police are the public and the public are the police; the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence
8. police should always direct their action towards their functions and never appear to usurp the powers of the judiciary
9. the test of police efficiency is the absence of crime and disorder, not the visible evidence of police action in dealing with it.

[7] Walker, S., A critical history of police reform, Lexington Books, Toronto, 1992

Peel's principles clearly identify that the functions of police are broader than simply reducing crime[8]. The basis of Peel's ambitions for policing was that of watch individual with close ties between police and communities[9].

For the first time since Robert Peel's police model became widespread in the mid-19th century, the future of the public policing organisation isnot self-evident.The future of policing is undefined.

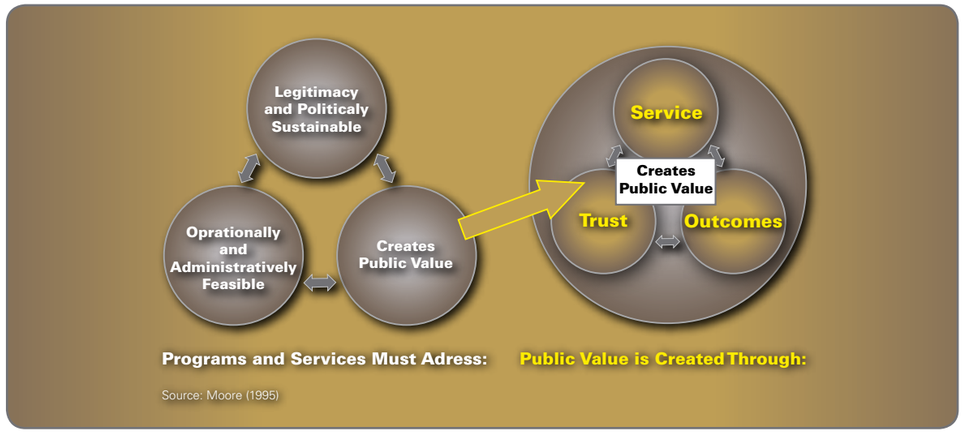
For that reason we will trace through some of the most important factors that are driving a period of major policing transformation and describe the challenges that senior police leaders and/or law enforcement authorities face. We will also identify some of the core questions that every policing organisation must ask and answer as it considers specific operational choices that will have to be undertaken in the near future.

Defining Public Value

In general, notions of public value in policing address many of the contemporary concerns facing public managers. These include problems of securing legitimacy for decision-making, resource allocation and measuring service outcomes. Public value is a process (i.e., the public value chain) through which those who deliver the public services and are able to persuade those who receive the public services of the identified needs and the appropriate means to satisfy those needs.

Public value as a concept is developed in a model by Moore (the strategic triangle)[10]. Moore developed this model combining the elements of public value (service, outcomes and trust), with programme legitimacy and operational and administrative feasibility to create a holistic and sustainable framework approach to enhanced service delivery.

8 Goldstein, H., Problem oriented policing, McGraw-Hill, New York, 1990
Skogan, W. and Hartnett, S., Community policing, Chicago style, Oxford University Press, New York, 1997
9 Miller, D., Improve police services through contemporary professionalism, *Pearls in Policing*, June 2011
10 Moore, M.H., Creating Public Value: Strategic Management in Government. Cambridge (Mass), Harvard University Press, 1995, p. 403



Legitimacy and politically sustainable = the authorising environment

Operationally and administrative feasible = the operational environment

Creates public value = the envisioning environment

Understanding what the public values and hopes for from taxpayer funded services has increasingly been the focus of research. In 1995 Moore stated that "the creation of public value is the most critical element of the model and is the ultimate goal of public sector programmes and activities". The creation of public value provides support to the assertion that "public service is distinctive because it is characterised by claims of rights by citizens to services that have been authorised and funded through some democratic process".

Public value is created through service (cost effective provision of high quality services), outcomes (achievement of desirable end results) and trust (development and maintenance of a high level of trust between citizens and government).

The model serves to focus executive attention in three directions, 'up-ward' to the political level that authorises and funds programmes, 'outward' to the desired impact and values to be created for society, and 'inward' to address internal management issues[11]. As a holistic model it has been described as enabling the "contribution made by a public sector organisation to the economic, social and environmental well-being of a society to be defined, within what the public is willing to make sacrifices of money and freedom to achieve"[12].
To summarise: creating public value is about ensuring that social goals are delivered in a way that is perceived as legitimate and is trusted by the public[13].

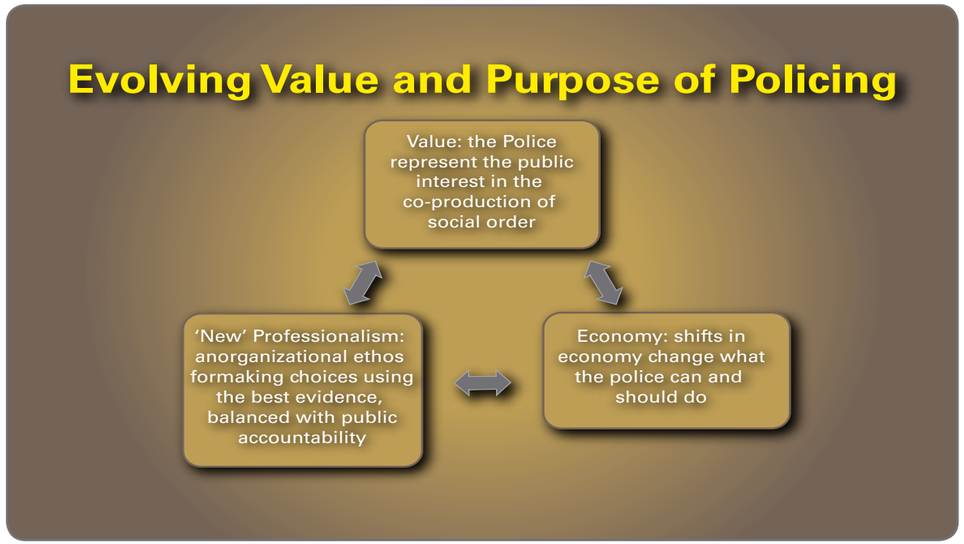
This new logic has taken root in government thinking about public service reform. Police services, like other public services, have spent more than a decade trying to improve performance from the centre through performance management – including targets for contract-based accountability and inspection. Currently, the focus has shifted to engaging citizens and users in the design and delivery of services[14].

The Basics of Values of Public Policing

The basics of value of (public) policing can be summarised as follows:

- policing is neither social service nor law enforcement only, but often involves order maintenance by the settlement of conflicts by means other than only law enforcement
- police are formally designated and specialised agents of social order in general and thus a form of social control
- the value of public policing is different as it involves the specialist repository of the state's monopolisation and thus the legitimate use of force

[11] Moore, 2000
[12] Kelly et al., Creating public value – An analytical framework for public service reform, Cabinet Office, UK Government, London, 2002
[13] Brookes, S., What is public value?, Manchester Business School, 2010
[14] Skidmore, P., Public value and policing, The World Foundation, London, 2006



The question of how best policing can achieve these values has a theoretical and a practical dimension. On the one hand, police organisations have a very wide range of responsibilities and tasks, of which law enforcement is only part. They maintain and restore order and provide aid and assistance in emergencies. In that sense police officers have to serve the community. On the other hand, police officers enjoy a certain level of discretion in the exercise of their duties. In their power, police officers can ignore breaches of the law, and can decide not to enforce the law, whether that is correct or not.

Policing is neither only a social service nor a law enforcement activity – it often includes order maintenance by the settlement of conflicts by means other than formal law enforcement[15].

[15] Reiner, 2002

Policing can be defined as intentional action involving the conscious exercise of power or authority (by an individual or organisation) that is directed towards rule enforcement, the promotion of order or assurance of safety[16]. The majority of citizens believe that police have a role to protect and serve the community through investigating and combating criminal activity. Policing is an essential element of any stable and secure and peaceful society[17].

According to Reiner, policing is a set of activities aimed at preserving the security of a particular social order in general and is thus a form of social control. Therefore, although successful policing has often been defined as the ability to minimise the use of force, police are in essence 'specialists in coercion'.

From this perspective, police should be defined as formally designated and specialised agents of social control who have the capacity and primary responsibility to legitimately apply coercive force to maintain (social) order[18].

However looking at police and police officers only from the perspective of coercion might present a limited picture. Nevertheless, according to Reiner, the distinctiveness of the police does not follow from the way they perform their specific social function (other institutions have similar functions) but rather from their being the specialist repositories for the state's monopolisation of the legitimate use of force.

But 'policing' is no longer limited to state agencies – many other private and civil bodies are becoming more active in community policing and safety[19]. The international dimension has also made definitions of policing more complex.

[16] Crawford, A., Lister, S, Blackburn, S. and Burnett, J., Plural policing: the mixed economy of visible patrols in England and Wales, The Police Press, University of Bristol, 2005
[17] Brendan O'Connor, Minister for Home Affairs, keynote address at the opening of the *Pearls in Policing* conference, Sydney 2010
[18] Reiner, R., The politics of the police, Oxford University Press, Oxford, 2000
[19] Walker, N., The pattern of transnational policing, in Newburn, T., Handbook of policing, Willian Publishing, Devon, 2003

A Pearl Fisher on a Policing Value: Transformational Change

Ms. Brenda Butterworth-Carr
Chief Superintendent
Royal Canadian Mounted Police

"Deep-rooted changes will be required to make sure policing services remain relevant to the community. We need to adopt a consultative and holistic approach on the provision of police services.

In transforming the organisation, it is especially important to be aware of the needs of the community and to recognise that the police should work with the government to bring in other resources within the community, such as health and social services, so as to benefit the community.

That is part of the whole transformation change in our minds - recognising that police cannot possibly do everything on their own.

Community mobilisation is an important agent of transformation. Police need to work with people who can influence change. At the same time, we also need to manage the expectations of the community by being open and candid about the realities and limitations of policing.

It is about communication and being forthright and honest in that communication and saying that this is the reality of what I have so if this is what you think are the priorities, recognise that there are only certain things that I can deliver based on the people that I currently have."

A Pearl Fisher on a Policing Value:
Organisational Culture and Change

Mr. David Hudson
Deputy Commissioner
New South Wales Police Force, Australia

"The importance of organisational change to the value of policing is that all organisations need to change to stay relevant. However, police officers often think they are different and are resistant to enforced change. Instead, the process of change needs to be achieved through obtaining buy-in.

Power is instilled in police officers from the start of their career, even in the most junior positions. Police officers are called on to be community leaders and decision-makers in their own right, and thus it is very difficult to force change unto them.

Organisational culture change is an involved process, and one cannot stoop to using formal authority to enforce it. Instead, you need to get to the power bases and get support and buy-in from them. I have seen a lot of commands, and people who try to enforce change without buy-in usually fail.

Bringing about organisational change also requires the element of trust. Unless officers feel that decisions are made for their benefit, they will not willingly follow them. You also need trust from your stakeholders - the community, media and politicians. If they believe that the actions of the Police are for their benefit, they will not insist on measuring their outputs.
With trust from the relationships that we build on, we can focus on things that are hard to measure, and deliver outcomes instead of outputs, and thus work more effectively."

Developments in Policing

With the birth of the so-called modern professional police, the responsibility for policing over time became firmly located within the state and/or local authorities. As a consequence, policing came to be seen as a product of what the police actually do.

In recent years however, we have seen a restructuring of and proliferation of 'policing beyond the police'. The police are now part of a varied assortment of organisations with police functions and a diffuse array of policing processes. Policing as a set of activities and processes is something that may be performed by a variety of professional and ordinary people[20].

Nevertheless, despite the fact that the police constitute but one part of a more varied and complex totality of policing, we tend to operate with an intuitive notion of what the police are[21] .

Mawby, in his focus upon the public police, means an agency that that can be distinguished in terms of its legitimacy, its structure and its function. Legitimacy implies that the police are granted some degree of monopoly within society by those with the power to authorise, whether this is an elite within society, an occupying power or the community as a whole. Structure implies that the police is an organised force, working under the control or authority of local, regional or national (federal) authorities, with some degree of specialisation and with a code of practice within which, for example, legitimate use of force is specified. Finally the police function implies that the role of the police is concentrated on the maintenance of law and order and the prevention and detection of offences[22].

[20] Newburn, T., Handbook of policing, Willin Publishing, Portland Oregon, 2005
[21] Reiner, R., The politics of the police, Oxford University Press, Oxford, 2000
[22] Mawby, R., Models of policing, in Newburn, T., Handbook of policing, Willin Publishing, Portland Oregon, 2005, pp. 15-40

Nowadays it is accepted that policing organisations play a highly visible and essential part in any community's effort to be stable, prosperous and free from crime and disorder. Police organisations have many functions, including protecting public peace, maintaining public order, responding and managing emergencies, providing services to the criminal justice system and supporting road safety.

No society can exist without a baseline level of order and security – and every society defines 'order' and 'security' in terms of its collective values and practices. In other words, we define order and security in the terms that serve the existing dominant ways of living in our societies.

Policing changes over time, and there is a constant need to balance authoritative, expert-driven definition and enforcement of order, with a level of community input that is appropriate for a particular society and taking into account the changing economic conditions of policing.
A policing organisation that simply imposes a set of values and a definition of order that is fundamentally out of alignment with the will of its people will not enjoy support, confidence, and trust, indefinitely – it will eventually lose the support of its people.

On the other hand, a policing organisation that simply responds to the shifting demands and priorities for order that emerge from the community – community preferences being things that can change very quickly indeed, and not always in the interest of everybody in society – runs the risk of being not only unfair, but also ineffective through spreading its resources too thin in an unfocused fashion. In other words, it will be doing too many things, in a haphazard and short-lived fashion, simply to please either community or political masters, whose whims may be fleeting.

The challenge for evolving police organisations, therefore, is to strike a balance between authoritative enforcement of collective orders through fair and impartial means – with taking on a level of input from the public with respect to formulating police priorities, and demonstrating success in achieving those priorities through public accountability.

In other words, contributing to collective order must be fairly defined and fairly demonstrated.

The value of the contribution of the public police to processes of order – where policing is done well – is to maintain peace and security for all citizens while keeping an eye on the big picture of the public good. While other policing organisations and contributors may be more immediately responsive to the demands of their local communities, they have less of a responsibility to keep an eye on the big picture of the public good of security for all citizens.

Challenges to Achieving the Vision for Policing: Economic Restructuring

At every moment in history when we went through a major period of economic dislocation and reorganisation, we had a major recalibration of the policing system. Not simply in a causal sense - shifts in the economy do not simply force shifts in policing. Rather, shifts in the economy create new kinds of demands from individuals, structural pressures (like new forms of crime, less available resources) which are responded to by new ways of thinking that open up in new kinds of market relations.

So the type of policing system we had in a farm-based economy was very different from the industrial policing system, and different again from the booming service and information economies of the latter half of the 20th century. Whatever kind of economy we see emerging right now (we don't really have a name for it), we can be sure that major changes to the policing system are coming: as was the case through much of history, policing has come to involve much more than people in uniform enforcing the law – involving

all kinds of state, private, and civil society agencies cooperating and sometimes competing to produce orders that serve different interests: private security, insurance companies, banks, health professionals, volunteers, vigilantes.

Therefore the value of policing has to be redefined taking into account the current context of current policing.

Value

- Policing as a whole is the co -production of order and collective security by many public, private an civil actors.
- The police make an important contribution to this process of policing, distinct from what other authorities and agencies contribute: uniquely resonsible for promoting safety and security in the entire public interest.
- 'Order' and 'Security' are not value neutral terms, and their meaning changes over time. The police co - produce the definition of order and security along with communities and governments as these things shift over time.

The true value for public policing takes as its starting point the idea that leaders/managers in police and other public services cannot take the underlying purpose of their institution, its legitimacy or the value its creates for citizens to be self-evident simply because they are public institutions whose mandate has been supplied by democratically elected governments.

Instead they need to:

- be more proactive and flexible in searching for valued purposes through activities that meet the changing needs of citizens
- provide opportunities for citizens and other stakeholders to authorise these purposes (through processes of accountability and deliberation)
- be doing more to identify and represent the value their work creates (through better, more rounded and more accessible evaluation of their performance)

In trying to identify the value of policing, a historical review is helpful. Some countries have a long police history; others are in crisis or in development.

Over the last decades, policing has gone through a period of significant change and innovation. While there is a rich variety of histories, with a voluminous amount of literature, the diffusion of innovation conceptual framework has only recently been utilised by criminologists.

In what is a relatively short historical time frame, the police began to reconsider their fundamental mission, the nature of the core strategies of policing and the character of their relationships with the communities that they serve. More generally, the turn of the last century was a period of tremendous changes in police practices. This openness can be traced to the crisis in police legitimacy and effectiveness.

"But what is good policing[23] and is there a correct level of order?"

It is very clear that the police stand at the dawn of a fundamental shift in the way in which public and quasi-public places are policed, with significant implications for styles of policing, community engagement,

[23] Den Boer, M. and Pyo, CH., Good policing; instruments, models and practices, Asia-Europe Democratisation and Justice Series, Asia-Europe Foundation, Singapore, 2011, p. 93.

civic renewal, social inclusion and citizenship. In a world where security and safety are increasingly defined as fundamental values in people's lives, law enforcement organisations become entrusted with a greater span of responsibility and control.

At its core, policing consists of the judicious application of coercive force in the maintenance of social order. It is peace-keeping, peace-making and, if need be, peace-enforcement.
Safety and security are no longer problems limited to crime and its causes, but are primarily problems of public order. And this problem of order is no longer the exclusive domain of the police. This, however, does not rule out the fact that the police are being increasingly equated with "those who maintain order in society".

Police activity is characterised by idiosyncrasy and discretion: every situation is unique and police officers have to work in a context of situational logic. This also means that it is difficult to subject police activity to preordained rules that are drawn up by hierarchical supervisors.

In general a golden principle and basis for good governance is not to fear a strong police force, but to fear a weak democracy[24].

In all societies, police organisations occupy an important position in the engagement between governments and their citizens. Indeed, police forces have a monopoly over the use of legitimate force, which gives them a special responsibility.

At the same time, policing is a difficult task. Many countries wrestle nowadays with economic problems, political disagreement and growing signals of pure populism, industrial dispute, and urban and ethnic tensions between police and citizens. This more so in fragile states or countries, but certainly not limited

[24] Paul Ponsaers, Professor and Head of the Department of Criminology at the University of Gent.

to these. In countries that enjoy relative stability and prosperity, models of policing are also subject to evaluation and reflection.

Hence: there is no fixed model of policing as such. Therefore, it is advisable to talk in terms of strategies, policies, programmes and mandates that are constantly in motion.

The model we propose to identify and achieve true value for public policing serves to focus executive attention in three directions: 'up-ward' to the political level that authorises and funds programs, 'outwards' to the desired impact and values to be created for society, and 'inwardly' to address internal management issues[25]. The economic context of policing, especially, earns specific interest.

The economics of policing: what do we value about the police? Value for money?

The economics of policing is becoming an important and more and more a leading factor in policing. The public increasingly wants and must be able to see the evidence of police contribution to reducing crime and antisocial behavior: citizens and the authorities want value for money.

The economics of policing include:

- police budget and its attribution
- binding finances and operations
- return on investment (new policies, new technologies etc)

As a consequence of the current economic and financial situation, the question is now open whether the police have had the organisation, the geographic distribution, the expertise and most importantly, the will, to act as catalysts for identifying a wide range of community problems and working with them in developing solutions, all hallmarks of a professional approach.

[25] Kelly et al., Creating public value – an analytical framework for public service reform, Cabinet Office, UK Government, 2002

To meet their challenges, police, as service providers, have recognised that they cannot simply do more with existing resources. There is a need to develop new ways of working and delivering services differently to ensure they remain high performance organisations. Clear and unequivocal standards of professionalism in the delivery of services can continue to be the secret weapon of police in meeting the competing demands from community and government[26].

There have been times when politicians assumed that just increased expenditure would lead, almost automatically, to greater effectiveness, but this is no longer the case. The focus is now on better policing instead of more police. This doesn't mean that there is no need to ensure a sufficient level of police capacity.

Heaten[27] showed that applying the cost/benefit framework to several real-world police hiring and firing scenarios demonstrates that investments in police personnel generate net social benefits. The main question now is whether the police are able and willing to keep in balance the viability and integrity of public policing and the serious fiscal and financial challenges. This is all about the rapidly developing challenge of sustaining expensive public policing services in an era of economic restraint and instability. This requires expanding awareness and understanding of the dynamics of the problem.

Police authorities and police chiefs will hold their police force to account for the money it spends and ensure that it delivers value for money for the public. As policymakers consider budget priorities for coming years, it is important to recognize that returns on investments in police personnel are likely to be substantial[28].

But when debating value for money, we have to decide what we value.It is quite right to ensure that we don't squander scarce resources in delivering public services. But before we decide how to do the same

[26] Miller, D., Improve police services through contemporary professionalism, *Pearls in Policing* June 2011
[27] Heaten, P., Hidden in plain sight: what cost-of-crime research can tell us about investing in police, RAND, 2010
[28] Ibid.

stuff more efficiently, we ought to decide whether we are doing the right things. Best value will be a duty to deliver services to clear standards – covering both cost and quality – by the most effective, economic and efficient means available[29]. Best value cannot be limited to just a flow of reviews.

Until recently, governments at all levels have been willing participants in supporting escalating policing cost as they often equate increased police budgets and additional police officers as a politically appropriate and effective response to crime and public insecurity.

Most police forces are currently experiencing serious fiscal reductions in government spending. In some cases this is having a dramatic impact on policing budgets, police numbers and police services. Many states and local governments are facing significant fiscal challenges, forcing policymakers to confront difficult trade-offs as they consider how to allocate scarce resources across numerous worthy initiatives.

But in the meantime, governments add to the cost of policing by creating new demands and imposing new rules, regulations and procedures that increase police workload and decrease the productivity of policing.

To achieve their policy priorities, therefore, it will become increasingly important for policymakers to concentrate resources on programmes that can clearly demonstrate that they improve their constituents' quality of life. To identify such programmes, cost/benefit analysis can be a powerful tool for objectively adjudicating the merits of particular programmes.

The problem can be translated as a combination of factors such as:

- how to define and measure value in policing
- what works in policing/what doesn't and what's promising

[29] Leigh, A., Mundy, G. and Tuffin, R., Best value policing: making preparations, Police Research Series, Paper 116, Policing and Reducing Crime Unit, Home Office, London, 1999

- the sustainability of the current and broad service delivery model
- the rapidly increasing cost of public policing
- the limited capacity of government to support ongoing cost increases and
- the problematic service and public safety implication of limited budgets

Increased accountability and transparency has a fiscal cost as well as a human resource cost evidenced by studies that demonstrate the dramatically increased time and resources required. Government rules regarding salary negotiations and arbitration render governments and police commissions powerless to control costs. Salary levels in policing are not going to decline, but governments are not always aware of the problem and its seriousness.

Economic Context

Economic changes - growth, contraction, and reorganization - create pressures and set the context for policing change:

- Individual pressures (shifting demands)
- Structural economics (changing security and order issues, fluctuation in available recources
- Conceptual (new ways of thinking about politics and economy change the way we think about order, government an economics)

Current Trends in Policing

Efforts to achieve the above values of policing in challenging economic times will have to consider the following major trends in policing:

- *policing in a global context, but no global perspective on value of policing and the policing operating environment is in flux*
- *law enforcement has always had a quasi-military orientation and attempts to change this have met with mixed results*
- *policing is in a period of significant environmental instability and volatility (including economic and market factors leading to shared concern about the ongoing viability and integrity of public policing)*
- *this period may be marked by outdated legal and policy frameworks and growing experimentation with new ideas and models*
- *growing de-institutionalisation, lacking informal social control, critical citizens, collective versus individual (self-protection), changing community expectations, resilient citizens in a resilient society*
- *the police more often becoming an arm of the State, rather than a servant of the law*
- *an expanding culture of control versus eroding police authority*
- *frontline (discretionary freedom and institutional logic)*
- *withdrawing more and more into its core tasks*
- *hybrid police systems, increased 'privatisation', blurring perspectives police/military misions*
- *the current police culture tending to foster attitudes of exclusivity, superiority and indpendence*
- *multitude of models of policing, overarching organisations*
- *mantra is more and more "citizen-focused" policing*
- *growing repressive attitude (new penal and administrative laws and sanctioning systems, new police powers) and technical policing*

- *better educated police*
- *uncertainty about what is good policing ("ist": as is and "soll": to be)*
- *police oversight, governance, accountability, control, scrutiny, evaluation in evolution*
- *increasing public insecurity and escalating demand for vigorous police response in a limited resource environment, resulting in a move away from proactive preventive policing to a more traditional reactive policing*
- *limited police resources could put pressures on police managers to use less tangible community-based policing resources and strategies*
- *private security at both top and bottom end of policing continuum, of necessity increasingly seen as a desirable alternative policing option: cheaper, more coherence, closer contact with stakeholders BUT contributing to exclusion (only services for money)*
- *from hierarchical towards net-centric organisations*
- *creating new tools for information fusion*
- *police more and more in the role of 'peacekeeper'*
- *increased transparency and interaction with the public*
- *viability depending upon constant learning*
- *coalition building (national, international)*

Directions Forward: Steps to achieve policing value

In light of the above, the specific contribution to collective order made by public policing agencies that are often surrounded by all manner of partners and competitors must be disentangled. Police, policing, and the governance of human security broadly conceived has undergone massive conceptual change all over the world. Whatever attempt we undertake to identify convergent police systems, the reality of the police systems of different countries have historically varied markedly, and while we can identify shifts in policing arrangements in most countries, these are based on changing circumstances that are occasionally global, and often localised.

Police organisations differ in terms of how they are structured, what roles they carry out and the extent to which and mechanisms through which they are held accountable. Local communities have always depended on police to provide responsive and reliable services hat assist in improving and protecting their safety, quality of life and prosperity, and this impetus has resulted in police assuming responsibility for their own professionalism. The economic benefits of preventive policing action must be demonstrated.

A Pearl Fisher on a Policing Value: Political Influence

Mr. Kevin Williams
Assistant Director
Jamaica Constabulary Police Force

"Laws determine the sort of police and type of police. If you have a corrupt regime, it will affect the police. On the other hand, there is also a feedback effect for the opposite scenario. If the political situation is such that it makes the police act in an impartial manner, the police will act against corrupt officials.

To prevent undue political influence, actions must be taken to insulate police from politics. For example, legislation can be passed to ensure high-ranking police officials are appointed by a bipartisan committee, so that these officials will not be beholden to any one party.

Police can derive strategies to insulate themselves. What comes to mind is to be professional. If you are professional, people will respect you and think twice about bringing negative or distortive influences.

If police do the right thing, are accountable and remain innovative and updated and seek to improve the product they offer, they will have legitimacy and be accepted by the public."

A Pearl Fisher on a Policing Value: Lobbying

Mr. Charles Hamen
Director
Police Grand Ducal Luxembourg

"Lobbying, in Luxembourg, is a legitimate and effective way for the police to engage politicians to enact legislation or policies in furtherance of the policing mission.

We cannot always expect politicians, who hail from a differing range of backgrounds, to be experts in the field of policing and law enforcement, and thus understand our needs and operational imperatives. This is especially in consideration of the complex and sometimes scientific nature of policing today. It is thus crucial for the police to cultivate and maintain a relationship of trust with politicians. Since expertise and experience lies with the police, politicians have to trust us before they can rely on us to address crime issues.

If we fail to communicate to politicians directly, we might sometimes resort to indirect mediums of communication – through both traditional and new media, and the electorate to influence politicians' decisions. However, this is a risky move to engage in as the media is very jealous of its independence and beyond control, and may not provide results we want. For years, the Luxembourg Police considered itself as an uncommunicative recipient of orders, but today, it has re-developed itself as a key figure in decision making, vested with unique experience and expertise in the field of public safety matters. Today, this attempt to gain substantial influence over public safety-related issues is no more an option, but has become an obligation in the framework of our accountability towards the general public and political authority."

New Professionalism

Whereas 'classic' police professionalism was all about scientifically managing the police organisation to achieve the greatest amount of internal efficiency – the 'new' professionalism is all about scientific management to achieve the original Peelian objectives of effective and preventive community crime control, while working in partnership with other members and organisations in the community.
This is an adaptation of Peelian principles to modern times.

Within the police, the strict separation between demand and supply is not a realistic option for innovation. The police organisation is almost flooded by other organisations, profit and non-profit, who want to sell the police their innovations. The following criteria can be the basis of the decision-making framework:

- contribution to increase efficiency
- contribution to increase effectiveness
- contribution to (public) safety
- feasibility
- fairness of the proposal (value for money)
- degree of uniqueness (does it elsewhere already exist?)
- appropriateness with existing strategies
- appropriateness with existing policy

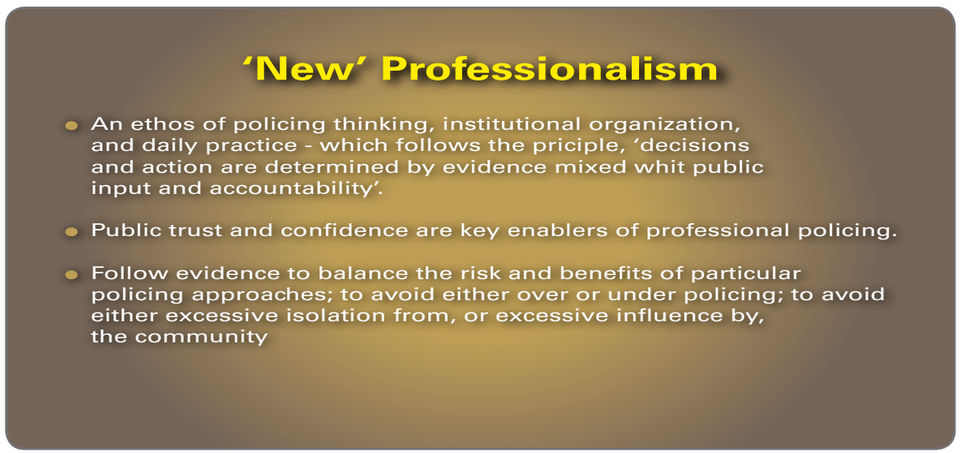
By applying this framework of criteria for the assessment, it is possible to detect the relevant proposals which deserve a further step in execution. But it is and will remain difficult to predict a successful innovation

Chris Stone[30] has been promoting new professionalism in policing – calling for enhanced legitimacy, accountability, innovation and coherence. Police leaders are invited to commit themselves to stricter

[30] Stone, C. and Travis, J., Toward a new professionalism in policing, Harvard Kennedy School, March 2011

accountability for both their effectiveness[31] and their conduct while seeking to increase their legitimacy[32] in the eyes of those they police, to encourage continuous innovationin police practices and to strive for more coherence.

The argument for 'new professionalism' is to take some of the best aspects of 'classic police professionalism', but most importantly, to apply these methods and mentalities to new approaches and objectives.



Optimal Leadership

It is obvious that new professionalism require optimal leadership. Within this organisational ethos, policing leaders must have a critical frame of mind, which constantly compares their organisations' capacities with the challenges they face. But are the police perfectly designed and organised to meet the public safety and order challenges that we are tracking as they approach on the horizon? The hallmark of an effective

[31] Accountability for crime, cost and conduct
[32] Recognising that legitimacy is both conferred by law and democratic politics and earned by adhering to professional standards and winning the trust and confidence of the people policed.

21st century police leader lies in his/her ability to adapt and respond to the rapidly evolving context in which policing occurs.

The strategic leader is constantly 'sensing' – alert to events and signals taking form in the environment. The effective leader plans appropriate action.

Much of the heavy lifting will fall to the next generation of senior leaders. Preparing the next generation becomes crucial. So the question arises: which leadership competencies will need to be most accentuated, and how can they be developed quickly[33]?

Future Directions: Optimal Leadership

- How best do police leaders become stewards of reform? What is the role of police in leading public and political debate on issues of public safety and policing reform
- To best drive global policing reform, do we need a common policing future - oriented vision throughout the world - and at what level? How specific can and should this vision be?
- Knowing that private policing, certain civil bodies, and military organizations react more quickly to pressures for change - what kind of positioning is necessary for the police to respond to global changes as rapidly?

[33] Corley, C., RCMP, No. 60 of the 100 blog series on policing.

It is obvious that creating public value is about ensuring that social goals are delivered in a way that is perceived as legitimate and is trusted by the public[34].

This new logic has taken root in government thinking about public service reform. After more than a decade of trying to improve performances, police forces and other services from the centre through performance management, targets, on contract-based accountability and inspection, the focus has shifted to engaging citizens and users in the design and delivery of services[35].

It is clear: the police need to acknowledge and analyse the current situation and anticipate future developments. But anticipating the future is a challenging process. The coming decades present a set of compelling and disruptive challenges to policing and to the police service.

Key success factors to future success of best value policing are:

- manage and resource the rising tide of work that will result from best value as it rolls forward
- monitor the best value approach as a whole and how they will take actions if it seems to be failing
- learn from developments elsewhere

Some of the main drivers for the future are:

- globalisation
- changing national and international governance
- changing related perceptions, beliefs, values and attitudes
- expected economic and financial developments and the related security risks.

[34] Brookes, S., What is public value?, Manchester business school, 2010
[35] Skidmore, P., Public value and policing, The world foundation, London, 2006

These are all reasons why the real situation does not lie in increased competition, but in partnerships in policing, nationally, internationally, publicly and privately.

Finally, this all illustrates that the current conventional public police mandate and broad service delivery

model is not sustainable without both short-term and long-term change striving for 'new' professionalism and leadership. The fiscal crisis in policing (reduced number of public officers, reduced police services) has made it and will continue to make it necessary to rethink the conventional paradigm or mandate of policing. It is not a function of working harder, but as working smarter and to explore what are core police functions or services and what must be done exclusively by the public police.

This chapter is closed by posing the following questions to Police Chiefs, as they think their way forward:

First, can we agree on common programs and approaches – or only general objectives while leaving localities to develop their own approaches? If we cannot agree on objectives, can we work at the level of developing a common set of ethics – a global standard of "constabulary ethics"?

Second, are you prepared to remodel your organisations on the basis of following your experiments that are backed by evidence? Sometimes one can learn even more from reform or programme failures than successes. Also research can have an important role in documenting the impact and value of existing police strategies and police services. Without research-based evidence it is and will remain difficult to credibly argue the value or importance of a particular policing project or programme.

Short-term strategies can be the encouragement of operational innovation, documenting outcomes and sharing best practices. But while short-term efficiency and effectiveness improvements are seen as

immediately necessary, more fundamental or outside the box thinking and strategising are also required to address more fundamental problems and pressures that are likely to persist.

We stand at the dawn of a fundamental shift in the way in which public and quasi-public places are policed, with significant implications for styles of policing, community engagement, civic renewal, social inclusion and citizenship.

It is not good enough to share the realisation that the future is uncertain and that the police have to change.

As changes are occurring at a global scale and are continuous, the final and remaining question is whether there is a universally-accepted and sustainable set of values for policing that can serve as the basis of police business worldwide? What is policing exactly? Can police remain one of security's anchors or is policing in the traditional model simply a thing of the past?

These constabulary ethics and core values for new professionalism can serve as the cornerstone of policing renewal into the future.

NEW THREATS.

Are we prepared for a cyber 9-11?

If 9-11 was the defining threat of the last decade, this new one is already consumed by fears of a cyber 9-11. Hardly a day goes by without a report of a cyber attack or serious hacking incident. And threats by governments to go after any cyber warfare group planning to inflict catastrophic damage against critical infrastructure in their countries, even as the problem of attribution remains intractable.

Meanwhile, domestic regulators, legislators and business groups struggle to find the right mix of Internet surveillance and privacy protections to write into cyber security laws that police forces can use to deal with expanding criminal activity on the Net.

As asymmetric threats go, international terrorism and cybercrime are two nightmares of our epoch that operate best in the interstices where national forces cannot reach.
The nature of the cyber threat is, however, much more amorphous than the terrorist threat, leading a Pearls participant to ask out loud if the world needed a cyber incident similar to the 9-11 attacks to provide unequivocal clarity about the severity of cybercrime. Even then, there were a few law enforcement executives who wondered if cyber attacks were not simply the 21st century manifestation of spray-painting on police stations by 13-year-olds.

Except graffiti in the physical world does not cost billions per incident. In April 2013, social media demonstrated its ubiquity and power when a hacked Associated Press Twitter feed falsely reported a bombing at the White House, leading the Dow Jones Industrial to lose US$136 billion in market value as high-frequency trading systems reacted to the hoax in milliseconds.

"In 2010, we passed Dodd-Frank, the big financial reform bill, but nowhere in there do they mention high-speed trading or technology," a member of the US Commodity Futures Trading Commission was quoted saying a week later[36].

Often the victims are ordinary people. Every hour, 50,000 people fall prey to cyber criminals, a survey by the security software company Norton suggested in 2011. Cybercrime victims lost a total of almost US$274 billion in one year alone.

And the culprits continue to benefit from the anonymity and concealment of cyberspace.

[36] Amy Chozick and Nicole Perlroth, As Twitter moves markets, a rush to head off #panic, International Herald Tribune, April 30, 2013

Scale of the Problem

In Singapore, participants were provided a slew of facts about the reach of the Internet, particularly the rapid growth of social media platforms*:

- There were 2.08 billion Internet users worldwide in 2011
- 96% of Millennials (those born after 1965) have joined a social network
- Social media has overtaken pornography as the #1 activity on the Web
- 1 out of 8 couples married in the US met via social media
- While it took radio 38 years to reach 50 million users, Facebook added over 200 million users in less than a year
- If Facebook were a country, it would be the third largest in the world, after China and India.
- 80% of companies use social media for recruitment
- There are over 200 million blogs, 34% of whom post opinions about products and brands
- The fastest growing segment on Facebook is 55-65 year old females

All of them are potential victims – of hackers, fraudsters, sexual predators and con men targeting lonely people looking for love. How are they all to be protected and prevented from harm?

Indeed it is apparent many law enforcement organisations are simply not geared to deal with the issue. While cybercrime presents challenges that are complex and of a global scale, most of the responses by law enforcement agencies appear to be traditional or conventional methods and approaches. As top executives themselves noted, their police forces are not suitably structured and organised to deal with cybercrime – while they are geographically organised, cybercrime is not.

*According to 'Did You Know?' video's as found on www.youtube.com (researched by Karl Fish, Scott McLeod and Jeff Brenman).

There also remains a need to clarify the roles and responsibilities of individual agencies in the fight against cybercrime. For example, in some countries, there is a clear delineation between national security and information infrastructure threats and law and order functions; the police agencies in these countries do not investigate cybercrime. And the national security agencies that handle sabotage, espionage and terrorism threats emanating from cyberspace tend to restrict access to information.

Pearls participants have suggested that greater clarity on the definition of "cybercrime" might help. Now it appears to be a label used on a collection of threats that are rather distinct in nature, some of which are traditional crimes increasingly facilitated by the Internet but which also take place in the real world, such as sex trafficking. And what is a law enforcement agency to do if the computers used in an online scam are located in its country but the victims are elsewhere. How do you investigate without a complainant, a Pearls participant asked?

A working group led by the Toronto Police Chief Blair offered this definition of cybercrime:

A criminal offence involving a computer to facilitate the unauthorized use of computer systems (hacking), creating and disseminating malicious software (malware), or the use of a computer to commit an offence such as child exploitation, hate crime or fraud. Computer-supported crimes can also include criminal communication and data storage. Sophisticated cyber attacks are now capable of causing debilitating disruption to critical infrastructure, thus posing threats to public safety and national security.

While cyber attacks like StuxNet viruses grab the most international attention, for law enforcement organisations, the main priority has to be the victimization of children on the Internet, Mr. Bill Blair, Commissioner of the Toronto Police Service, told the Pearls conference.

Child exploitation is at "the forefront of cybercrime" as the Internet allows for mass distribution of child pornography (images and materials), and for the exploitation of children through online luring, prostitution, and child trafficking. Online chat rooms, classified ads, and underground networks largely facilitate this online criminal activity, all of which take place in many different countries simultaneously while clients and perpetrators live elsewhere.

Intellectual Property (IP) rights fraud is also big business, worth billions of dollars a year, impacting negatively on legitimate economic activity, and potentially causing death or serious injury when aircraft arts, automobile parts and pharmaceuticals are counterfeited and used by unsuspecting customers.

Cyber Challenges for law enforcement

The challenges for law enforcement are great, Mr. Blair noted, listing three:

1.Keeping up with new and changing technology

New and changing technologies pose a continuing challenge in combating cybercrime. Law enforcement agencies face increased pressure to keep up with technology, expand investigative capabilities and develop resources and training in order to effectively deal with these evolving crimes. For example, Internet Protocol version 6 (IPv6) has been created, which uses an expanded numbering system to allow for new devices to be connected to the Internet, ranging from home computers and smart phones to TVs, fridges and home heating. As IPv6 is deployed in organisations, law enforcement will need to collaborate with other government and police agencies, private organisations and academia to receive the proper training on IPv6 and understanding this newer protocol and how the various threat actors will use it for their own malicious purposes. Voice over Internet Protocol (VoIP) and Underground Networks such as The Onion Router (TOR) are systems intended to enable online anonymity, effectively concealing a user's location and usage from network surveillance or traffic analysis.

2. Lack of uniform data collection method for trend analysis

Collecting cybercrime statistics at a national level, and globally, is important in order to assess trends and impact. However, collecting law enforcement statistics presents a challenge as most countries do not have uniform methods of collecting data on cybercrime activity. Cybercrime may also be one of the most under reported forms of crime because the victim often remains unaware that an offence has even take place, and in the case of businesses, are reluctant to report for fear of loss of consumer confidence.

3. Outdated legislation

Cooperation between the information and communications technology community and law enforcement is imperative to ensure public protection from criminal activity. The ability to trace communications through different computer networks in different jurisdictions is a critical element in preventing, investigating and prosecuting cybercrime. Initiatives for combating cybercrime rely on international cooperation and cross-jurisdictional assistance. However, legislation in many countries has not kept pace with developments in cybercrime, and savvy criminals choose to operate in counties with limited will or power to arrest and prosecute.

Visit www.pearlsinpolicing.com to read the full Working Group report:

Developing a Strategy for Collective Law Enforcement Action on Cybercrime

Driver: Toronto Police Service (Canada)
Co-drivers: Federal Bureau of Investigations (United States), Serious Organized Crime Agency (United Kingdom), Tanzania Police Force and Europol.

A Pearl Fisher on a Policing Value: Threat-focused strategy management

Mr. Royce Curtin
Chief of Staff to Executive Assistant Director
Federal Bureau of Investigation, United States of America

"In order to protect and serve the community, we need to know what the threats are. These could be criminal enterprises, terrorism and espionage, as well as other threats that global police need to identify. We need to then prioritise the threats and come up with effective strategies to interdict them and prevent harm. But the threats we face today are different from the past. In the US, bank robbery and organised crime were traditionally high-priority threats, but with the advent of Internet technology, organisations that used to act independently can now join forces and carry out criminal acts without even setting foot in the country. For example, state-sponsored entities may use the Internet to steal state secrets or gain access to restricted academic and trade information. Police forces need to evolve and adapt to neutralise that threat. Police cannot just react, we need to strategise and determine the most effective way to deal with the threats. One of the ways is to increase collaboration and information sharing to deal with cross-border criminal threats. Even though I am part of one police force, it is important for us to understand that we are part of the community. The FBI must protect communities outside of the US as well. It is important for the FBI to work outside with other partners, as crime is increasingly cross-border. In the near future, computer-facilitated crime will be a major threat, as it gives a high return on investment and is hard to attribute to the culprit. It is borderless, and can be coordinated, facilitated and executed anywhere in the world. Additionally, other crimes may also be merged through communication via the Internet. For example, drug traffickers may be used to smuggle terrorists and spies. The challenge for law-enforcement agencies worldwide is to keep up with these evolving threats."

A Pearl Fisher on a Policing Value:
International Cooperation to combat Organised Crime

Mr. Gerald Hesztera
Head of Unit
Europol

"Organised crime brings a lot of harm to society. Organised crime groups are responsible for the trafficking of drugs and illegal immigrants. They disregard patent rights and introduce counterfeit goods, leading to the loss of competitiveness among legitimate businesses. They also drain government coffers. For example, Value-Added Tax (VAT) fraud in the European Union costs the EU an estimated 100 billion Euros annually – a huge loss of public revenue especially during a time of fiscal tightening across Europe. Organised crime groups typically have sophisticated business models, adapt readily to changes in the environment and are quick to capitalise on new business opportunities. These organised criminals will exploit all means to derive money and power. The detection of and enforcement against organised crime is particularly challenging because these criminals typically blur the lines between legitimate and illegitimate businesses. In the real estate industry for example, organised criminals may operate under the guise of a legitimate business but make use of trafficked labour and counterfeit building materials, making it difficult for genuine firms to compete and undermining competitiveness in the industry.

In addition, organised crime groups operate across national and regional boundaries. This implies the need for transnational institutions and international cooperation to curb the scourge of organised crime. One of the greatest challenges to international cooperation is the difficulty of sharing data and information across different legal environments. Europol has made much better progress than expected in fostering international cooperation among law enforcement agencies in the 27 EU member states, though there is still room for improvement."

Get Proactive

It is clear that in this new frontier of criminal activity, law enforcement is low on three key areas – knowledge, resources and legislative coherence. Using the metaphor of the advent of the motorcar, which allowed criminals to cross borders easily, one Pearls participant noted that at least with the car came legislation on driver licensing and vehicle ownership, but with the computer – the new "wild West", there has been no government control or jurisdiction, posing a wholly new challenge for policing. There are also privacy issues and ethical and moral dilemmas that require political leadership. And law enforcement is not the only answer.

But some steps can be taken by senior police executives to prepare their organisations and protect the communities they serve. Among the good practices heard in Singapore:

- Get proactive - start educating vulnerable groups such as children to prevent them from becoming victims of cybercrime. For example, in Singapore, the National Crime Prevention Council – a non-government group made up of private sector leaders, grassroots activists and academics, and supported by the Singapore Police – developed a computer game called "Cyberonia" to teach all eleven year-olds in the Singapore education system cyber-awareness skills. The development costs were subsidised by an inter-agency government panel and with the support of the Education Ministry, the game is being rolled out to all elementary schools.

- Establish baseline technical competencies and IT literacy among frontline police officers and investigators, including cyber forensics capabilities. While it is difficult for law enforcement agencies to match the salaries paid by IT companies in the private sector, they should, however, avoid treating issues pertaining to cyberspace communities as a "niche market", the province of younger, tech-savvy officers, to prevent a perpetuation of a generational and technological divide within the organisation.

- Learn from the private sector, which takes the initiative to exchange information on-the-spot everyday through online forums, cutting across traditional boundaries to share information with competitors. Law enforcement should learn to leverage their data sharing to support investigations.

But is anyone prepared for a "cyber 9-11"? How should a country respond? Go into preventative mode or go on the offensive, using the same malware to destroy the criminal capabilities? But how do we attribute blame when anonymity is the hallmark of such asymmetric attacks?

Crimes committed through cyber networks are a global problem requiring a global solution and not the province of law enforcement agencies alone. International and regional partnerships do, however, help. For serious collaboration, there has to be standardisation of databases, protocols for information flow as well as conventions and legislation pertaining to the preservation of legal evidence. The question is: How prepared are we to do so?

A Pearl Fisher on a Policing Value: International Cooperation

Ms Julia Pohlmeier
Head of General Affairs, Division of State Security
Bundeskriminalamt (German Federal Criminal Police)

"Working in the field of international terrorism, I find international cooperation extremely important. I treasure networking opportunities, especially with international counterparts, as my work requires liaison with police forces worldwide. I strongly believe in the value of understanding foreign cultures. I am also keenly aware that immersion in a foreign culture allows one to learn about one's own premises, dogmas, prejudices, others and oneself, and most importantly, the limits of one's own system. The IALG presents an opportunity for us to have an intense discussion on topics relating to policing. Internationally, police forces have shared views about current upcoming problems such as cybercrime, technology change, demographics, economic crisis, and political changes such as Arab spring. While all parties agree on these issues, the way that different countries manage them differ widely and I find it especially interesting to learn how Germany is situated within and interacting in this international context. To overcome all the problems and all the challenges, we need a huge effort in changing laws, agree on technologies, agree on ways to exchange information, all of that. But first, we have to understand the other side. Talking and getting to know each other is the best way to understand the system on the other side. More international cooperation is required as the world shrinks with increasing globalisation, and there are more international and cybercrimes and problems associated with "failed" states. These "failed" states where there is a lack of government control will draw terrorists and terrorism will rise in these areas. Legal options have to be explored to foster faster exchange of information on the international level and this is where there is a huge space for improvement."

A Pearl Fisher on a Policing Value:
Innovation in Cooperation

Mr. Dirk VandeRyse
Head of Unit, Frontex Situation Centre
EU Border Management Agency (Frontex)

"Police forces must be prepared for the future and plan ahead instead of simply being reactive. In particular, police leaders should engage key stakeholders to develop a joint vision that resonates with all involved parties. Frontex promotes, coordinates and develops European border management. As Head of Unit at the Situation Centre, I can see that innovation in cooperation is essential. For example, if Frontex acquires or develops an effective system to support data processing, then all member states can leverage on Frontex and use the system too. Cooperation can also aid in developing systems and automating processes with the use of technology to increase efficiency and reduce costs. It can also enhance sharing of ideas and methods.

"If we come up with an efficient solution at the international level, we can share it with the national, regional, and local agencies. We do not have to go through the whole process again at every level.

While building good systems are important, police forces must also ensure that the systems implemented address the needs of the public. For Frontex, it is not so much about building systems but more of collecting business needs of member countries to formulate policies, a challenging task given that each has different ideas and goals. There are also obstacles in different legislation and cultures across countries.

We need to cooperate with our stakeholders, build trust and involve them. We have to listen to their concerns and harmonise our goals. Cooperation can only come about when trust has been built between both parties. I believe building trust is a continuous process that requires conscientious effort and sincerity.

The police tend to lag behind private industries in innovation. Moving forward, police must continue to innovate in the way they build trust and cooperate with their stakeholders."

NEW OPPORTUNITIES.

The police as a learning frontline organisation

How often have we heard the word 'innovation' at this 2012 Pearls conference? Many times, which is hardly surprising. The previous chapters have shown that changes take place very often – many people feel that they occur much more than in the past. According to Working Group leader Professor Pieter Tops (Netherlands Police Academy). Whether this really is the case remains to be seen, here too, it is how we experience things that count ('feelings are facts'). The experience of change has intensified enormously, and with it the task of police and other organisations to keep pace with this change. Consciously planned change is called 'innovation', and this innovation has become a permanent challenge.

Innovation

Whenever people speak about innovation, talk about learning is never far away. We keep hearing that 'innovation without learning is wasted effort', or variations on that theme. This too, is hardly surprising. Innovation (which includes technological innovation) involves more than technological changes that enable us to perform the same actions better or more efficiently. That is one of the outcomes of course, but these changes also affect how people relate to things and to one another. Or, to put it more abstractly, innovation is not just an instrumental phenomenon, it also has cultural implications.

When squad cars were introduced into the police world, this not only meant that police officers could move faster from A to B (extremely handy for catching crooks), it also changed the relationship between police and their environment. From now on they sat in cars, which made them less approachable for citizens. Whether that's a good thing or a bad thing is not the issue here. What matters is that innovation is both an instrumental change (more of the same) and a cultural change, and that relations within the police force and between the police and their environment are changed by it. The trick is always to see and understand these changes, as well as their behavioural consequences. We call this process 'learning'.

Many people feel that there is a special relationship between the police and learning, often adding that police aren't really very good at learning. They see a conservatism operating within the force that makes staff cling stubbornly – sometimes against their better judgement – to existing customs and practices, even if these have become dysfunctional. This makes innovation less effective than it could be and more a matter for individuals or hobbyists.

There is certainly some truth in this. Many police officers – particularly at the operational level – are rather reticent about what rains down on them from above. They know how to arm themselves against this type of change – either by simply ignoring it in day-to-day practice, or by adopting the jargon but not changing their behaviour.

These are effective immunisation strategies, no doubt about that, and they can sometimes stand in the way of true innovation. But this is not a silly response in every situation, even though police leaders and change-makers define it as 'resistance' to change; it is simply a characteristic of frontline organisations.

A focus on learning?

We could just as legitimately say that the police force is a solid learning organisation. For example, if we look at police organisations anywhere in the world over the past fifty years, we see a host of changes – and innovations!

The concept of community policing has been embraced and developed virtually everywhere. New forms of large-scale public order management have emerged in response to demonstrations, squatters' riots and football violence, and these have constantly evolved and adapted to new circumstances. Today's criminal investigation bears little resemblance to that of yesterday. More currently, we can say that many police services have been quick to discover the possibilities of social media, in a process that has developed from the bottom up. Although perhaps incomplete and with too little concern for negative effects, this process has nevertheless proved to be realistic.

COPS

In Singapore a new strategy called Community Policing System (COPS) was put in place in 2012, after two years of tests. This strategy builds on three decades of community-oriented policing, but now requires officers to be more pro-active, to pound the beat on foot or on bicycles so that they get to know people who live or work in the area. "We wanted to move away from where most of our interactions with the public are when something bad has happened to them. Now we have the police officer walking a beat until he becomes a familiar face and a member of that community where he's trusted," Mr. Ng told the Singapore Straits Times[37].

[37] Francis Chan, Making S'pore the Safest Place, The Straits Times, March 24, 2013

The SPF's challenge is not fiscal but manpower; Singapore's labour crunch makes it difficult for the force to compete with the private sector's higher wages. To better position itself for the future, it is embarking on a branding exercise, to first find out how officers and the public perceive the organisation, and what changes the SPF will need to make to better engage both the public and its own people. Focus group sessions have already established that "while there were complaints about the pay, the long hours, our officers also believe that this job is more than a job, that what we do is purpose-driven and has direct impact on individuals". "So I suppose these things will form the basis of what our brand position will be eventually," said Mr. Ng. "I'm sure our communication will change, some of our operational methods may also change, but whatever we're going to do with branding has to advance our mission of keeping Singapore safe."

In short, Tops is saying that it is completely wrong to maintain that the police force is not a learning organisation. But we don't always know how this works. To find out, we need to look more closely at what it means to be a frontline organisation.

Crowdsourcing Frontline Innovations

Police skunk-works project

In Singapore, Pearls participants shared many instances where a culture of innovation, especially in the frontlines, led to creativity in policing. Commissioner Peter Ng of the Singapore Police Force (SPF) described his "police skunk-works" project, modeled on a common practice among Silicon Valley organisations, where a team of officers drawn from various frontline units collected insights from the ground with the express purpose of developing new products within 6 months that could be used operationally. The intention behind this project team was both to develop useful operational tools and products quickly, as well as to shorten the R&D cycle of innovation to capitalise on innovative ideas from the ground, he said.

AFP Innovation Centre

The Australian Federal Police (AFP) launched a new facility in March 2012 "to develop and implement cutting edge technologies, helping police stay ahead in the fight against crime[38]". The AFP Innovation Centre is unique in Australia in that it provides a multi-platform environment for vendors to demonstrate their products to the AFP in real-time to quickly identify any glitches, allowing for new levels of evaluation and feedback. It means the AFP can conduct operational trials and evaluate new products prior to making purchasing decisions, allowing it to reassure and if needed, demonstrate to tax payers the cost-benefit analysis and return on investment prior to actual expenditure. Said Mr Rudi Lammers, Chief Information Officer of the AFP: "Innovation is not just about introducing new technology. It is also about using your imagination, thinking about new ways to do things and turning these ideas into reality. The Innovation Centre will open up a whole world of new opportunities for us."

Frontline organisation

People often assume that the police are a frontline organisation without giving the matter much thought. The term sometimes evokes a sense of unease, for two reasons. Firstly, because it is seen as rather militant, with an emphasis on the hard, repressive character of the police. It acquires a connotation of 'the front'[39] , with all the associations that this entails (Nap, 2012). The second reason is that it is seen as a rather old-fashioned term, one that ignores the way that the police force has evolved into an information-driven organisation focusing on prevention. Although there is something to be said for both arguments, we regard the term 'frontline organisation' primarily as an analytical one denoting a specific type of organisation. A frontline organisation has a number of characteristics that relate mainly to the difficulties of managing that frontline, at least from the point of view of the police leadership. This is what gives innovation and learning their specific qualities within such organisations, with the police differing in a fundamental respect from many other frontline organisations.

[38] Australian Federal Police Media Release, AFP leads the way in technological innovation, March 29 2012
[39] Nap, J, Vragen naar goed politiewerk: belangstellend ontwikkelen van de alledaagse praktijk, promotieonderzoek, Universiteit voor Humanistiek, Juni 2012.

The police as a frontline organisation: five characteristics

The police force is a special organisation which can be classified as a frontline organi¬sation which has been granted the monopolistic use of force on behalf of the state. The bottom line in this sort of organisation consists of the frontline workers who have to work in direct contact with the outside world. For the police, this frontline work is often complex, unpredictable, morally charged and potentially resulting in conflict. Frontline workers have discretionary powers and the ability to develop situational intelligence. Tensions can easily arise between the frontline rationale which applies for frontline workers and the institutional rationale of the management.

Generally speaking, frontline organisations have the following characteristics (see Smith, 1965):

- initiative rests with the organisation's periphery, not the centre
- there is a high degree of operational independence
- there are major obstacles to hierarchical direction

For the police, there are two additional characteristics (see also Tops, 2007):

- frontline activities are complex, conflictual and morally charged
- the higher objective is more important than the life of the individual officer.

1 Initiative at the periphery, not the centre

The first characteristic of frontline organisations is that the initiative for activities is not taken at the centre of the organisation but at the periphery. It is frontline staff who determine what happens in specific situations. This makes them much more than rather mechanical executors of policy set at the organisation's centre, as is commonly assumed. Within the police organisation, it is frontline officers who actively define and 'create' police work.

2 Operational independence

This involves the second characteristic – a high degree of independence when it comes to interpreting and executing the job. Police units operating in the frontline (on the beat, in investigation teams) do so largely at their own discretion and autonomously, in relation both to the management hierarchy and to other colleagues. Or to use more legalistic terminology, there is room for discretionary action. Some refer to it in positive terms as scope for developing situational intelligence.

3 Impediments to hierarchical direction

Thirdly, there are all manner of obstacles to direct supervision or hierarchical direction. This is because immediate action is often demanded, which makes it difficult to liaise with the central leadership. Further obstacles to direct supervision are the physical distance between frontline staff and bosses, and sometimes the complexity of the work (something is not always immediately apparent to outsiders).

Added to these characteristics, which are not choices but are inextricably bound up with the nature of the primary process, are two others that relate specifically to the police.

4 Frontline activities: complex, conflictual and morally charged

Firstly, the discretionary activities in the frontline are almost invariably complex, unpredictable and morally charged, as well as conflictual. This is largely because of the corrective and punitive significance of much police work. Police actions often interfere with personal freedom, which is by no means always appreciated in specific situations. It means that police officers have to be sure of their ground and be able to justify their interventions, both legally and morally.

5 The higher objective is more important than the life of the individual officer

This brings us to the final characteristic of the police as a frontline organisation. The police operate at the frontline of society, on the fine line between order and disorder, control and chaos, danger and the absence

of danger. It is the job of the police to bring about a recognisable order, with the use of violence if necessary. This places high demands on the police. Ultimately, it means that "the higher objective is more important than your own life", and that you must continue to do your job even if your own life is in danger. This makes police work special. And even if the danger is not always immediately present, it is always there in the background – as a possibility, as a threat, perhaps not for everyone personally, but always for your close colleagues. This also creates a feeling of solidarity, with officers relying and depending on each other. The family culture or loyalty that is characteristic of the police as a frontline organisation has its origins here.

Frontline direction

Frontline organisations require frontline direction – management principles that assume that it is frontline staff who make the essential difference and who therefore need maximum support. Frontline management means developing the structure and ethos of your organisation around the operational work at the frontline. That's where the creative, defining core of the police force lies. All the rest simply supplies capacity and serves the complex frontline operations.

The frontline is where direct contact is maintained with the outside world. Police work is created in these contacts; it is where trust is made – or broken. Frontline staff are the face of the police, even if this face must at times be concealed. They are the ones who the public deals with face to face, making it a concrete rather than an abstract relationship. This has many advantages: it makes contact possible, as well as a 'normal' conversation that allows for variety and a focus on the context. Allowing professional scope for frontline staff is not an excuse for avoiding rules and procedures, but is a key condition for being able to serve society to the full. A logical consequence of this is a reduction in unnecessary rules and red tape.

Learning in a frontline organisation

It seems reasonable to assume that developing the learning capacity of a frontline organisation with these characteristics also involves special requirements. Oddly, not much is known about this at present. Although a good deal has been written about police education within the police worldwide, relatively little attention has been paid to the institutional or organisational side.

"A learning organisation is continually expanding its capacity to create its future."

Learning factors

What are the institutional conditions for turning the police into a learning organisation? Under what conditions do police officers want to learn? The following factors emerge:

- the foundation must be secure
- the bosses must provide credible support
- people need to see the 'big picture'.

A secure foundation

Firstly, and this is just as basic as it sounds, the foundation must be secure. While this may seem obvious, it is critical for an organisation that may make the ultimate demands of its staff. "If that's what they ask of me, then at least make sure that the basic conditions are in order." This helps to explain the major symbolic importance attached to 'lupas' (packed lunches). Because of this sensitivity, a report that there are not enough police uniforms available can lead to huge headlines in some newspapers.

But it goes further than this (Van der Torre, 2010). Frontline officers are really only receptive to the ambitious aims of their bosses if the basics are in place. This means being able to work safely, having confidence in the abilities of their immediate colleagues, knowing that the organisation understands that they have to make hard decisions that sometimes go wrong, and knowing that the organisation will support

them in difficult times. And conversely, officers soon cut themselves off from the ambitions of the force if the foundation is not secure.

Support from bosses

Secondly, frontline staff need to feel supported by their bosses. The difference between street cops and management cops is notorious in the police world, and is to some extent cultivated and exaggerated. These differences can certainly be bridged, and there are countless examples of this. What is essential is management's credibility for operational staff.

Not all superiors have to be able to join the emergency teams, but it helps if you show a clear interest and are present at crucial moments. There are always 'moments of truth', and it's important for managers to be there at those times. It is particularly important for officers to experience that bosses want to seek them out, accompany them and support them in operations – wanting to enter the professional space of the frontline staff. It's all about 'being there', acknowledging them when things go well and suggesting alternative courses of action if things could be improved. And of supporting them, for example by using their authority to actively scale things up or establish cooperation.

In any event, the two worlds need to be closely aligned, and there is one main way of achieving this – through professional policing. Police bosses must fully appreciate what the policing job entails (security, trust, helping people in distress, upholding the law, recognisable order) and this must be linked to the activities of the frontline staff. To express this in forceful and paradoxical terms, the police leadership cannot let the frontline staff 'drown' in their professional space. Preventing this seems to be just as important as supporting the team through thick and thin because frontline staff also know that mistakes can be made and that police officers must take full responsibility for their actions.

Big picture

The third condition for learning in a frontline organisation relates to the idea that frontline staff also have to understand the purpose of their work. 'Understanding the big picture' is a key starting point, although not in the form of endless discussions about missions and morality – that's something that practically-minded frontline staff cannot abide. Instead, it should take the form of practical discussions about the benefit of innovations and why these make policing more meaningful and efficient in their own working environment.

Research shows that it can be complicated to conduct these discussions well (Nap, 2012). There are always reasons to postpone them, despite any initial willingness. Nap cites a host of possible reasons: the idea that every police officer is different, the wish to avoid unpleasantness (both inside and outside the force), as well as organisational circumstances such as the disappearance of permanent teams and the regular rotation of managers. Nap also mentions two conditions for successfully discussing 'the big picture'.

The first is that it should always be based on concrete cases (and not on general principles); the second is that police bosses should also be prepared to raise their management practices for discussion (and not just the performance of frontline staff). The idea of 'the big picture' includes above all the performance of police bosses and the credibility of their performance or ambitions.

Learning historian

A "learning historian" is deployed in Singapore to shadow a commander of an operation, to record the thought processes and considerations behind the decisions the commander made. At the end of the operation, the "learning historian" was to produce a write-up in "story" form, capturing all the details for learning purposes.

Visit www.pearlsinpolicing.com to read the Working Group report:

The Police as a Learning Frontline Organisation:
Exploring Innovation in Law Enforcement and Building a Discipline of Learning

Drivers: The Federal Police of Belgium, Bundeskriminalamt (BKA, Germany),
The National Police and the Police Academy of The Netherlands
Co-drivers: South Australia Police, The National Police of Denmark and
the Royal Cayman Islands Police Service

Finally, pushing Boundaries

Policing organisations are at a crossroads where they cannot expect to do more for less or even more of the same. The increasingly complex operating environment suggests they in fact now have greater scope to push the boundaries: to experiment, adapt and transform.

Speaking at the opening of the *Pearls in Policing* conference in Singapore, Mr. Tan Tee How, Permanent Secretary of the Singapore Ministry of Home Affairs, offered this advice: Make a virtue out of necessity and turn constraints into strengths. Take the long term view.

He recounted the tiny island state's quest to be self-sufficient in water. As a new state almost 50 years ago, it was reliant on neighbouring countries for a substantial part of its water supply. Water rationing during drought was not uncommon.

"To make ourselves less vulnerable, we looked into new and unconventional solutions to expand our water supplies. We managed to find ways to recycle water and desalinate water to complement our fresh water sources. It took some time to convince the public that recycled water was safe but we managed to do so through a sustained public education campaign. We are now not only self-sufficient in water, but our quest for water sustainability has also opened up new growth opportunities. Singapore is now a global hydrohub – home to many local and international water companies. Our water expertise is also exported to key markets such as China and the Middle East."

The Singapore water story is one example of creating new opportunities and visionary leadership, rooted in public trust, that the people convincing them to drink recycled water – bottled as Newater – knew what they were doing.

Similarly, trust in the police, by the public and policymakers, has been a pivotal enabler and driver of change throughout the world. Trust has to be worked at and nurtured, for a trust deficit can be debilitating, especially when there are now other options to the public policing organisation.

The crucial difference is that the public police upholds the public interest, whereas private policing is inherently inequitable, available only to the rich.

The public policing organisation is also accountable. As Mr Trevor Pearce, Director General of the Serious Organised Crime Agency (SOCA) in the United Kingdom, said:

"The fine line is delivery of face-to-face public engagements and use of coercive powers. These powers should be carried out by individuals who are accountable to the public. You cannot devolve accountability."

Dr. Michael Kempa of the Department of Criminology in the University of Ottawa (Canada), advises police leaders to emphasise the unique role their organisations play in upholding the public interest, especially justice.

"Theoretically, any policing function that lends itself to be distributed to the market can be outsourced, but when there is a free-rider problem or political implications, only the police can fulfill the role for maintaining security. … The police are unique in that while there are many agencies that contribute to order, only the police can ensure the law and order interests of all members of society, all the time."

It is up to police leaders to communicate this unique responsibility of their organisations, he said. "They should show that the police are experts in public safety and well-order and should be allowed to exercise their expert judgment versus public demands. … The police cannot just follow public panic."

The boundaries of policing have also evolved as societies matured. Peele's first principle of policing – the basic mission for which the police exist is to prevent crime and disorder – is still true. But increasingly, the police have also become a protector of basic freedoms, to act as the public bulwark against corruption in high places, and in keeping us safe from crime, are the guarantor of our quality of life.

A Pearl Fisher on a Policing Value: Making Collaboration Real

Ms. Caroline Young
Branch Head, Threats & Intelligence
Serious Organised Crime Agency (SOCA), United Kingdom

"Law enforcement agencies often talk about collaboration and partnerships, so much so that these have become catchphrases and slogans. However, from my experience, people often underestimate the amount of time and hard work required to forge partnerships which are indeed effective and impactful. The ingredients for successful collaborations require that you see things from the different stakeholders' point of view, develop a mutual understanding and identify a common goal which resonates with and is mutually beneficial to all parties.

My experience in SOCA has shown me that there is a need to work closely with different partners as no single threat – drugs, cybercrime, financial fraud or immigration – is SOCA's responsibility alone. Besides traditional partners such as law enforcement agencies and other government agencies, there has been a growing need to collaborate with non-traditional partners in the private sector given the increasing complexity of crime. In dealing with cybercrime, for example, you will often need to work with private companies because they possess the technical expertise.

Partnerships with private companies come with their own unique set of challenges. Common drivers like safety in the community and public service value may not mean much to the private companies. We need to help these companies see how collaborations can be beneficial to them – for example, how a reduction in fraud may lead to cost savings." Successful partnerships can also be built across different countries. Through collaborations, we are able to achieve win-win outcomes."

A Pearl Fisher on a Policing Value: Community Connectivity

Mr. Stephen Beckett
Deputy Chief
Waterloo Regional Police Service, Canada

"Community connections are a good way to reduce police budgets, as it allows the police to engage the community at minimal cost for initiatives to reduce crimes. Such connections can only be sustained if the community is included as a key stakeholder in the relationship. This means that the community will have to be consulted and intimately involved throughout the entire process of crime reduction.
For example, the international award-winning Allison Neighbourhood Project in Waterloo saw a substantial fall in the level of crime after the police successfully engaged and mobilised the community. Throughout this entire engagement process, the Police only played a supporting role as a catalyst for change – it was the community leaders who drove the crime reduction initiative.

The greatest challenge to community connectivity is funding. In today's uncertain economic climate, the limited budget available to fund community programmes requires government agencies to be extremely selective in choosing which initiatives to implement or scrap. Government agencies also have to consider the wider impact of their policies when assessing its value.
As Irvin Waller wrote in "Less Law, More Order", investment in social infrastructure such as education and housing can help lighten the burden on police by reducing crime rates. But this does not mean that police budgets can be automatically reduced as the relationship between crime, social programmes and policing activities is a very complex one. It is difficult to put a dollar value on community relationships, and thus run a proper cost-benefit analysis on its usefulness. But anecdotally, we all know its importance."

A Pearl Fisher on a Policing Value: Creativity in Policing

Mr. Leon Chan
Assistant Director for Strategic Planning
Criminal Investigation Department Singapore Police Force

"Innovation requires officers to experiment with and try new things out. There is a certain element of risk as they are moving beyond their comfort zone, particularly in spheres which involve other players such as the public, private sector partners or other government agencies. Innovation in a complex and uncontrolled environment necessarily means a high failure rate.

We need to institutionalise risk management as part of our culture. Not just in the management of our operations, but to experiment and push policing forward without risking the safety and security of the public. It is no longer feasible for officers to exercise their creativity within wholly controlled environments.

We also need to develop platforms where information can be shared and ideas cross-fertilised between departments and officers, in a non-competitive fashion. Much has been said about the wisdom of crowds. Can we crowd source innovations within the police? Or accelerate the adoption and evolution of innovative crime fighting and prevention models through internal social media? Officers, like other human beings, are endlessly innovative and it is time to work harder at unlocking this creative potential."

A Pearl Fisher on a Policing Value:
From Reactive to Proactive

Mr. Ronald Harmsma
Brigadier General
Royal Netherlands Marechaussee

"There are no borders for criminals, but police forces continue to struggle with cross-border cooperation such as data sharing and operations. With depleting resources, these challenges have intensified, and we need to be proactive. In particular, we need to be more efficient not only within our own organisations, but also work towards building more partnerships with traditional partners, such as other police forces, and non-traditional partners, such as communities, banks, and Internet providers.

We are not doing enough to enhance our partnerships. We are not cooperating enough. The information sharing does not necessarily have to be one-way, from our partners to us. We can share information with our stakeholders as well. Information sharing can be both ways. For example, if a bank notices some strange movement in funds, they can actively report such information to the police and not wait until a crime has happened.

With information from our partners, we will be better placed to step in proactively to prevent crimes from happening as opposed to reacting to illicit activities after a crime has been reported.
We can wait for all of this to happen, or we can be proactive and take the initiative. It does not mean we always have to take the lead, but we must make sure that we involve others in the whole process.

PEARLS INTERVIEWED.

The challenges of making the world safer

In the following interviews, each Pearls participant discusses the challenge his or her organisation faces in Policing for a Safer World, and the changes he or she has put in place to surmount the obstacles.

Mr. Pieter Jaap Aalbersberg
Chief of Police
Regional Police Service
Amsterdam-Amstelland
The Netherlands

My organisation's main challenge in Policing for a Safer World is ...keeping the peace in a diverse and complex society.

Population of Netherlands (Amsterdam)	16,700,000 (780,152)
Staff strength of Amsterdam-Amstelland Regional Police Service	6,438
Organisation's Budget in 2012	€ 472.56 million

As Chief of a Regional Police Service that covers Amsterdam, Mr. Pieter Jaap Aalbersberg has to deal with two problems that come with the complexities and diversities of a multi-cultural society. Firstly, current policing systems and jurisdictions operate based on physical location although the many structures, including criminal activities, have evolved to become borderless in this global era.

"We are in a phase worldwide where the systems are changing with paradigms and I think one of the biggest paradigms is that territory is no longer the way to organize things. I think the biggest challenge for us is to renew the systems of governance so that they are without territorial borders."

As to diversity, 52% of the people who live in Amsterdam are from different cultures and different nationalities. This raises a huge challenge for the police to profile and connect with every single one of these pockets of communities. In time to come, the police may lose touch with some groups, Mr. Aalbersberg fears.

"There is the risk that we will create problems for the future because we don't have any more connections with the different cultural and ethnic communities. So it's a major task for the police in such a diverse city like Amsterdam during any crisis, like the current economic crisis in Europe, to be in contact with all communities."

Mr. Aalbersberg believes that in order to tackle the twin challenges of complexity and diversity, he needs to nurture the next generation of future leaders – those who have grown up in the digital age and who have a different concept of solutions.

"I think my main goal as a police leader is to push young officers up in the line and instead of guiding them by the nose, to guard them and coach them. It's not only steering them from the front, but it's like being a shepherd and giving them the ability to grow."

He hopes to reform his service's organisational structure to make it flatter. With too many levels of hierarchy, the supervisors are too busy controlling and not creating. He would also like to have more professionals in his organisation, especially as he anticipates that leaders in the future will require three abilities. The first is to consider their vision, the direction in which they want to bring their organisation forward. The second is to be a coach and support to their officers and finally, what they as an individual can contribute to the organisation.

Mr. Khalid Abu Bakar
Deputy Inspector General of Police
Royal Malaysia Police Force
Malaysia

My organisation's main challenge in Policing for a Safer World is ...the nexus between technological progress in communication and information systems, and transnational orga- nised crime. Criminal organisations, with their enormous financial potential, can access information which they may eventually use to improve and expand their business.

Population of Malaysia	28,401,017
Staff strength of Royal Malaysia Police Force	126,352
Organisation's Budget in 2012	US $2.262 billion

The Royal Malaysia Police (RMP) is fighting a war of perception, says Mr Khalid Abu Bakar. The crime rate in Malaysia is actually going down but the public perception, or fear, of crime is still increasing. To correct this perception, the RMP intends to engage more with the public and private sector, making them partners in crime prevention. This is the first step towards increasing the confidence of the public in the RMP, making them more willing to come forward to report crimes or give the police information, promises the Deputy Inspector-General of Police.

"There are some people who think that what is reported about crime in the media is not right, and there is a cover up. But this is not true. Crime is actually going down. New media sometimes makes matters worse by publishing inaccurate facts, and we must look at how to engage new media so that the truth is reported."

To build understanding with the public, the RMP is changing its procedures so that the police is seen as becoming more accountable, and moving towards a more transparent culture. Mr Khalid believes the RMP is in the midst of gaining public confidence, and statistics show more and more people have trust in the police.

Economically, as with many other police forces worldwide, the RMP is facing cuts in the budget, in line with a general government policy towards a leaner civil service. To this end, Mr Khalid says, the RMP needs to introduce innovations. Major initiatives include having government-linked companies start their own auxiliary police forces, and increasing the number of volunteer police officers. With people policing their own spaces, more uniformed officers can be on the streets and showing their presence, deterring criminal activity. The RMP is also looking into the future, training officers to manage changing public perceptions, as well as addressing the youth and new media, so as to engage them more effectively.

Mr. David Baines
Commissioner
Royal Cayman Islands Police Service
Cayman Islands

My organisation's main challenges in Policing for a Safer World are ...retaining public confidence, whilst tackling growing gang/gun related crime within a dislocated community/ communities.

Population of Cayman Islands	56,000
Staff strength of Royal Cayman Islands Police Service	480
Organisation's Budget in 2012	$37 million

As Police Commissioner of the Cayman Islands, Mr. David Baines faces a few unique challenges due to the historical background and small size of the territory. As Caymanians tend to be attracted by more lucrative industries like banking and want to bring in 21st century policing ideology, skills, experience and training, policemen are often recruited from abroad. Mr. Baines himself came from Britain, and notes that about half of the Cayman Islands Police Service is made up of expatriates.

The challenge therefore is to ensure the right balance while managing the different cultural, ethnic and racial backgrounds of officers in such a diverse force. Officers may be prone, Mr. Baines fears, to

attributing career prospects and progression to their differences instead of the less visible factors such as performance and merit.

"The divisions within our service are more profound than in any other service. There is always something that will divide people; there is the constant need to remind the officers of what it is that joins us, which is our service to the community."

Mr. Baines realises that the politics of small island communities are such that when an incident happens, the townsfolk all know what has happened but few will come forward to give evidence to the police as they either personally know the involved parties or their families. In major crimes, the witness will have to leave their homes to be re-located abroad for protection as the Cayman Islands is too small.

"Breaking through the cultural mentality and having people stand up and do the right thing is a real challenge for us. It's a fractured community and what should be a very tight community, but the tightness actually operates against law and order because blood is thicker than water and family ties are thicker than moral or social obligations."

As half of the force comprises foreigners on contracts, the capable officers who have been trained will eventually leave and the dynamics of the workforce may change very quickly. As budget cuts sink in, it means that the shorter contract expats who are brought in for their experience and background are also the first to go. "I think we are ready and capable to respond but it's a fragile preparedness and it can go overnight with the loss of key individuals," he laments.

To tackle this, Mr. Baines believes that succession planning is essential. Skilled officers who have the vocational commitment and who are going to stay longer have to be identified and allowed to develop through exposure to other law enforcement opportunities. He has also created an acceleration promotion scheme to identify talents and fast track them, as well as a scholarship fund to sponsor officers and their children for further education.

"This scholarship fund sends out a subliminal message to our staff that education and ability is critical in competing in our organisation."

Ms. Mireille Ballestrazzi
Deputy Director of the Judicial Police
French National Police
France

My organisation's main challenge in Policing for a Safer World is ...to enhance International Police Cooperation between Law Enforcement, Intelligence agencies and Police departments all around the world through a bilateral network, in order to better protect and save our fellow citizens in our countries.

Population of France	65,000,000
Staff strength of French National Police	800
Organisation's Budget in 2012	€ 42 million

The chiefs of police forces all over the world face many challenges today, says Ms. Mireille Ballestrazzi. It is important for them to prepare for the future, and set up strategies to combat and adapt to the evolution of criminality. Currently, cyber crime and youth criminality are emerging issues that have to be dealt with, she believes.

Ms Ballestrazzi sees the Pearls conference as a very important step towards combating the emerging threats, as the various police leaders who participate can exchange ideas, experiences and good practices

despite their diverse policing backgrounds. They can also learn from the findings of the academic members and the International Pearl Fishers Action Group. The collaboration between university members and police officers, using an approach combining theory and practical application, gives chiefs of police a global vision of crime.

"It is good to involve the academics as they are able to give a panorama of all the challenges that police forces face and provide a way to organise the problems, so that we can methodically find solutions."

Ms. Ballestrazzi has much experience fighting emerging threats in France. In 2001, when cyber crime first emerged, she led a team to create a national unit to fight cyber crime. She recognised the prevalence of the Internet and the emergence of online crime. Today, cyber crime is becoming a more and more pressing issue, and she is glad that France is well-prepared to tackle it. At the same time, the French Police, she notes, still has to remain on the lookout for other emerging crime trends.

Mr. William Blair
Chief of Police
Toronto Police Service
Canada

My organisation's main challenge in Policing for a Safer World is ...economic sustainability.

Population of Canada (Toronto)	34,500,000 (2,615,060)
Staff strength of Toronto Police Service	8,000
Organisation's Budget in 2012	$ 936 million

Economic sustainability, for Chief William Blair, is ensuring that the Toronto Police Service can function not just now but also in the future, against a backdrop of possible budget cuts. To ensure sustainability in the future, it is incumbent on the present leaders to build new relationships and increase efficiencies, as well as learn from police departments in other countries like the UK and US, which are currently also facing economic downturns, Mr. Blair says.

"Police forces have to be economically sustainable in order to fulfill their responsibilities in the core functions. However, such core functions, such as solving crime, are often described in measurable outputs.

Police should also ensure that outcomes, such as social cohesion and justice, which are difficult to measure, are also maintained and not neglected."

The current management structure of modern police forces, based on a 150-year-old military model, may not, however, be sustainable. The hierarchical structure may not reflect the needs of a modern operating environment using new technology and requiring high levels of public interaction. The police forces should look at increasing their effectiveness, making sure the right people are doing the right job, he stresses. Police officers are a combination of authority and skill, but many jobs currently performed by police officers do not require both the authority and skills, and police officers may be overqualified to do them, decreasing the overall organisational effectiveness.

As for cyber crime, which Mr Blair presented on during the Pearls conference, he considers it a complex area with many unresolved issues. For example, for cases of child exploitation, it is easy to establish the criminality and respond morally to it. However, for other types of cyber crime, such as where private information is accessed, or where companies are disabled, it may not technically be established as criminal acts. Police forces thus need to start looking at what roles they will play in the cyber crime arena, and engage in public-private partnership to obtain the requisite technical skills to combat attacks.

Other than the legal implications, cyber crime also has the potential to threaten national security. More significant large-scale attacks could cause city-wide blackouts and damage to infrastructure, especially as modern digital dependency makes everyone vulnerable. Security for critical infrastructure must definitely be increased, as all organisations will be vulnerable to compromise of data. Responsibility for fighting cyber attacks cannot be left to the military alone, says Mr. Blair, and efforts must be made by all agencies to combat the threat.

Ms. Catherine De Bolle
Commissioner General
Belgian Federal Police, Belgium

My organisation's main challenge in Policing for a Safer World is ...to adapt well to the second reorganisation, planned within 1 to 5 years. The re- organisation is focused on adapting to society's developments and needs, and on delivering a customer oriented professional police service, based on cooperation. The challenge as an organisation is to be open and adapting, rather than exclusive and defensive.

Population of Belgium	10,984,468
Staff strength of Belgian Federal Police	11,702
Organisation's Budget in 2012	€ 3.572 billion

As a relatively new and the first female police chief in Belgian history, Ms. Catherine De Bolle knows attention on her is very high as she meets the challenge of turning the Belgian Federal Police into an adaptive and open organisation. She is driven by three goals: Restoring confidence in the federal police following a scandal that forced her predecessor to step down; Reinforcing collaboration between federal and local levels; and Improving security for the people.

"The public is questioning the police leadership, asking questions about how we spend money, why we travel abroad and if we are spending too much money. It is very important for the police leadership to act as an example to civilians and to the police."

She intends not only to reform processes at the front-line but also to inject integrity checks into every level.

Ms. De Bolle is also cognisant of problems between regional forces and the federal police. But she believes they share the same goals – security of the people – and in times of economic crisis, need to find synergy in working together.

She also believes in investing in the international aspect of policing, in going beyond national borders to look for opportunities, networking with other police leaders to share best practices, cooperating on cross-border issues, and even borrowing resources from other forces that might be too expensive for a force alone to justify.

"For example, water cannons are expensive and not something we use all the time. We can look at borrowing from each other when needed."

To be able to do that, she believes that leaders have to share a common vision and understanding.

"We all owe it to the children of the next generation to work for a safer country and to professionalise our police forces to achieve greater excellence."

This means defining the mission, priorities, values and strategy. For her, the New Professionalism Framework is a useful tool in helping establish priorities, promoting transparency and accountability to the public, innovating to do more for less, and restoring trust.

Mr. Gerard Bouman
National Commissioner
National Police of the Netherlands
The Netherlands

My organisation's main challenge in Policing for a Safer World is ...the reorganisation of 26 independent services into one organisation, capable of dealing with local, national and international issues, starting January 1, 2013.

Population of Netherlands	16,700,000
Staff strength of Dutch National Police	65,000
Organisation's Budget in 2012	€ 5.1 billion

As the incoming National commissioner of Police in the Netherlands, Mr. Gerard Bouman faces the massive challenge of merging 25 regional police services (and 1 federal service) into a single national police service. This includes whittling down 12, 000 different job descriptions to 100 plus jobs; the abstract of the working plan alone is more than 600 pages long. He will also have to make painful decisions whether to transfer or demote more than half of the 26 police leaders of the various organisations. The newly-formed national police force will also face its biggest task yet - achieving efficiency and saving up to 8% of total costs.

As the new man in charge, Mr. Bouman wants to reform police leadership. When he joined as a constable on the street four decades ago, police leaders then sat behind their desks and did not know the ground situation well. They were, according to Mr. Bouman, not leaders in the real sense of the word.

"If you are a police leader, and there is a problem on the street, where are you when the problem occurs? You need to be there with your own officers and solve the problem. That's what you have to do."

Mr. Bouman believes that police leaders must walk the talk and be able to perform the tasks required of his officers to set an example. "It starts with leadership. A leader should be a professional. He should know his people. He must be able to do the task of the police officers on the street. Not at the same level, but basically he must know what is needed to keep the peace."

Although he knew that the task would be extremely challenging and time-consuming, Mr. Bouman accepted the job as he knew this is what he felt passionate about. He feels bound by a duty to lead the Dutch police forward and to create a safer world in the hope of securing a future for future generations.

"I think you should have passion for your profession. If you don't want to go to the limits of your abilities, then you should not be in the police force."

Professor Willy Bruggeman
Professor of Police Science, Benelux University, and
President of the Belgian Federal Police Board
Belgium

My organisation's main challenge in Policing for a Safer World is ...working on a vision on policing for 2020 as the Federal Police Board.

Important issues and trade-offs will have to be decided on when the Federal Police Board engages the Belgian Parliament on the vision for Policing in 2020, says Professor Willy Bruggeman, the Board President.

One of the key issues being deliberated upon revolves around the balance between private and public policing; what limits, if any, are placed on private policing and who should be given responsibility for regulation of private policing organisations. This would also shape the formulation of a coherent strategy to engage private policing organisations to address the country's needs.

Another issue being deliberated on by Parliament and the Federal Police Board is how to strike a balance between "local" and "international" policing, or "Glocal" policing in short.

"In the face of pressure to ramp up efforts to tackle international crime concerns (e.g. cyber crime), we also have to ensure that local crime concerns are still adequately addressed. This will shape the allocation of resources we deploy to address both international and local crime concerns."

A hard choice which Professor Bruggeman has already made was to reorganise the police at the federal level, to optimise its functional processes to ensure a better fit with local police forces. This led to a new model of federal policing, which enhanced its responsiveness, network, flexibility and professionalism.

But amidst these hard choices which the Belgian Federal Police is working on with Parliament, Professor Bruggeman believes that a global and universal vision is needed for all police forces. "If not, criminal and private organisations will profit from the lack of coherence among police forces and exploit loopholes to their own benefit."

Mr. Cal Corley
Director General of the Canadian Police College &
Senior RCMP Envoy to Mexico & the Americas
Canada

My organisation's main challenge in Policing for a Safer World is …maintaining and improving organisational effectiveness in support of the safety and security of Canadians during a time of fiscal constraint at all levels of government.

Population of Canada :	35 Million
Staff strength of RCMP:	31,050
Organisation 's budget in 2012:	$4.5 Billion Dollars

To Mr. Cal Corley, the critical challenge that modern police organisations will need to contend with is responding effectively to the major shifts taking place in the operating environment.

"It strikes me that the context for policing is changing dramatically. The nature of harm in society is evolving, driven by, among others, the increased incidence of cyber crime in its multiple forms, identity theft, human trafficking and crimes by and against the elderly. The changes taking place in our environment appear to be out-pacing the abilities of most police organisations."

Coupled with increased scrutiny due to a more discerning pubic and government, and rising austerity under the current economic climate, the roles of police administration and police investigations are also becoming more complex today than ever before, says the Director General of the Canadian Police College.

"Historically, we tend to observe corresponding changes to policing whenever there were major shifts in market economy. I believe that we are in one of those times now. Policing has to change considerably in order to provide the strong value proposition to the governments and people that we serve."

Mr. Corley notes that in the face of potential budgetary cuts, the RCMP is currently reviewing the organisational make-up at its national headquarters and recruiting civilians to perform many non-operational functions previously performed by sworn police officers. Not only will this allow for quality services to be delivered to Canadians more cost-effectively, it will also allow for the injection of a more diverse pool of skills, experiences and backgrounds in fields such as applied economics, law, sociology and criminology to the organisation.

Mr. Corley also believes strongly in the value of public trust and accountability. In this regard, the RCMP has worked hard to build and maintain strong Police-community relations. "Trust between the Police and the people is the foundation that underpins everything that we do as the RCMP."

Mr. Yochanan Danino
Inspector General Commissioner
National Israel Police
Israel

My organisation's main challenge in Policing for a Safer World is ...the main goal of the Israel Police these days - the public safety and the public trust in the police.
The assumption is that the public trust is a central axis in maintaining Democracy.

Population of Israel	7,000,000
Staff strength of Israel National Police	28,000
Organisation's Budget in 2012	US$ 2.679 billion

When he took over as police chief in May 2011, Mr. Yochanan Danino decided that his main goal would be to "increase dramatically the level of public trust of the Israeli public in the Israeli police".
"I have found that public trust is the key to success in all police duties in a democratic country in general and specifically in Israel." To achieve his goal, he worked on understanding why the Israeli Police had lost the trust of the public over the years. Even victims of crime were not reporting to the police because they did not trust a police force they viewed as inefficient and incapable of catching criminals. Israel's victim reporting rate was 42%, low compared to the OECD average of 50 – 60%. A year later, Israel's rate has improved to 46%, but his goal is to get to 55%.

Mr. Danino discovered that the trust deficit arose because the police was not paying much attention to law-abiding people – which is 98% of Israeli citizens – concentrating only on fighting crime. "It was good for the people but we were losing them," he notes. And when they did encounter the police, it was as a victim of a crime or a traffic accident, or as a recipient of traffic summons. Mr. Danino cancelled the quota then in place for traffic reports and stepped up efforts to reduce injuries from car accidents. He also introduced a radical programme to double the chances of criminals being caught, focusing on use of technology, forensic science, professionalism of police officers and cooperation with the prosecution.
He is also focusing on building trust with the ethnic minorities, especially Arab Israelis, who have high levels of distrust of the police. To build confidence, Mr. Danino set up programmes to educate the Arab communities on traffic safety, as Arabs make up 40% of those killed in car accidents although they make up only 15% of the car-driving population. He also set up a special programme for youths caught committing crimes, allowing them to clear their records by joining the army. "It lets their families see that the police are not against them," he says. Inspired by Malcolm Gladwell's Tipping Point, Mr. Danino has come up with his own "10 Tipping Points to strengthen the personal security of citizens and their confidence in the Israel Police in the framework of a three-year program". Each police station has a poster that displays the 10 points:

1. The People's Police,
2. Service to the citizens,
3. Combatting crime,
4. Combatting traffic accidents,
5. Police officer at the core,
6. Operational readiness,
7. Community based policing,
8. Technology,
9. Business management,
10. System that measures management & control.

The poster is a daily reminder to his officers to earn the trust of the people, and "to be proud of his uniform and his job".

Mr. Owen Ellington
Commissioner of the Jamaica
Constabulary Force
Jamaica

My organisation's main challenge in Policing for a Safer World is ...the lack of resources.

Population of Jamaica	2,702,300
Staff strength of Jamaica Constabulary Force	Not provided
Organisation's Budget in 2012	$26.951 million

The problem in Jamaica is that security is seen as a cost to be managed, says Mr. Owen Ellington. However, he envisions a future in which Jamaica will see security as an essential component of life and not something to be avoided.

"We need to treat security as an investment for long-term prosperity."

Tied to the lack of resources is the force's mobility, says the police chief. There are currently communication and vehicle operational capability issues. MrEllington also hopes to be able to integrate more

technology into daily operations so that the force can provide more services than what it is currently able to do. Policing is now labour-intensive and the introduction of technology will enhance its efficiency, he believes.

To overcome this resource deficit, the Jamaica Constabulary Force must ensure that its "strategic priorities are aligned with the national cause" so that it can gain legitimacy for its actions and have justification for its mission. As the public observes the Police's actions and the ensuing results, the public will start to support the police. Mr. Ellington also believes the Police must engage the politicians in constant dialogue so that they understand police operations.

At the same time, in order for Jamaica Constabulary Force to progress, Mr. Ellington advocates embracing bilateral exchanges and interactions with regional and international law enforcement agencies so as to share and learn from each other. International cooperation is important to enhance human resource development and capacity building as donor nations sometimes offer good technical support. The difference between Jamaica and these donor nations is therefore the "shift in emphasis from the centre of excellence to what drives operations on the ground", he says.

The other challenge that Jamaica Police faces is a trust-deficit with the public. Mr. Ellington notes that good progress has been made in that regard with the improvement in internal discipline.

"The curbing of corruption is working and the bridging of trust deficit with the public is in order."

He is also emphasising internal cohesion to overcome problems of trust within the organisation and to promote information-sharing.

Mr. Jens Henrik Højbjerg
National Commissioner
Danish National Police, Denmark

My organisation's main challenge in Policing for a Safer World is ...the need to harness the power of true and dedicated leadership, and a more effective application of human resources. The police culture is marked by traditions and a strong set of values. It is the make-up of a strong, homogenous force capable of handling most of today's challenges. It is, however, also the make-up of a some-times change-resistant force not automatically suited to effectively tackle tomorrow's challenges and complexity.

Population of Denmark	5,500,000
Staff strength of Danish National Police	14,500
Organisation's Budget in 2012	€ 1.153 billion

The Danish Police is in the middle of a very significant change process, says Mr. Jens Henrik Højbjerg. It has done well in introducing an optimization programme that has raised effectiveness. Now is the time to have a discussion about values.

"We have strong values and we are proud of our being in the Police. We are effective in executing our work and decisiveness is one of our values. We also need to raise more questions about our methods and the way we work. I'd like to introduce the debate about values and about doing things in new ways, to

open a dialogue to be more critical about the methods we use. That takes strong leadership from all levels of leadership. "

The Danish police chief is concerned that strong values can hinder and hamper an organisation from moving forward to deal with new challenges. For example, obedience and loyalty – important values – can stop officers from having an open and indepth dialogue about modernisation. His role is to help his officers understand their mission, what their job is about, so that they can set a discussion about values in the proper context. He also believes in having a human resources strategy that allows for other specialisations and academic skills to be brought into the organisation, where they can contribute not only new energy and new ideas but also enhance the discussion about values. For example he personally brought in new people from outside the Police Force to work on the optimization programme.

"One thing I'm really happy about is that all these people who come from private sector, other ministries and other departments, they have all chosen to stay in the Police because they really like the mission of the Police and they like our values. They were very inspiring to many people in the organisation."

Communication, both with his own officers and with the public, is crucial in managing change, he adds, and in increasing public trust in the police. As is continuing to provide regular policing services during reform.

"When you make changes, you need to do your utmost to protect production. Daily work needs to be done. We are not producing shoes."

If we were, he adds, we could take it easy for three, four months and then start again. But not with policing as Denmark learned 4 to 5 years ago when trust in police declined. Public trust returned to a high level again after much work, especially when the Danish police also improved its communication with the people.

Dr. Michael Kempa
Associate Professor
Department of Criminology, University of Ottawa
Canada

My organisation's main challenge in Policing for a Safer World is ...that Western universities are currently grappling with the issue of how best to conduct research to support policing institution innovation, while continuing to push forward profound theoretical, economic, and social knowledge.

Dr. Michael Kempa hopes that his involvement as an academic at Pearls will get other participants to think over the issues discussed in his presentation, where he created a framework for the problems in policing today, and that they will make use of his theoretical work for real-world applications in fighting crime.

"At the university, there is challenge to combine theory with practical policy. North American universities place value in theoretical work, but the challenge is to make their theories useful to people in the public sector," he says.

"My own philosophy is that the world is not like a laboratory – it is messy. You are never sure how programmes will work in real life. Thus, instead of working and experimenting with limited data, it might be better for academics to provide concepts for practitioners to use."

Dr.Kempa says that the police are unique in that while there are many agencies that contribute to order, only the police are responsible for the law and order interests of all members of society, all the time. Theoretically, any policing function that lends itself to be distributed to the market can be outsourced, but when there is a free-rider problem or political implications, only the police can fulfill the role for maintaining security. The changing landscape, with the emergence of new electronic crimes, and shifting economics of policing, with shrinking budgets and focus on efficiency, necessitate changes in policing itself. Police forces must increasingly value innovation, partnership and engagement. The remuneration structure must reward innovation, and not just focus on traditional values of law enforcement. Another thing that police forces can do is to increase the biodiversity, taking into consideration different views of policing and different priorities. As societies get more educated, it is more important to engage them and negotiate their order of priorities.

As an academic, Dr. Kempa feels strongly that academia has a role to play as partners in policing. It is important for academics to work with police to formulate standards for their use. In this collaboration, all parties must be clear on their positions and roles, as well as be honest and have mutual trust. Academics must have strong research ethics, studying processes in the police without commenting publicly on them or publishing sensitive information.
Since 1940, the question of policing has been approached as scientific problem, but current understanding seems to be that it is not a purely technical issue, and politics also plays a role. Nonetheless, he believes that working together, academics and police organisations can gain a deeper understanding of policing issues and find better ways of addressing them.

Mr. Khoo Boon Hui
President of Interpol

My organisation's main challenge in Policing for a Safer World is ...that our modern world is increasingly becoming one virtual global community, linked by the cyber highway. Traditional country borders have ceased to exist. The development of the virtual world offers new and "fertile" grounds for criminals to ply their illegal trade – cyber crime. For the global law enforcement community, cyber crime poses a new challenge and requires us to re-evaluate our traditional crime fighting strategies, so as to effectively confront these emerging non-traditional crimes.

Number of member countries	190
Staff strength of Interpol	703
Organisation's Budget in 2012	€ 53.177 million

"The key challenge for Interpol," Mr. Khoo Boon Hui shares, "is not only to deliver services that member countries can use today, but also to anticipate future needs and to build the capacity of the international policing system to address the policing demands of the future."

Touching on the priorities of Interpol, the President of the world's largest policing organisation says that beyond the its traditional role of promoting international police cooperation through access to Notices, databases, and police training, Interpol has also sought to enable its member states to better deal with

emerging crime trends such as transnational organised crime, cybercrime, illegal betting and match-fixing and intellectual property theft, all of which have been growing in scale and sophistication.

One of Interpol's key initiatives to deal with these future challenges is undoubtedly the Interpol Global Complex for Innovation (IGCI), due to open in Singapore in 2014. When operational, the IGCI will draw on the strength of member countries and strategic partnerships with the private sector and academia to promote multi-disciplinary research and development and innovation-based capacity building and training.

"The IGCI will greatly boost Interpol's capabilities in meeting the needs of our member countries and preparing them to adapt to the ever-changing security landscape."

Mr. Ilkka Laitinen
Executive Director
European Agency of the Management of Operational Cooperation at the External Borders of the Members States of the European Union (Frontex)

My organisation's main challenge in Policing for a Safer World is ...to develop ways and means to better integrate border control with other law enforcement measures to fight crime.

Number of member countries	27
Staff strength of Frontex	300
Organisation's Budget in 2012	€ 86 million

Within the European Union, Frontex is in the unique position of being responsible for operational co-operation between the member states on border control. This also means that it has the complicated task of requiring concerted action from many players to fight border crime, notes Mr. Ilkka Laitinen. This it does by strengthening the capacity of the member states through research, development and training, by sharing crime intelligence collected during border checks and by supporting arrest operations and investigations into criminal networks. Frontex also plays a key role in countering trafficking in human beings by identifying the victims.

In terms of capacity building, the Frontex chief wants the organisation to position itself for what he calls "pro-active anticipation", especially in dealing with threats that are so new they are not yet integrated into the portfolio of measures. The Frontex Headquarters staff of 300 include analytic capabilities to compile risk analysis and plan joint operations at the external borders, which are particularly useful for encouraging standardisation of border control measures.
Another challenge is tackling the issue of cooperation with external partners, which include 20 countries outside the EU, the most important of which are the US, Canada, Turkey, Cape Verde and Nigeria. This scale of importance is driven by risk analysis and common interests.
Reconciling the many different and diverse views of so many different organisations and states, each with its own historical and cultural perspective can slow down effective cooperation. For example, some organisations have recently changed from a military organisation to law enforcement.

"As co-ordinator of operations, Frontex is cutting cultural and ideological borders. We must have a revolutionary way of thinking about border security."

For Mr. Laitinen, international cooperation should mean law enforcement on the same side of the border fighting criminals on the opposite side, and not law enforcement and other authorities acting against each other. This is particularly important in the EU, where people can move about freely without border controls.

"As part of our capacity building, we need to promote a European culture."

The EU, he notes, has an international security strategy that identifies serious organised crime and terrorism as threats. Illegal immigration is not only a border security problem but also "a challenge related to organised crime and there are also societal issues from uncontrolled immigration such as ghettos".

Mr. Rudi Lammers
Chief Information Officer
Australian Federal Police, Australia

My organisation's main challenge in Policing for a Safer World is ...that the current financial settings around the world means that little or no funding growth is expected in the medium term. However, the increasing cost of staff (around 80% of the budget) and the other elements required to run a large organisation, mean that inevitably my organisation will need to do more with less.

Population of Australia	22,874,173
Staff strength of Australian Federal Police	6,500
Organisation's Budget in 2012	$1.37 billion

As Chief Information Officer (CIO) of the Australian Federal Police (AFP), Mr. Rudi Lammers is responsible for the delivery of AFP's Information and Communication Technology (ICT) systems as well as the development and implementation of ICT strategies to support police investigations and operations.

"There are two key roles which I play as CIO: firstly, to understand the operational needs of the AFP and to source for technological solutions to meet these needs; and secondly to serve as a conduit to translate complex technology into practical applications for frontline police officers and investigators."

The AFP promotes innovation and the innovative use of technology to fight crime both internally within the organisation and also through working closely with external partners, Mr.Lammers explains.

Within the AFP, one of the initiatives he introduced is the creation of the job of Chief Technology Officer, whose role is to lead a team of people to design technological solutions to address the AFP's operational needs. The AFP has also sought to recruit individuals who exhibit creative minds and imaginative thinking, so as to infuse a culture of innovation within the organisation.

"Innovation is not just about introducing new technology. It is also about using your imagination, thinking about new ways to do things and turning these ideas into reality."

The AFP also looks beyond its organisation to tap on its extensive network of law enforcement agencies both locally and internationally to learn and share best practices. It also works closely with technology companies in the private sector. For example, the AFP is currently working with a telecommunications carrier to introduce common technologies such as iPads and iPhones to frontline police officers as part of a pilot which will foster a "paper-less" operational environment.

Most recently, the AFP launched the AFP Innovation Centre, which allows vendors to introduce trials of new and emerging technologies with the AFP. The first of its kind in Australia, the Innovation Centre aims to develop and implement cutting edge technologies to allow police to stay ahead in the fight against crime. "The Innovation Centre will open up a whole world of new opportunities for us," Mr.Lammers predicts.

Mr. Hans Leijtens
Commander
Royal Netherlands Marechaussee
The Netherlands

My organisation's main challenge in Policing for a Safer World is ...to continue adding value to the national and international society by being complementary to other public and private partners.

Population of Netherlands	16,700,000
Staff strength of Royal Netherlands Marechaussee	6,500
Organisation's Budget in 2012	€ 386 million

Commander of the Royal Netherlands Marechaussee, Dr. Hans Leijtens believes a key challenge for his organisation is adding value to the national and international law enforcement systems by complementing the work of other public and private partners.

"In the Netherlands, there isn't one single organisation responsible for law enforcement and security. Rather, there is a chain of organisations working together at different levels to keep the country safe and secure."

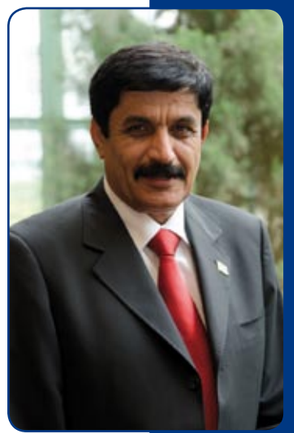
An organisation with a long history and steeped in tradition, the Marechaussee works alongside the 25 regional police forces and the Dutch National Police Services Agency (KLPD) to maintain law and order in the Netherlands. Its broad mandate includes the security of key installations, including civilian airports, border security, military policing duties as well as international policing missions to places such as Afghanistan and Somalia.

"While the security of the street is the mission of the regional police forces, the Marechaussee's mission is the security of the state."

One of Dr.Leijtens' areas of focus is driving innovation in the Marechaussee. "The Marechaussee has a dedicated Chief Innovation Officer who reports directly to the Commander," he says. Some of the technological innovations recently introduced include mini-UAVs to observe crowd behaviour, intelligent CCTVs with automated behavioural pattern recognition as well as an automated "No Queue" border control system which allows international travelers to pass through airport immigration counters without queuing. Beyond technology, Dr.Leijtens believes that it is equally important to promote social innovation. He notes that while the Marechaussee is a traditional hierarchical organisational, he has sought to promote modern managerial practices and encourage the empowerment of officers by allowing employees ample space and autonomy to perform their duties, engendering trust at all levels of the organisation as well as promoting connectivity and communication both among employees as well as with members of the public.

Guided by the principle of "servant leadership", Dr. Leijten's vision is to "flip the pyramid" and to empower ground officers to make the right decisions in their line of work rather than to rely on the senior management.

"I want to be making as few decisions as possible!"



Mr. Khamis Mutar Al Muzainah
Deputy Commander General
Dubai Police
United Arab Emirates

My organisation's main challenge in Policing for a Safer World is ...ensuring the provision of high quality, professional police services.

Population of United Arab Emirates (Dubai)	8,484,373 (2,003,170)
Staff strength of Dubai Police	20,000
Organisation's Budget in 2012	Allocated by Dubai Government

As Deputy Commander General of the Dubai Police, Mr. Khamis Mutar Al Muzainah wants to provide not just quality police services, but also a safe environment for tourists and expatriates – both of which are important drivers of the economy.

"The security infrastructure in Dubai is thus geared not only to provide services to local residents, but also increasingly to foreign visitors and expatriates who are drawn to Dubai as a safe environment to work and play in. Tourists only come if they feel safe."

The large number of tourists and foreign expatriates present a separate challenge in itself, he adds. The provision of quality service is largely dependent upon the police's ability to communicate with tourists and expatriates, who often do not speak the local Arabic language. Thus, there is a strong and urgent need to equip police officers with foreign language skills to facilitate communication with tourists and expatriates.

To address this issue, Dubai police has provided extensive foreign language classes to interested officers to improve their ability to communicate with foreigners. This effort to equip officers with foreign language skills has been so successful that each police station in Dubai is now able to deploy multi-lingual officers, and can cover at least 6 different languages across the deployment roster.

As to the potential challenges that Dubai Police might face in the future, Mr. Khamis says the political instability in the region makes it difficult to forecast or to craft a vision for the future.

"However, if you have control over the present-day crime or traffic problem, you will be safe and well prepared for the future."

Mr. Mwema Saidi Ally
Inspector General
Tanzania Police Force
Tanzania

My organisation's main challenges in Policing for a Safer World are ...budget constraints, underdevelopment and the ability to cope with the speed of globalisation and information communication technology.

Population of Tanzania	45,000,000
Staff strength of Tanzania Police Force	40,000
Organisation's Budget in 2012	US$ 80.171 million

Tanzania, like many other African countries, is still relatively undeveloped from an economic and social perspective, says Mr. Mwema Saidi Ally. However, its citizens expect and deserve the same quality of policing from his department as in any other country in the world. The people expect the police to be accountable, and want to have trust and confidence in them.

"Budget is definitely a concern, especially in a developing country. But we cannot sit and cry. We have to think of ways to change the challenge to an opportunity."

In addressing these challenges, the Tanzanian Police has identified seven strategies which the system of policing will focus on: the system of internal operations to prevent and solve crime; the rule of law; use of ICT; human resources; infrastructure and equipment; community involvement; and monitoring and evaluation. Working towards these areas has produced significant results – this year, crime rate is down by 19%, and traffic accidents are down 3.4%.

The police chief is also looking at the issue of corruption in Tanzania. He is aiming to streamline the Anti-Corruption Act, an initiative which is funded by the government and the United Kingdom. He recognises the need to target corruption in the police and for it to be a more accountable organisation.
As for the perennial budget problem, Mr. Mwema believes he can work around it through innovation and by establishing beneficial partnerships. For example, there are limitations to the salary that can be paid by the government to police officers. However, there are other benefits that can be instituted, such as allowances, free health insurance for officers or allowing them to do duty-free shopping. Thus, even though the salaries may be low, the officers can have a good standard of living.

Mr. Mwema is aware that training and education of officers is vitally important. He has changed the entire training curriculum to one that is knowledge-based, using computer-aided learning and by engaging universities. Tanzania has now established a school that teaches a diploma course in Police Science, and is looking forward to providing a degree-level programme.

Partnerships with the private sector is also crucial, he notes. Tanzania has a public-private partnership for community policing, and in one success story, the CEO of a private company sponsored 25 police officers to study technological crime in India, to address the growing concerns over cyber crime. Such strong partnerships and community support allow the Tanzania Police to continue to find innovative ways in their fight against crime, he says.

Mr. Romain Nettgen
Director General
Grand Ducal Police
Luxembourg

My organisation's main challenge in Policing for a Safer World is ...maintaining modernity, visibility and efficiency in the current hostile environment.

Population of Luxembourg	500,000 inhabitants and 150,000 daily foreign workers
Staff strength of Grand Ducal Police	1,876
Organisation's Budget in 2012	€ 185 million

Rising unemployment is changing the complexion of the operating environment for the Luxembourg police, says Mr. Romain Nettgen. Violence among young people is rising, driven by socio-economic forces such as rising unemployment rates. At the same time, there is dwindling respect for and increased scrutiny of public servants such as police officers, teachers and social workers by the community.

Anther factor that has influenced police-community relations is the proliferation of social media.

"Social media has led to the rapidity of information flow. With the social media, the actions of our officers when responding to cases can be made known to the public within seconds."

The Luxembourg police chief says that one of the ways in which his organisation builds and maintains public trust is by placing a heavy emphasis on the training of police officers. "The police can work very hard for months to build public trust, but all it takes is one incident managed badly, and that trust will be eroded. This is why we need to ensure that our officers are well trained – to ensure that their actions and conduct can stand up to public scrutiny."

To balance the increasing demands of policing and ongoing budgetary restrictions, the Grand Ducal Police has reviewed and rationalised the way in which it is structured so as to ensure that policing services are delivered in an efficient manner. Part of this review includes the closing of physical police stations and re-deployment of police officers to more operational duties.

The Grand Ducal Police has concurrently enhanced police visibility both on the streets and in cyberspace. "Social media has allowed us to communicate with the young people and to reach out to many in a short amount of time," he notes.

But the police also cannot neglect face-to-face interactions, and he has sought to put more officers onto the streets.

"We need to be present where the people are present."

he says, explaining how police officers are now deployed to patrol in the wee hours of the morning to reach out to more nocturnal members of public.

Mr. Peter Ng
Commissioner
Singapore Police Force
Singapore

My organisation's main challenge in Policing for a Safer World is ...the twin threats of Jihadist terrorism and mega-casinos which present novel and grave challenges to the Singapore Police Force.

Population of Singapore	5,200,000
Staff strength of Singapore Police Force	13,026
Organisation's Budget in 2012	US$ 1.01 billion

As chief of the Singapore Police, Mr. Peter Ng believes in mission clarity. And that mission is keeping Singapore safe and crime-free.

"With mission clarity, earning the legitimacy of those we police and innovating to advance the mission then becomes important."

Detecting crime is always the easy bit, he says. Preventing and deterring it is a whole lot more difficult, but also far more effective. If we truly want to make our societies safe, then we have to move faster and

faster in the direction of prevention and deterrence. And this requires the Police to act in concert with partners and communities, and that it invest in new and novel ways of doing things.

Over the years, the Singapore Police Force (SPF) has actively sought to develop a whole range of police-community initiatives such as Neighbourhood Watch Groups and Community Safety & Security Programmes for residents and Safety & Security Watch Groups for businesses. In a recent revamp of its community policing model, the SPF launched COPS (Community Policing System)to, in Mr. Ng's words, "embed the Police in our communities".

"When the only transaction between the Police and the policed is after something bad has happened, we become nothing better than an ambulance service. The Public's trust in the Police is the only currency in our chosen trade. And this trust is built, one unit at a time, through the millions of interactions our officers conduct with members of the communities they police. As police officers, we have to proactively engage the Public, not avoid it."

One result of high public confidence in the police translating into community participation in crime prevention: In the last year in Singapore, fully 43% of all arrests made by the Police were, directly or indirectly, a result of assistance from members of the public, Mr. Ng notes. Gaining trust from the community is also an imperative in the fight against Jihadist Terrorism, which Mr. Ng believes is the single biggest security threat confronting Singapore today.

"The terrorist can only be successful if he is able to plot and plan while hiding undetected within our communities. This is his Achilles Heel, and a weakness that we as public protectors have to exploit to the fullest extent. In the age of terrorism, community policing is not just the best inoculation against crime, but also our best bet against terrorism."

The opening of two mega casinos in Singapore in recent years also pose a major challenge for policing in Singapore. Casinos, Mr. Ng notes, thrive on attracting risk-takers, and involve huge amounts of money, attracting all manner of crime and criminals. They are "bright shiny targets for organised crime".

It is a challenge the SPF is not about to fail. His aim, he says, is to "set a new high-water mark for the successful policing of large casino resorts".

Mr. Trevor Pearce QPM
Director General
Serious Organised Crime Agency (SOCA)
United Kingdom

My organisation's main challenge in Policing for a Safer World is ...to manage increasing demands and complexity at a time when resources are reducing.

Population of United Kingdom	60,000,000
Staff strength of Serious Organised Crime Agency	4,000
Organisation's Budget in 2012	£ 400 million

The challenge for the Serious Organised Crime Agency (SOCA) is that while there are more and more tasks and themes of criminality for the police to deal with, there has also been a 20% decrease in the resource budget, says Mr. Trevor Pearce. Thus, he is concerned with meeting the twin responsibilities of crime fighting and managing a leaner budget. To meet these responsibilities, there has been a movement towards efficiency, such as using IT to improve processes, and engaging some community partners as stewards for security. However, once these efficiencies have been driven up, the real challenge remains as pressure on the staff to perform and meet the demands.

Today, SOCA faces more and more requests and demands, without any reduction in priorities. The organisation may be efficient, but at some stage the responsibilities need to be prioritised. The easy mantra is to commit and do them all, even though some of the priorities need not legitimately be done by his organisation, the SOCA chief says.

The police can always outsource some functions to improve efficiency. But Mr. Pearce warns against moving too fast in that direction, as there are some fundamental policing roles that cannot be devolved. Inevitably, there will be movement towards private security, as has happened with the use of private military companies in Iraq and Afghanistan, but there will be questions about legitimacy.

"The fine line is delivery of face-to-face public engagements and use of coercive powers. These powers should be carried out by individuals who are accountable to the public. You cannot devolve accountability."

As the key agency dealing with serious organised crime in the UK, SOCA's job requires coordination with the local police. Currently there is a move towards localisation, such as with the local election of police chiefs. This is being balanced by a movement towards greater centralisation of crime-fighting resources, as SOCA is to be integrated into a new National Crime Agency that will manage the changing threat landscape and deal with national security strategy. It will be Mr. Pearce's job to create this new agency, which will not just deal with organised crime, child exploitation and protection issues, and economic crime, but also coordinate agencies involved in border security, including mitigating the threat to transport security.

"To manage our resources and cope with the budget environment, we will have to take a creative approach to fighting crime and use a range of alternative disruptions, including influencing tactics to give people an option to stop committing crime. This is the only way to squeeze more out of existing resources."

Mr. Emile Perez
Head of the International Cooperation Department
National Police and Gendarmerie
France

My organisation's main challenge in Policing for a Safer World is ...to enhance International Police Cooperation between Law Enforcement, Intelligence agencies and Police departments all around the world through a bilateral network, in order to better protect and serve our fellow citizens in our countries.

Population of France	65,000,000
Staff strength of French National Police	800
Organisation's Budget in 2012	€ 42 million

Cooperation between police forces is crucial to address the twin threats of international crime and terrorism, says Mr. Emile Perez, who heads the International Cooperation Department of the French National Police and Gendarmerie.

International cooperation is like the Pointillism style of painting, in which small separate dots of pure colour are used to form images, he says. When viewed individually, the small dots of pure colour amount to blots of seemingly random colours, but when viewed collectively, a coherent picture can be established and meaning derived from it.

Similarly, the efforts of individual police organisations are coherent and significant when taken collectively, hence the importance of cooperation in our fight against international crime and terrorism.

However, there are a number of barriers to international cooperation that inhibit closer relations between police organisations, says Mr. Perez. Among the key barriers are: issues over national sovereignties, differences in police systems, judicial systems and language. In his opinion, the best way to break down these barriers is to develop trust between organisations through an exchange of best practices, operational knowledge and collaboration.

Just like the little prince and the fennec fox in The Little Prince by Antoine de Saint Exupéry - where the little prince can only play with the fox if and only if it is tamed, or if ties are established - police forces can only work with one another if ties are established, and a symbiotic relationship is developed between organisations, advises Mr. Perez.

"It is a four-step process to establish trust – first, we must know each other, then we recognise, before respect is developed and finally trust engendered."

Mr. Kevin Perkins
Acting Executive Assistant Director for the Criminal, Cyber, Response and Services Branch
Federal Bureau of Investigation (FBI)
United States of America

My organisation's main challenge in Policing for a Safer World is ...adapting to meet current and future threats with reduced resources.

Population of United States of America	313,000,000
Staff strength of Federal Bureau of Investigation	36,000
Organisation's Budget in 2012	US$ 8.1 billion

The Federal Bureau of Investigation's three top priorities are Counter-Terrorism, Counter-Intelligence and Cybercrime, and this hierarchy of priorities will shape the allocation of its considerable resources, says Mr. Kevin Perkins, who runs the Criminal, Cyber, Response and Services Branch of the FBI.

Of particular interest to Mr. Perkins is the third priority of cybercrime, which encompasses threat actors in the cyber world which range from nation states to individual hackers, from high-end complex financial fraud to malicious cyber terrorism.

The challenge in dealing with cybercrime, he says, is to be able to "identify these threats, to react and prosecute those who are responsible while preventive measures are put in place" to enhance robustness against these threats.

"A good strategy to address the threat of cybercrime is to develop public-private partnerships. Because of the way law enforcement agencies are structured, funded and burdened with a multitude of other responsibilities, we are unable to deal with cybercrime alone. We have to be able to engage with our partners in the private and academic sector to tackle the issue collectively. Industry and academia have the ability to react quickly to cybercrime, while we have the powers to enforce the law. If we are able to combine the two of them, we can be successful."

He cites an entity within the FBI called "Infraguard", which leverages on non-disclosure agreements with private companies to obtain information on cyber attacks that have afflicted them, as companies will not otherwise want to reveal that they have been a victim of cyber attack for fear of revealing their vulnerabilities. Information on these cyber attacks can then be shared with other participating companies to enhance their defenses, and also for law enforcement agencies to use to seek attribution for the attacks.

A key ingredient of any public-private partnership is trust. To help maintain public trust, Mr Perkins says that the FBI emphasises transparency, accountability and responsiveness.

"When a mistake is made, we readily admit it and stay transparent. We show the public that when a mistake is made, we work towards fixing them and we allow the public to help us fix them. We instill in our workforce the notion that the FBI is a global brand name and they would not want to do anything to shame it."

Mr.Watcharopol Prasarnrajkit
Deputy Commissioner-General
Royal Thai Police
Thailand

My organisation's main challenge in Policing for a Safer World is ...police corruption, public trust in police and awareness of public safety and vigilance against crime.

Population of Thailand	63,389,730
Staff strength of Royal Thai Police	205,507
Organisation's Budget in 2012	US$ 2.508 billion

The Thai Police is a very large organisation with 210,000 officers spread across 30 regional police branches and offices. The main challenge lies in administering and controlling such a large organisation, says Mr.Watcharopol Prasarnrajkit. In order to overcome this challenge, he aims to decentralise the organisation and grant greater independence to the different departments. By upgrading these units and giving them greater autonomy and their own legal status, the units can have their own agenda, plan their own budget and manage their own personnel. This will enhance the efficiency and effectiveness of the Royal Thai Police, its chief predicts.

The second challenge is the low salary of police officers, which is much lower that what their counterparts earn in the private commercial sector. While this is a phenomenon common to the government sector, police work is much more challenging in comparison to the other government-related jobs, says Mr. Prasarnrajkit. He thus hopes to increase the salary of his officers, alhough he fears it will be a difficult task as it could set off a round of pay demands by other government sectors.

The third challenge relates to the fact that Thais do not respect police officers any more; the police have to earn that respect, he laments.

"The patrol officers who walk on the streets have the most contact with the public but they tend to be the ones with lesser education, lesser experience, and are young, but they get to use their level of discretion most."

Training is therefore of utmost importance for the Thai Police as educated and well-informed officers will be better equipped to manage the changing expectations of the public. On top of that, IT should be incorporated into daily police operations so that police can be more effective and efficient in responding to the needs of the public. By focusing on these areas, Mr. Prasarnrajkit believes that the public will start to believe in and trust the police. The Thai police can then make the public understand that they are partners in the fight against crime in Thailand. But compounding the problem is the increasing intervention by politicans in promotions to higher ranks, leading officers to believe that their performance does not matter as much as getting the support of a politician.

"How can we separate the power of politicians from the appointment of senior police officers? That is really important."

Mr. Prasarnrajkit believes that the politicians and the police have the same objectives – a safe society, to help people have a better life, a crime-free society.

But "politics in Thailand is still not developed enough so there is still a belief that the police plays a major role in elections. So politicians try to control the police in hopes that the police will help them get elected."

Stressing the importance of political stability, Mr. Prasarnrajkit hopes that the government will in time pay more attention to the issue of law enforcement rather than focus only on populist policies that can get it re-elected.

Mr. Abdel Qudous Razaq
Director of the General Department of Total Quality
Dubai Police
United Arab Emirates

My organisation's main challenge in Policing for a Safer World is ...ensuring the provision of high quality, professional police services.

Population of United Arab Emirates (Dubai)	8,484,373 (2,003,170)
Staff strength of Dubai Police	20,000
Organisation's Budget in 2012	Allocated by Dubai Government

Mr. Abdel Qudous Razaq believes in policing with a smile. The Director of the General Department of Total Quality, Dubai Police says his force is efficient in enforcing the law, but not as adept at building relationships with the public. A culture change ie required, and that is the task he has set for his division: working on the mindset of fellow police officers.

"We want to change their focus towards serving the people. What is the good way to serve the people? That means a change in their mindset. They are enforcing the law to arrest people for crime and for traffic. We are always giving out fines for non-compliance of traffic rules. We want to change their mindset towards service. They should give traffic violators fines, but with a smile."

Mr Abdel wants his officers to learn to build good relationships between the police and the people. This means that every frontline officer must cultivate an ethos of giving quality service to the people.

"We are the police, we serve the people."

To bring about this cultural change, training for frontline officers has been revolutionized to ensure language is not a barrier to access to police service for the 204 different nationalities that reside in Dubai. Officers are now being trained to speak different types of languages and operations protocols have been changed. For example, in the emergency calls operations room, every team on duty has officers that are conversant in the six languages spoken by the majority of the residents: Chinese, Russian, Indian, Filipino, Bengali and English.

There are also officers who have been trained to use sign language to serve the deaf-mute community.

"Innovation is most important to my organisation," declares Mr. Abdel. *"Our vision for Dubai Police is to be the best police force in the world so that our country will be safe. We mapped out the policing strategy up to 2021 and innovation is one key enabler for us achieving our vision."*

Mr. Hasrin Sabtu
Commissioner of Police
Royal Brunei Police Force
Brunei

My organisation's main challenge in Policing for a Safer World is ...the understanding and developing the capacity building in strengthening the skills, competencies and abilities of its human resource.

Population of Brunei	401,890
Staff strength of Royal Brunei Police Force	4,569
Organisation's Budget in 2012	US$ 107.128 million

Brunei is a small nation that is still steeped in tradition, and is slowly coming to terms with the forces of globalisation. As police chief, Mr. Hasrin Sabtu faces the challenges of keeping peace and tranquility in the country as it progresses. He is concerned with the socio-economic consequences that will come when the oil and gas revenues, which the country is so dependent on, eventually run out. Nationally, he says that Brunei is looking at diversifying the economy, perhaps into banking, so that the economy will be sustainable.

The Royal Brunei Police Force itself is also preparing for the future. At the moment, it is a relatively small organisation comprising about 4,500 officers, and operates in an environment with low crime. However, the emerging trends of electronic crime and online media present new complexities in the operating environment. Additionally, Mr. Hasrin says that the younger generation of citizens are much different from the population of the past, and are not as cooperative with the authorities. People generally trust the police, but the young have different expectations.

"It is up to the Police to earn the trust of these young people, and we have to think of ways to gain their trust, rather than just enforcing authority."

The Brunei Police also faces an interesting conundrum – due to the low crime rate, many of its officers do not have as much experience handling cases as their international counterparts. To overcome the problem, officers are sent for courses in the UK, Singapore and Malaysia to gain more exposure.

Despite coming from an older generation of officers, Mr. Hasrin is glad to have a new generation of younger officers in the Police Force who received higher education in local and overseas institutions. Many of them also received police training in Singapore. He is looking forward to the time when they will take over leadership of the Police Force, as he believes they are the ones who will bring about change to improve the organisation.

Ms. Suman Bala Sahoo
Joint Director
Central Bureau of Investigation
India

My organisation's main challenge in Policing for a Safer World is ...in the present scenario, Corruption, Cyber, Economic and Violent or Organized Crimes are the main obstacles for a safer world.

Population of India	1.22 billion
Staff strength of Central Bureau of Investigation	6,591
Organisation's Budget in 2012	US$72.5 million

The motto of the Indian Central Bureau of Investigation (CBI) is Industry, Impartiality and Integrity, and as its Joint Director, Ms. Suman Bala Sahoo expects all her officers to practise such values, especially since the targets of their investigations are usually high profile individuals.

"We need to live up to the expectations of the public and the judiciary, as some of our cases are directed by the Supreme Court. Our objective is to fight corruption in high places."

As the nation's premier anti-corruption organisation, much is expected of the CBI because "we are the ultimate agency in India in which people have trust and respect," she adds.

Entrusted to handle investigations involving politically sensitive public servants as well as economic fraud, the CBI has no problems getting the resources it needs. Ms. Sahoo says the organisation is getting prepared for the future by developing its infrastructure, sending officers abroad for training in investigating hi-tech crime and stepping up in-service training.

It is also able to recruit good people because of its reputation, subjecting candidates to very stringent criteria. "Integrity is very important," says Ms. Sahoo. CBI also hires specialists on contract as and when required by the nature of the crime under investigation. These experts have no arrest powers and only assist CBI investigators in framing questions, examining seized documents etc.

There is no formal public-private partnerships, but "we hire anybody we need". This has included experts from Microsoft for cyber crime investigations and chartered accountants for corporate crimes.

Ms. Sahoo also believes that police should not merely be fire fighting in reaction to crime, but be proactive, particularly in dealing with social issues that are not highlighted. And an effective Police Leader can make a real difference.

When she was a deputy police commissioner in Calcutta in the 1990s, she realised that her officers were not taking crimes against women seriously. She set about sensitising them by holding seminars and inviting NGOs involved in fighting sex trafficking and child abuse to speak to the officers. Investigating officers were also taught how to investigate such crimes, avoid the loopholes in police procedures and use legislation to protect the abused and exploited.

"From being a special crime that did not get enough attention, we now have protection of women from the Domestic Violence Act of 2005 that set up special police units," she notes with pride.

Mr. Andrew Scipione
Commissioner
New South Wales Police Force
Australia

My organisation's main challenge in Policing for a Safer World is ...to future proof the Police Force to be prepared for emerging crime at the time that it emerges, not having to play catch-up and lag behind in addressing it.

Population of Australia (New South Wales)	22,874,173 (7,300,000)
Staff strength of New South Wales Police Force	19,832
Organisation's Budget in 2012	$ 3.2 billion

The 20,000 officers of the New South Wales Police Force operate across a jurisdiction of 800,000 km2 with 8 million residents. As police chief, Mr. Andrew Scipione deals with issues from corruption and child exploitation to cyber attacks, and he sees that the nature of crime is changing. Traditional crimes like housebreaking, murder and cheque fraud still exist, but it is cyber crime that is an increasing concern.

"Cyber crime changes every minute. We may be ready for attacks today but the attacks of tomorrow may be unmanageable, as they can evolve like viruses. Similarly, to combat this threat, our organisations need to change. We need to future-proof ourselves, although in reality this is easy to say but hard to do."

Mr. Scipione says that future-proofing will require seeing the future and preparing for it today, investing in people, training and capability building to deal with emerging issues. Additionally, the police must prepare the community to protect themselves, as well as manage their expectations. He gives the analogy of digging a well: to drink from the well tomorrow, we need to start digging today, and we have to be the people who are digging wells now for future generations to drink from. The New Professionalism Framework is a step towards thinking outside the box, outside of the traditional police framework. Such shifts in paradigm are needed to address the emerging concerns of the future, says Mr. Scipione. For example, he wonders if police can capture the diversity of the workforce and bring to the table a new mindset, from officers who are not just police-trained but also have a wealth of other life experiences.

The nature of the demands from the public are also changing. Television programmes such as CSI show crimes being solved within the hour, and members of public, even if they know it is not realistic, will have increasing expectations of police work, and want responses to be immediate. In the future, police will be expected to be more effective, as well as cover an entire range of concerns as a one-stop agency.
Given these emerging pressures, there is a need for the police to control the agenda of what is expected of the police. To do this, the police needs to earn the public trust and build on respect. Police forces must be honest, and understand the community's expectations. The community too must feel that they own the police force which is serving them, and in that way they will protect it. If there is corruption, which is what people despise, then his advice is to admit to it immediately and fix it. There must be a zero-tolerance policy and the public trust cannot be betrayed.

In NSW, there has been a tremendous turnaround in satisfaction, trust and service quality between the community and police. Mr. Scipione attributes this to programmes to engage external service providers, such as forums and focus groups, and employing an external customer service institute to train officers. There have also been bold initiatives to improve service standards, such as a secret shopper programme where anonymous customers engage with and rate police services.

Mr. Michel De Smedt
Head of Investigations
International Criminal Court (ICC)

My organisation's main challengesin Policing for a Safer World are ...Security, Cooperation, Balancing Peace and Justice and Expectations.

Number of member countries	122
Staff strength of International Criminal Court	Not provided
Organisation's Budget in 2012	€ 20.61 million

Mr. Michel De Smedt finds the lack of functioning state apparatus to be the main challenge facing the International Criminal Court (ICC) as it carrys out its operations. The places where ICC operates in are where there are ongoing conflicts or conflict has just ended. These are very troubled societies where normal law enforcement apparatus do not exist and state forces are committing crimes. Working in those areas therefore requires great innovation and creativity, the ICC's Head of Investigations has found.
To add to the complexity of ICC's work, cases that it handles are high profile and international in nature. With high profile international cases come the dynamics of power play between the different interests of member states.

"Cases require cooperation and we are getting cooperation from law enforcement around the world, e.g. in getting information about leads in cases and interviewing witnesses. At the same time, the reality of high profile international cases is that there is a dynamic that did not exist before – international relations are based on the power that you have as a country and the extent that your interests are aligned with other countries affects how you behave."

He sees the ICC as trying to establish in a divided world, a rule of law to which121 countries have signed up, asserting that certain crimes cannot be committed anymore. Very often the states that are members of the ICCalso have "economic interests and interesting intelligence"on the countries being investigated, leading to clashes and lack of cooperation. The ICC's principle is thus this: If the state is able and willing to itself investigate and prosecute criminals, and undertake not to carry out fake investigations and prosecutions to shield certain persons, then the ICC does not have jurisdiction. "So we have to wait and see if a country is willing and able to do investigations themselves."As an organisation that manages international affairs, the ICC can effectively apply the New Professionalism framework to its operations, he believes. Although the ICC is independent, it is accountable before the court, to the sponsoring state parties and to the victims of crime. Accountability gives ICC legitimacy in the eyes of the participating state parties, thereby building and enhancing trust. ICC also faces challenges in terms of public expectations given the massive atrocities that it deals with, to wit: "Thousands of people being killed, massive numbers of rapes, hundreds and thousands of children being forced into the army to fight."

"We manage those expectations from the beginning by going for the highest level so people understand that even if you are the president or a general, you will be held accountable."

The ICC also mobilises the international community to find alternative solutions to the other cases that it does not deal with. Solutions include setting truth commissions "where people can share what they have experienced and by doing so, come to an agreement with the past and come to accept the past."

Mr. Jürgen Stock
Vice President
Federal Criminal Police Office (Bundeskriminalamt)
Germany

My organisation's main challenges in Policing for a Safer World are ...all manifestations of threats based on national and international terrorism and the transnational organised crime.

Population of Germany	81,800,000
Staff strength of Bundeskriminalamt	56 Staff Officers
Organisation's Budget in 2012	€ 397.2 million

The main challenge for the Bundeskriminalamt (BKA) is international terrorism and organised crime, says Mr. Jurgen Stock. Cybercrime, in particular, has brought about increasing challenges with criminals making use of the numerous advances in modern technology. Law enforcement agencies have to make huge investments in harnessing the necessary technology to keep pace, in the training of people and in developing national and international networks of cooperation.

To keep up with the rapid pace of technological advancement, the BKA initiated a foresight project, Technology Radar, a couple of years ago, he reveals. New technological developments in the Internet or communications are monitored closely in cooperation with the private industries.

"We see many technological developments which might be useful to criminals, so we have to take care. We have to be proactive so that we are prepared to prevent criminal activity from taking place and to put out appropriate prevention measures together with the private sector. On the other hand, we also must assess the possibility that police can make use of this new technology, in terms of conducting investigations."

The project is a worthy cause due to its close cooperation with the private sector and is useful for other police organisations as technology does not have boundaries and can be spread to any part of the world, says the BKA Vice President. Indeed, the BKA plays a leading role in providing innovative measures, processes and tools for police in Germany and internationally, he notes, and this project is an example of the BKA's innovative work in dealing with the challenges of modern criminality.

Mr. Stock adds that trust is also a necessary component of his work. Trust is needed to set up networks of cooperation, both within the law enforcement community and with the private sector.

"If agencies don't trust each other, they will not share information and they will not cooperate. They need to understand what we are doing and not doing. Without providing information, without getting people into personal contact, we will not be successful. So I would say that trust is the basis of everything."

The BKA has set up platforms for building trust in several areas. One area is counter-terrorism, where 40 different federal and state agencies have been brought under one umbrella in Germany.

"The important next step for us is to build an organisational framework where we bring law enforcement agencies and other parts of public administration and the private sector together. We cannot leave this to coincidence or chance where people meet at a conference and say, oh let's do something together. Instead we have to build an organisational structure so that they come together on a daily basis to talk about the challenges and preventive measures and how to support police operations."

Professor Pieter Tops
Professor of Public Administration, Tilburg University and
Member of the Governing Board of the Police Academy
The Netherlands

My organisation's main challenges in Policing for a Safer World are ...to offer the police and its safety partners an inspiring learning environment and to be a leading social institute in the field of safety and security.

Population of Netherlands	16,700,000
Staff strength of Police Academy of the Netherlands	1,705
Organisation's Budget in 2012	€ 196 million

Police can and should use research better and in a more strategic way, says Professor Pieter Tops of Tilburg University and member of the governing board of the Police Academy in the Netherlands. For example, police can use research as an opportunity to raise and discuss issues with policy-makers.

In order to organise research and development functions to assist the police, a cooperative environment is necessary. This includes cooperation with other public and private organisations, as well as with other police agencies. While there has been positive development in creating a cooperative environment, Professor Tops feels that more can be done.

"We need to create a culture in the police that acknowledges the strategic relevance of research." It has to be a two-way street, he stresses. The police need officers who are capable of understanding the research and helping set the strategic agenda based on practice. Researchers should frame their research in a language that is comprehensible and relevant to the world of police, while the police must be able and willing to accept research, even if it is critical about them.

By using research in a strategic manner, police can also inform the public and policy-makers as a means of legitimizing themselves, says Professor Tops. As an example, he cites a strange paradox in public trust towards the police in the Netherlands.

"The paradox is when you ask the public, or citizens, how they feel in general about the police, they are satisfied with the police in general. I believe about 75% of the public will agree that they trust the police in general. That is high, much higher than for example in government or politics. But on the other hand, when you ask them if they trust the police after they have personally encountered or dealt with the police on a specific case, then their trust and level of satisfaction are diminished quite dramatically. So we can see a big difference and the paradox here. I would say this is something police should be worried about."

The police, he recommends, can do two things to remedy this worrying phenomenon. The first is to invest in the level of education of policemen. Policing is becoming a more complex profession and policemen have to deal with a more educated population. Thus policemen need to be more highly-educated themselves. The second is to invest in new ways of communicating with the public, such as using social media. These measures can help the police connect better with the people and build up public trust, he believes.

Mr. Matt Torigian
Chief of Police
Waterloo Regional Police Service
Canada

My organisation's main challenges in Policing for a Safer World are ...physical and cyber attacks to critical infrastructure assets; and working with an increasingly diverse population.

Population of Canada (Municipality of Waterloo)	34,500,000 (507,096)
Staff strength of Waterloo Regional Police Service	1,040
Organisation's Budget in 2012	$125.944 million

When Mr. Matt Torigian was appointed Chief of the Waterloo Regional Police Service (WRPS) back in December 2007, one of his key priorities was to inculcate an evidence-based and data-driven focus to the organisation's work. He felt then it would allow the WRPS to better account for its services and equip officers to track the return on investment in policing and measure the value that the WRPS brought to the community.

"We undertook a fundamental review of the organisation's business processes. We built systems which allowed us to gather, store and analyse data based on daily, weekly and monthly reports.
The entire management team was challenged to use evidence and data when making decisions on deployments and operations Through data analyses, we were able to drive efficiencies and design innovative approaches to public security and safety. We could also design performance metrics based on the demands and expectations of the community and track key performance indicators."

Despite the initial obstacles – which included the fact that the existing systems did not support the generation of clean data, that the upfront investments to modify the technical infrastructure were costly and that many officers were resistant to change – the WRPS was able to develop a foundation of technological infrastructure to support its new data-driven focus. It has even been able to share these good practices with other police services in Ontario and across Canada.
Looking ahead, Mr. Torigian identifies protecting critical infrastructure from cyber attacks and working with an increasingly diverse population as the greatest challenges facing the WRPS.
Reflecting on how the Canadian police had made large investments to protect the Toronto G8 and G20 Summits in 2010 from physical threats arising from mass protests and civil unrest, Mr. Torigian says that such threats in the future may instead be cyber in nature – a virus, for example – though the purpose of the attack will invariably be to cause disruption and embarrassment to rally support for a particular cause.
The protection of ICT infrastructural assets against cyber attacks is also particularly pertinent for Waterloo as it has a booming technology sector and is fast establishing itself as the tech-capital of Canada.
The Waterloo region is also witnessing an influx of new immigrants. In fact, Waterloo is one of the largest catchment areas for new Canadians. The growing immigrant population has also been accompanied by an assortment of crime such as human trafficking, gangs and violence.
"One of the challenges for the WRPS will be to reach out to an increasingly diverse community,"
Mr. Torigian says.
"This will involve investment in training for our officers to get them better attuned to relationship building and cultural sensitivity, and engendering public trust, accountability and respect for different cultures and traditions."
The WRPS will also need to fine-tune its recruitment policies to ensure that it is more representative and responsive to the communities that it serves, he adds.

Mr. Andy Tsang
Commissioner of Police
Hong Kong Police Force
Hong Kong

My organisation's main challenge in Policing for a Safer World is ...to meet rising expectations.

Population of Hong Kong SAR	7,100,000
Staff strength of Hong Kong Police Force	33,150
Organisation's Budget in 2012	US$ 1.8 billion

Imagine paying for a Toyota and expecting the ride of a Rolls Royce, and supposing you have magic and can actually do it, you will still get accused of not doing enough - this is the dilemma that police forces are facing because the public is getting more and more demanding, says Mr. Andy Tsang.

"Many people like to think of policing as a social contract," the Hong Kong police Commissioner notes. They expect the police to meet their rising expectations and may not be forgiving of the reality that it is not always possible. And then there are what he terms "the intermediaries" - the politicians and the media – who can complicate the picture.

"Policing has shifted from what was very much a professional business where the police has a say to the other end whereby the community seems to have more say. And this is the biggest challenge."

As someone who starts at the other end of the continuum where the Police knows best, Mr. Tsang says he also has to accept that sometimes, "although the community may not know what's best for them, they have a legitimate right to ask for what they think is the best for them." And as a police chief, he has the difficult task of finding the middle group, making sure that he does not alienate his own organisation or lose the trust of the community.

There are many dimensions to this dilemma, he adds. The community is not just physical, but cyber too, and this virtual community often "influences the beliefs and the behaviour of the real world as well." Then there is the international dimension, where globalisation impacts on the local environment, with outside forces able to create trouble domestically while the local community can operate overseas.

"If I were to draw an equation of the real value of policing, it would look a bit like Einstein's E=mc2, or V (value of policing) = PC2, where P is the Police, C is the community and 2("square") is politics and the media."

This shows how complicated the task is and not one that we can accomplish by ourselves, he adds.

"In that equation, how well the police functions is still the bread and butter. Because that is the reality and how well the police functions will have to depend on how capable the people in the organisation are, how willing the people are to offer what they are capable of doing. So building an effective police organisation remains a cornerstone of effective policing. If you haven't got an effective police organisation, you won't be able to do the rest."

The key, he advocates, is to have a learning organisation. "You learn from your success as much as you learn from your failure."

Mr. Rob Wainwright
Director
Europol

My organisation's main challenge in Policing for a Safer World is ...to combat the growing ability of organised crime to harm the lives of millions of citizens, especially online.

Number of member countries	27
Staff strength of Europol	2,036
Organisation's Budget in 2012	€ 84.152 million

Mr. Rob Wainwright believes a leader must have a clear vision of the future of his or her organization, and the ability to convince others to follow him or her to that future track. Police leaders, he says, must not just be strategic thinkers, but visible too. He or she must be able to engage at key moments with key individuals, to show care for people and ability to move a crisis forward.

For those who serve the international community and not just fellow countrymen, there is also the danger of being one step removed from the public. This, says the Director of Europol, becomes "a test of leadership".

Europol, for instance, has a mandate to fight organised crime and terrorism, and it operates at an international level, helping all the European countries counter both threats. That is also its particular challenge as organised crime is changing quickly and spreading across the continent.

"We need a new culture of policing that puts more focus on international cooperation."

But the culture in Europe is very conservative, where more than 200 years of tradition has emphasised discipline and stability and the establishment is very resistant to change. To fight the new forms of crime, a change in mindset is required to work with new partners and allow for exchange of information. "We should be looking for opportunities to conduct joint operations, especially since 90% of organised crime has foreign links."

The New Professionalism framework is promising as its values transcend boundaries, but it requires strong leadership to inspire people to believe in it.

"As leaders, we must also live the values personally and have the courage to reform our own structures, to transform the framework into reality. We must have a reform zeal."

Dr. Michael Wesley
Executive Director
Lowy Institute for International Policy
Australia

My organisation's main challenge in Policing for a Safer World is ...engaging with analytic challenges.

There are three big forces that drove the globalisation of crime over the last 20 years, says Dr. Michael Wesley of the Lowy Institute for International Policy in Australia.

"First, the collapse of the communist states and the end of the cold war left a big space for the development of transnational organised crime, and gave crime a whole lot of bases to operate from in the former communist world. Second, the rapid advance of cross border trade and finance facilitated the conduct of cross border, globalised crime.And third, the information revolution gave criminals the opportunity to network across borders with unprecedented ease, thus enhancing the lucrativeness of global organised crime."

In dealing with the changing nature of crime, Dr. Wesley believes that law enforcement agencies often play "catch-up" to criminals and react to new modes of crime with a delayed response. This is due to inherent limitations placed on law enforcement agencies that do not have developed networks across borders.

However, law enforcement agencies can learn to think from a criminal perspective to anticipate and identify areas which criminals could potentially exploit, and from there, prepare themselves to deal with the potential threat. This could help law enforcement agencies break the cycle of "catch-up", and allow them to be a step ahead of criminal organisations.

Dr. Wesley also suggests law enforcement agencies explore a new frontier by partnering with non-police sectors of society.

"A coherent engagement strategy with the private, research and NGO sectors can yield benefits and ideas that will help in the fight against criminal organisations."

REFLECTIONS

by Mr. Gerard L. Bouman
Commissioner of the National Police of the Netherlands, and President of the Pearls Curatorium

Pearls in Policing 2012 was my first experience of this unique conference. It was a well-considered decision. Before flying anywhere in the world, I always ask myself the same question: how will this trip benefit the Dutch police? In the current economic climate especially, I have to account for every air mile. Will the trip intensify, consolidate and accelerate relationships?

My flight to Singapore was in fact worth every air mile, and more besides. That's because investing in the innovation and development of policing pays off. As does learning all about unfamiliar procedures and new developments in other parts of the world.

First of all, I would like to thank our host, Police Commissioner Peter Ng, and compliment him on his immaculate organisation of the *Pearls in Policing* 2012 conference. Thanks to his disciplined approach, which I truly admire, the conference was thoroughly enjoyable and effective. And if my impressions of Singapore are anything to go by, this discipline extends well beyond *Pearls in Policing*. Your country is the safest in the world, it is virtually free of traffic problems and the annual Singapore Police Day confirms the widely shared appreciation for your efforts and achievements. These are impressive accomplishments that my country can certainly learn from.

Apart from discussions between police leaders from around the world, the strength of *Pearls in Policing* resides in the cross-pollination between professionals, academics and the new generation of police leaders.

The International Pearl Fishers Action Learning Group (IALG) holds up a mirror to us, uncovering gems that enrich the discussion. That's why I believe it's such an important step that we have decided to intensify the IALG contribution and thereby substantially boost our returns. And of course, our academics have also outlined invaluable perspectives in 2012.

Leaving our comfort zone

The 2012 *Pearls in Policing* conference was held against a backdrop of an uncertain economic future on virtually every continent. This uncertainty presents police forces with a somewhat contradictory challenge: on the one hand, to define and strengthen the value of policing for citizens, business and partners with increasingly high demands and on the other hand, to introduce innovations in an ever more complex operational environment with ever diminishing financial room to manoeuvre. The IALG challenges us to leave our comfort zone, to enter into more deliberate and targeted partnerships, to be more forceful and proactive about making our professional vision heard in debates with politicians and opinion leaders. Mutual trust – both inside and outside the force – is the key to the future, as the IALG correctly states.

The 2012 agenda was filled with a host of important themes which I cannot do justice to in this brief reflection – they deserve more. For this reason I have chosen to focus on a few elements which I believe call for special attention.

Communicating vessels

By definition, we provide leadership within the world of today. This task takes up most – if not all – of our energy. And yet it is vital that we use the prism of today to look at tomorrow, that we go beyond the confines of our field of vision and of our own time. Our task might feel like a marathon, but we are running in a permanent relay race. As well as vision and long-term planning, future thinking requires above all an investment in the people who will soon take over our job on the running track. We have to take care of

them, encourage them, give them space and listen to what they have to say – because the future of global policing starts now and it starts here, in our immediate environment. Today and every other day.

Progress means not only having an eye out for our successors, but also an ear to those who monitor us. We have to listen to academics who apply a rigorous yardstick to all that we say and do. We have to welcome their criticisms, even when – or especially when – their findings don't match the image we have of ourselves. The police can only benefit by embracing research findings with conviction. Academic reflection and policing should be communicating vessels. Academics present us with a view of the challenges we face, as well as methods for arriving at well-founded solutions – preferably, of course, in a language that we can understand and apply. At the same time, we have to encourage suitable colleagues from our own midst to use their practical experience to come up with theories that strengthen our strategic agenda. Learning from the frontline, in other words. That alone is reason enough for investing in staff qualifications.

Not more police, but better police

You will object – and rightly so – that our balance sheet places constraints on our ability to realise these ambitions. Indeed, we are faced with an unprecedented financial challenge. Our wealth of resources is a thing of the past, while citizens and the powers that be are now demanding more value for their money than ever before. But challenges are what make life interesting, and overcoming challenges is what gives it meaning. The key here is not more police, but better police – a police force that proactively latches on to technological developments in order to stay one step ahead of criminals, a police force that enters unhesitatingly into alliances based on mutual trust with both traditional and unconventional partners inside and outside the security chain. Not because of chance meetings at conferences like Pearls, but on an ongoing daily basis.

Social media, which are changing the international police landscape in fundamental ways, are also making a contribution to better policing, even though they represent both an enrichment and a threat. So it is no coincidence that the Pearls conference focused on this theme for the second year in a row. New media help us bridge the gap between the legitimate right of citizens to have whatever they fancy and our professional understanding of the demands of an orderly and just society. New media enable us to share our efforts and results with citizens at lightning speed. But they also compel us to act with absolute confidence and scrupulousness. This is because one false step would spread like wildfire and undermine in an instant the trust we have so painstakingly built up.

Trust is the largest and most inflation-proof capital that the police has. And this public value is essential for the transformation that awaits us. We need to be open and transparent about our possibilities and limitations, and to enter into an alliance with citizens who can support and help us achieve the necessary changes. Let us not overlook in particular young people and cultural minorities, or – with our professional focus on criminals – the law-abiding majority. The trust of all these citizens contains an inexhaustible source of knowledge that is vital for preventing and combating social disorder and crime – from muggings to terrorism. With the public's trust, we can continue to give form and meaning to Robert Peel's comment, quoted so often in this conference report, that the police are the public and the public are the police – now and in the future.

From think tank to action tank

There was a widespread feeling at *Pearls in Policing* 2012 that we needed to translate our words into deeds. This step – from think tank to action tank – presents us with a fundamental choice: how can we balance our collective endeavours towards a safer world with the demands imposed by national politics on our work and leadership? This is a choice that we have to make as pressure is put on all of us by the home front to achieve tangible results as at the same time, resources dry up worldwide.

The concluding comments of Police Commissioner Peter Ng offer a guide. He reminded us that – despite the breathtaking changes, the constant uncertainties and the unremitting reduction in funding – we can continue with unshakable optimism to achieve more for the citizens we serve and protect. By taking part in *Pearls in Policing*, we share the belief that the police on all five continents are jointly ensuring a higher level of order and collective security.

With these words in mind, we will meet once again in 2013 to share and consolidate this belief. We will build on the insights that we gained in Singapore and work together to identify the core competences that are essential for sustainable leadership in a changing world. Your visit to Amsterdam will undoubtedly be once again worth every air mile, and more.

MORE ABOUT PEARLS

Pearls in Policing is a global think tank where top executives in law enforcement meet to discuss the strategic and personal challenges of their organisations. In a small and informal setting, these law enforcement leaders are provided the opportunity to truly focus on the future of their profession. Wisdom is gained, amongst others by the input of the International Pearls Fishers Learning Group (IALG), intensive debate, working group input and peer to peer consultation.

Top-level executives in the field of law enforcement are confronted with a growing number of significant challenges every day. These challenges and emerging issues can no longer be dealt with on a national basis and require an international platform to develop effective strategies to best position law enforcement for the future. The need for senior law enforcement executives throughout the world to research new ideas, realities, risks, threats and opportunities in order to face challenges resulted in the launch of a unique initiative in 2007 called *Pearls in Policing*. This first *Pearls in Policing* conference was held in The Hague, the City of Peace, Justice and Security. The *Pearls in Policing* conferences were inspired by the international Bilderberg conferences. A number of Bilderberg characteristics are applied to the Pearls conferences.

What does Pearls in Policing comprise?

Pearls in Policing consists of five standard components:

1. The annual conference
2. The International Pearl Fishers Action Learning Group (IALG)
3. The academic forum
4. Work groups
5. Peer-to-peer consultations

The annual conference

The *Pearls in Policing* conference is held annually during the second weekend in June. Throughout the conference, delegates are invited to participate in various work group presentations, peer to peer consultations and small group discussions. During the conference academics and participants of the International Action Learning Group (IALG) are provided the opportunity to present their research findings. The duration of the conference is two and a half days and the meeting is attended by a maximum of 35 participants. The responsibility of hosting the *Pearls in Policing* conference is alternated annually between the Netherlands and one of the participating guest nations.

THE CONFERENCE THEMES

2007

The first Pearls conference in 2007 started with the theme ***'The Impact of Globalisation on Security'***.

2008

The conference ***'Policing the Future or Future Policing'*** in 2008 introduced the concept of global thinking, a seemingly new concept for many people. Using the illicit trade in small arms as an example, the powerlessness of the police and legal system on the international playing field were illustrated. It was established that top executives had little idea what was happening, let alone what a suitable response might be.

2009

This response was the theme of the second conference: ***'Bridging the Gap'***. Work groups studied issues relating to identity, 'mapping' of international cooperation and took part in spontaneous, extra sessions where they discussed the lessons learned with regard to tackling terrorism.

2010

In 2010, the theme was ***'Navigating the Way Ahead'***. What determines your legitimacy and how do you ensure that citizens and authorities continue to have faith in you? A topical issue for many delegates.

2011

In 2011, the central theme was ***'Charting the Course of Change'***. Social media and new technology are influencing policing, and it became clear that police leaders need to work closer and more efficiently with other (policing) partners with regard to security. And isn't the 'nature of policing' changing too?

2012

In 2012, the chosen theme was ***'Policing for a Safer World'***. In times of economic crisis, is there a need for new professionalism? The necessity for a collective approach to cyber crime was addressed, as well as the desire to achieve a joint 'discipline of learning'.

2013

The theme for the *Pearls in Policing* conference 2013 is ***'Sustainable Leadership in a Changing World'***.

The International Pearl Fishers Action Learning Group (IALG)

The IALG is a leading international leadership programme to develop senior police leaders. Participants spend a year working on an assignment which has been formulated during the previous year's *Pearls in Policing* conference. The programme is based on action learning: research, work and learning at the same time. The findings are presented during the *Pearls in Policing* conference. The IALG is organised by the Royal Canadian Mounted Police (RCMP), the Australian Federal Police (AFP) and the Pearls Curatorium in the Netherlands.

THE IALG ASSIGNMENTS

2006 - 2007

Scour the world for inspiring police work and individuals ("the Pearls"), ignoring anything self-evident.

Assignment giver: Pearls Curatorium (the Pearls board)

2007 - 2008

What is the focus of police leaders in order to address the globalisation of crime, while preserving public safety at local level.

Assignment giver: Commissioner Mick Keelty, Australian Federal Police (AFP)

2008 - 2009

Explore the landscape of future public policing, taking into consideration the 2020 scenarios presented by the 2007-2008 IALG.

Assignment giver: Commissioner William Elliott, Royal Canadian Mounted Police (RCMP)

2009 - 2010

How can the police improve its legitimacy and build on the faith of the public? Take into account the dark sides of police organisations, the relationship between top law enforcement executives and politicians and the focus on public concerns and media relations.

Assignment giver: Chief Bill Blair, Toronto Police Service

2010 - 2011

Examine the evolving nature of social media and associated new technologies; the implications on crime and public safety/security and the associated challenges and opportunities for police to respondstrategically; and make recommendations for the future.

Assignment giver: Professor Jurgen Stock, Vice President Bundeskriminalamt (BKA)

2011 - 2012

What is the real value of the police, and how can the new professionalism maximise this value? The influence of the global crisis is a deciding factor here.

Assignment giver: Commissioner Andy Tsang, Hong Kong Police Force

2012 - 2013

Establish the key functional and leadership competencies (both in a National and international scope) that will be essential for the future senior leadership of policing and law enforcement organisations, drawing up a framework for assessing how such leadership can be developed and systematically sustained.

Assignment giver: Commissioner Ng Joo Hee, Singapore Police Force

The academic forum

A limited group of international renowned academics also focus on the same assignment carried out by the IALG and present their insights during the conference and take part in interactive work sessions around the current year's theme. The findings of the academics are incorporated in the annual Pearls conference report.

Work groups

Each year, the conference results in multiple topics which require further international analysis and research. Three of these topics are assigned there and then to so called ''work groups''. These workgroups consist of a work group driver and several co-drivers, all selected from the conference delegates. The work groups do research on the specific assigned topics and present their findings at the following conference.

PEARLS WORK GROUPS 2008 – 2013

2008

- **The police leadership of the future.**
- **Universal values and standards of 'glocal' police care.**
- **The international trade in small and light arms.**

2009

- **Map forms of international police cooperation.**
- **Identity.**
- **Redefine brand 'police'.**

2010

- **New media.**
- **Organisational change.**
- **From mapping to organising worldwide, international cooperation.**

2011

- **Identify possibilities to improve services using new professionalism.**
- **Explore opportunities for cooperation in the globalised world.**

2012

- **Investigate innovation options in law enforcement and give shape to the 'discipline of learning'.**
- **Develop a strategy for cooperation in the field of cyber crime and improving public private ventures at national and international level.**
- **Explore the worldwide conceptual framework for law enforcement in the social media.**

2013

- **Develop a shared international vision of police work.**
- **Co-creation with non-traditional partners.**
- **Measure effectiveness.**

Peer-to-peer consultation

A few participants present the group with an individual professional dilemma. Each year, this dilemma is presented in a different work form. In the past this has been done for instance by way of a "Socratic dialogue" and by presenting the group with a "wicked problem". The dilemma's are discussed in small discussion groups, in which the delegates consider various angles of the problem and provide the presenter with ideas and possible directions in thinking.

Participants

The conference is intended for top executives in law enforcement who are nominated by the *Pearls in Policing* Board of Advisors and selected by the Pearls Curatorium (the board of Pearls). The selection process takes into account professional experience and leadership qualities. Criteria are: geography, demography, gender and national, regional or international jurisdictions. The working language of the conference is English.

PARTICIPANTS
PEARLS IN POLICING 2012

Host of the conference

- Mr. Peter Ng, Commissioner of the Singapore Police Force (SPF)

Participants Pearls 2012

- Mr. Pieter Jaap Aalbersberg, Chief of Police of the Regional Police Service Amsterdam - Amstelland, The Netherlands
- Mr. Khalid bin Abu Bakar, Deputy Inspector General of Police of the Royal Malaysia Police Force, Malaysia
- Mr. David Baines, Commissioner of the Royal Cayman Islands Police Service, Cayman Islands
- Ms. Mireille Ballestrazzi, Deputy Director of the Judicial Police of the French National Police, France
- Mr. William Blair, Chief of Police of the Toronto Police Service, Canada
- Ms. Catherine De Bolle, Commissioner General of the Belgian Federal Police, Belgium
- Mr. Gerard Bouman, Commissioner of the National Police of the Netherlands, The Netherlands
- Mr. Cal Corley, Assistant Commissioner of the Royal Canadian Mounted Police, Canada
- Mr. Yochanan Danino, Inspector General Commissioner of the National Israeli Police, Israel
- Mr. Owen Ellington, Commissioner of the Jamaica Constabulary Force, Jamaica
- Mr. Jens Henrik Højbjerg, National Commissioner of the Danish National Police, Denmark
- Mr. Khoo Boon Hui, President of Interpol
- Mr. Illka Laitinen, Executive Director of Frontex
- Mr. Rudi Lammers, Assistant Commissioner of the Australian Federal Police (AFP), Australia
- Mr. Hans Leijtens, Commander of the Royal Netherlands Marechaussee, The Netherlands
- Mr. Khamis Mattar al Mazeina, Deputy Commander General of the Dubai Police, United Arab Emirates
- Mr. Mwema Saidi Ally, Inspector General of the Tanzania Police Force, Tanzania

- Mr. Romain Nettgen, Director General of the Grand Ducal Police, Luxembourg
- Mr. Peter Ng, Commissioner of the Singapore Police Force (SPF), Singapore
- Mr. Trevor Pearce, Director General of the Serious Organised Crime Agency (SOCA), United Kingdom
- Mr. Emile Pérez, Head of the International Cooperation Department of the National Police and Gendarmerie, France
- Mr. Kevin Perkins, Acting Executive Assistant Director for the Criminal, Cyber, Response and Services Branch of the Federal Bureau of Investigation (FBI), United States of America
- Mr. Watcharapol Prasarnrajkit, Deputy Commissioner-General of the Royal Thai Police, Thailand
- Mr. Abdel Qudous Abdul Razaq Al Obaidli, Director of the General Department of Total Quality of the Dubai Police, United Arab Emirates
- Mr. Hasrin Sabtu, Commissioner of the Royal Brunei Police Force, Brunei Darussalam
- Ms. Suman Bala Sahoo, Joint Director of The Central Bureau of Investigation, India
- Mr. Andrew Scipione, Commissioner of the New South Wales Police Force, Australia
- Mr. Michel De Smedt, Head of Investigations of the International Criminal Court (ICC)
- Professor Jürgen Stock, Vice President of the Bundeskriminalamt (BKA), Germany
- Mr. Matt Torigian, Chief of Police of the Waterloo Regional Police Service, Canada
- Mr. Andy Tsang, Commissioner of the Hong Kong Police Force, Hong Kong
- Mr. Rob Wainwright, Director of Europol

Academic delegates

- Professor Willy Bruggeman, Professor of Police Science at the Benelux University and President of the Belgian Federal Police Board, Belgium
- Dr. Michael Kempa, Associate Professor of the Department of Criminology at the University of Ottawa, Canada
- Professor Pieter Tops, Professor of Public Administration at the Tilburg University and member of the Governing Board of the Police Academy, The Netherlands
- Dr. Michael Wesley, Executive Director at the Lowy Institute for International Policy, Australia

Conference Co- Directors

- Mr. Teo Chun Ching, Director Planning & Organisation of the Singapore Police Force (SPF), Singapore
- Ms. Anita Hazenberg, Programme Director International Police Leadership of the Police Academy, The Netherlands

Conference Facilitators

- Mr. Cal Corley, Director General of the Canadian Police College & Senior RCMP Envoy to Mexico and the Americas, Canada
- Ms. Anita Hazenberg, Programme Director International Police Leadership of the Police Academy, The Netherlands
- Mr. Rudi Lammers, Chief Information Officer of the Australian Federal Police (AFP), Australia
- Ms. Sara Yik, Plenary facilitator, Australia
- Mr. Melvin Yong, Commander of Clementi Police Division of the Singapore Police Force (SPF), Singapore

Coordination Conference Support

- Ms. Francis Stolwijk, Policy Advisor *Pearls in Policing*, The Netherlands
- Ms. Weng Wanyi, Commanding Officer of Punggol Neighbourhood Police Centre of the Singapore Police Force (SPF), Singapore

Organisation Support Team of the Singapore Police Force

- Mr. Tan Hung Hooi, Commander of Central Police Division,
- Mr. How Kwang Hwee, Commander of Bedok Police Division
- Mr. Cheong Chee Ming, Director of International Cooperation Department
- Ms. Marilyn Tan, Head of HQ Implementation
- Mr. Kelvin Tay, Assistant Director of Protocol & Administrative Services Division
- Ms. Weng Wanyi, Commanding Officer of Punggol Neighbourhood Police Centre
- Ms. Yvonne Seah,Operations Officer of Bedok South Neighbourhood Police Centre
- Mr. Tommy Teo, Operations Officer of Changi Neighbourhood Police Centre
- Mr. Robin Goh, Operations Officer of Marina Bay Neighbourhood Police Centre
- Mr. Gerald Lee, Protocol Officer
- Ms. Fiona Foo, Assistant Policy Officer

Conference Report Team of the Singapore Police Force

- Ms. Susan Sim, Conference Reporter

Support Conference Reporters and Editors of the Singapore Police Force

- Ms. Ang Meiqi
- Mr. Teo Zi-Ming
- Mr. Wilson Tan Li Wei
- Ms. Ho See Ying
- Mr. Bryan Yip

International Pearl Fishers Action Learning Group 2011- 2012

- Mr. Stephen Beckett, Deputy Chief of the Waterloo Regional Police Service, Canada
- Ms. Brenda Butterworth-Carr, Chief Superintendent of the Royal Canadian Mounted Police, Canada
- Mr. Leon Chan, Superintendent of the Singapore Police Force, Singapore
- Ms. Jocelyn Cheung, Chief Superintendent of the Human Resources Branch of the Hong Kong Police Force, Hong Kong
- Mr. Royce Curtin, Chief of Staff to the Executive Assistant Director of the Federal Bureau of Investigation (FBI), United States of America
- Mr. Max Daniel, Deputy Chief Constable of the Regional Police Service of Fryslân, The Netherlands
- Mr. Charles Hamen, Director of the Grand Ducal Police, Luxembourg
- Mr. Ronald Harmsma, Brigadier General of the Royal Netherlands Marechaussee, The Netherlands
- Mr. Gerald Hesztera, Head of the Unit Corporate Communications of Europol
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