

# Pearls in Policing



## ***Summary 'Bridging the Gap'***

**13-17 June 2009  
The Hague, The Netherlands**

***Thirty-two top level law enforcement executives from 24 countries and international organisations discussed challenging questions around the theme 'Bridging the Gap' during the third Pearls in Policing conference.***

Inspiration for the setup of the *Pearls in Policing* conference came from the so-called Bilderberg meetings which have been organised at the initiative of the father of the Dutch Queen Beatrix, the late Prince Bernhard, from 1954 onwards. It is characterised by its private, small scale and highly interactive meetings held under the Chatham House Rule.

The gathering built on the success of the first Pearls conferences, which were held in The Hague in June 2007 and 2008. The Hague, the city of Peace and Justice, hosts numerous international law enforcement and justice organisations and embodies the founding principles that are consistent with the aims and ambitions of this initiative. By providing an informal setting, 'out of the box' thinking could be stimulated in the pursuit of exploring challenging issues facing the international policing community.

The idea for this international think tank was developed collaboratively by representatives from the Police Academy of The Netherlands, the Netherlands Police Agency (KLPD), the Royal Netherlands Marechaussee and the Ministries of the Interior and Kingdom Relations, and Justice. Valuable support and advice was given by Chief executives from Europol, Eurojust, the International Criminal Tribunal for the former Yugoslavia (ICTY) and the International Criminal Court (ICC).

Once again this year, the *Pearls in Policing* conference was informed by the considered work of the International Pearl Fishers Action Learning Group (IALG) and the Academic conference.

### ***International Pearl Fishers Action Learning Group (IALG)***

The IALG challenged both the Academic and *Pearls in Policing* conference participants with three fundamental questions:

1. How have we worked together as international partners within our continually changing international environment?
2. How have we worked in concert with our private sector counterparts?
3. What kind of leadership have we shown? In other words 'What will be our legacy?'

The IALG comprises 14 police executives from 10 countries and two international organisations worked both virtually and in person at sessions held in Montebello (Canada), Sydney (Australia), The Hague (The Netherlands) and Antwerp (Belgium), over an eight month period.

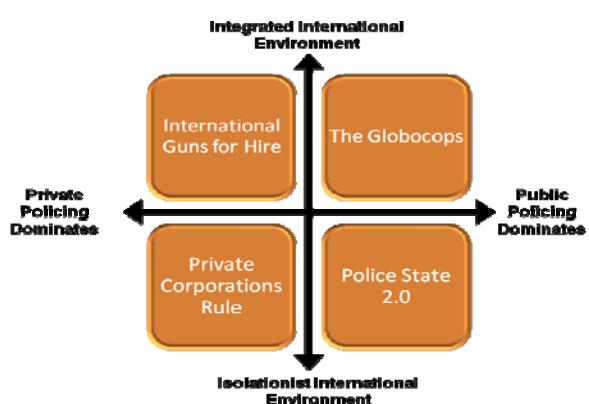
Commissioner William Elliott of the Royal Canadian Mounted Police (RCMP) tasked the IALG to consider the following issue: '*Explore the landscape of future public policing, taking into consideration the 2020 scenarios presented by the 2007-2008 IALG*'. To further refine the tasking, the group was asked to take into consideration the issues of:

- public versus private policing
- police leadership
- values
- generational change
- future police workforces
- impact of 'wildcard' events, and
- police planning processes.

### **Scenarios**

Building from this tasking, the IALG identified the following scenario question: *What are the essentials of policing, 2020 and beyond, that maximize resilience and relevance globally?*

Based on an axis of the degree of international cooperation and a continuum of public and private policing, the IALG's work focused on the continuums of private to public policing and isolationist to integrated environments and ultimately produced four scenarios:



In the first scenario, *The Globocops*, policing organisations have become increasingly transnational and cooperative. Public policing is not only the dominant model of policing, but the 'business' of policing is burgeoning as public policing organisations are increasingly asked to take on more and more responsibility. At the same time, standards and norms have developed across international boundaries. However, the outward and cooperative focus across international lines has shifted the focus of policing away from traditional community and local concerns.

The second scenario, *International Guns for Hire*, constructs a future world in which borders and public policing organisations have been sidelined in favor of private global policing monoliths. This scenario features the future workings of "Global Protex", an international private policing organisation with global presence and growing profits. Although Global Protex is responsive to client needs, it only provides services to those who can afford to pay, leaving the maintenance of law and order for the poor in the hands of an underfunded and unresponsive public system.

In the third scenario, *Police State 2.0*, the international environment is characterised by isolationism, wherein nation-states have retreated from the world stage and now look internally to respond to challenges. Although 'global problems' such as climate change and transnational organized crime continue to challenge governments around the world, nation-states seek solutions at the national level. Private policing models have, in large part, been rejected.

Threats to national states are seen as too great to be left to anyone besides the government and, as such, policing activities are almost the exclusive domain of state-run policing organisations.

The fourth, *Private Corporations Rule*, details a future where nation-states have privatised the business of policing. National policing services are the domain of private policing corporations. As in the third scenario, isolationism characterizes the international environment, and individual nation-states look internally to respond to pressures and challenges. Private security corporations have established individual responsibility areas within states in gated communities and work jointly with other corporations to police the 'free' zones in between. However, a lack of trust and a motivation for profit prevents these private policing organisations from cooperating in meaningful ways on long-term and strategic issues.

#### **Academic conference**

The *Pearls in Policing* conference was also supported by an Academic Conference under the leadership of the Dutch Professor Pieter Tops. The group of approximately 20 international academics, supported by the Police Academy of the Netherlands, met on 12-13 June. Five European institutes participated in the 2009 Academic Conference programme. The aim of the meeting was to stimulate international comparative empirical research in policing. Focus has been on developing an international network of collaborative research in policing and on selecting relevant research themes.

The main themes of discussion were: democratic policing & legitimacy, and leadership. More specific themes suggested were:

- trust and confidence of the public,
- public-private partnerships (blurring boundaries),
- relations with the state.

It was agreed that joint research, involving the participating institutes, will primarily focus on: 1) public disorder, 2) intelligence, 3) comparing theory and practice, and 4) investigation and organisation.

It could be concluded that the main concerns presented by the IALG were also subject of specific interest by the participants of the Academic conference. Feedback from leading academics concerning the outcomes of both the Academic and IALG meeting to the *Pearls in Policing* conference could be summarised as follows:

- the legacies of today's top police executives, raising issues as leadership, structure organisational processes;
- the idea of an international centre of scientific excellence to focus on matters concerning and affecting the future of the police profession; and
- the impact of global economic crisis on policing.

#### ***Pearls in Policing Conference***

The *Pearls in Policing* conference comprised three days of intensive discussion and exchange of views, most in small breakout groups. Opening keynote addresses were made by Chief Constable Ruud Bik of the Netherlands Police Agency (KLPD) and the former Chairman of the Netherlands Authority for the Financial Markets, Mr. Arthur Docters van Leeuwen. The conference was also informed by the contributions of the IALG, the Academic Conference deliberations, and a number of issues raised by spokespersons for three working groups established at the 2008 Pearls conference. An overview of the three working group's efforts is provided:

### 1) *Mapping International Police Cooperation in the World*

Vice President Professor Dr. Jürgen Stock of the Bundeskriminalamt (BKA) in Germany led this initiative that focused on mapping existing multi-national linkages and networks in policing and exploring potential gaps as against an evolving context for international policing issues and cooperation. The group mapped the majority of multi-national cooperative networks, with supporting data and information on such areas as purpose and objectives of the network, areas of focus, countries and organisations implicated. Some gaps were identified and further effort would be required to complete this phase of work.

There was broad consensus on the importance of this initiative. This information can, for example, support future thinking and well-informed discussions among policing agencies and policy-makers in terms of understanding potential gaps in the international circuitry. Academic support should be acquired in the development of an appropriate methodology for the conduct of secondary research, which will be required if the mapping analysis is to go below the surface of what is readily available through open sources.

There was also general agreement on the value of going beyond the mapping of police networks into the broader public safety and security realm. Such effort would augment this work by incorporating similar linkages that involve other government agencies, NGOs, private sector etc. Additionally, once the original mapping exercise is complete, it was suggested that the academic community be engaged to support the conduct of a network analysis of the map.

The proposed next steps were to:

- complete in the coming year the original mapping initiative;
- develop a secondary research methodology to support;
- conduct a network analysis, once the original mapping is finalised.

### 2) *Identity*

Commissioner Tang King-shing of the Hong Kong Police Force led the working group considering the impacts of identity, focusing on crime, privacy and philosophy. He stated that due to increasing technological developments the concept identity has changed considerably. Identity should no longer be looked at in a classical way assuming that someone's identity is unique, will stay continuously the same and is always authenticable. Identify theft, cyber crime, advanced passport fraud, data theft are just some examples that prove that traditional ways of addressing these issues will no longer be sufficient.

Three forms of identity were described. First, *physical identity*, which can be determined by DNA. Second, *personal identity*, wherein personality characteristics are considered. Finally, there is *social identity*. The characteristics of the group to which an individual belongs are factored in.

All these three forms of identity should be addressed by the prevention and detection of crime. When combating terrorism for example DNA traces could be relevant as well the characteristics of the individual or the groups he or she belongs. In the discussion the question was challenged how much certain behavior could be predicted beforehand. The importance to connect different data bases was underlined as new forms of crimes, such as theft of personal administration which enable criminal groups to require tax credits, occur. An example provided to illustrate the problem concerned one country which has recently determined that a relative high percentage of those in its prisons are not who they say they are.

There was a general agreement that there is a need for a more globally accepted concept of identity.

### 3) *Re-branding the Police*

Sheriff Lee Baca, Los Angeles County Sheriff's Department, explored the rebranding of police; the gap in the relationship between values and leadership on the one hand, and demand for

police services and perception on the other hand. In his view, re-branding the police is about “the reputation you want your organisation to have with a public that normally does not think about the police”.

An effective re-branding will be grounded in the development of leaders across the breadth of the organisation. The leadership imperative for police leaders is to facilitate the growth and development of their people. Police leaders should help them “grow to be everything they can be within their profession, but more importantly to grow beyond their jobs”. Leadership, he says, is about “doing inconvenient things for the greater good”, and “rising above the dark side” of the profession. Senior executives, play a crucial role in this regard. Among the questions he probed the group with were:

- How inspiring are we in emphasising the good of life and our profession versus accepting a slide to the dark side?
- When we commit to develop employees, do we ask how far they are willing to go to making the organisation and society better?

The following prominent international academic ‘outsiders’ have shared their ideas about the gaps law enforcement has to bridge in the world.

- Professor Hugo Frühling, Director of the Center for Studies on Public Safety, Chile;
- Professor Ronald Goldstock, Professor of Law at the Cornell Law School, New York;
- Professor Lorraine Mazerolle, Australian Research Council Centre of Excellence in Policing and Security (CEPS), University of Queensland Institute for Social Science Research, Australia.

Other speakers were:

- Mr. Nick Grono, Deputy President, International Crisis Group, on cooperation in an international crisis area.
- Mr. Jens Henrik Højbjerg, Commissioner of the National Police of Denmark;
- Mr. Khoo Boon Hui, Commissioner of the Singapore Police Force;
- Mr. Ashwani Kumar, Director of the Central Bureau of Investigation, India;
- Mr. Eimert Van Middelkoop, Minister of Defence of The Netherlands;
- Mr. Luis Moreno-Ocampo, Prosecutor of the International Criminal Court (ICC);
- Mr. John Pistole, Deputy Director of the Federal Bureau of Investigation (FBI);
- Mr. Andrew Scipione, Commissioner New South Wales Police Force, Australia;
- Mr. Rob Wainwright, Director of Europol.

### **New working groups**

The conference produced a number of outcomes that will shape the next 12 months of the *Pearls in Policing* initiative, as well as define the theme of the 2010 Conference. Main themes for the next working groups will be:

1. Modern communications have a huge impact on safety and security in society. What are the positive and negative strategic implications on police responsibilities?

The Commissioner of the New South Wales Police Force, Mr Andrew Scipione, will lead the group. Co-drivers will be Belgium, Colombia, India, The Netherlands, and The United Kingdom.

2. Navigating strategic and operational change in police organisations. The idea is to bring back some methods and approaches that might inform this change process.

FBI Deputy Director John Pistole offered to chair the working group. Co-drivers will be Bahrain, Los Angeles County Sheriff's Department (LASD), Singapore and Toronto.

3. The third Working Group will be an extension of the 2008 working group on mapping the world, which has been looking at the gap between international offer and operational demand. The revised theme will be: *From Mapping to Organising – International collaboration worldwide*.

Vice President Professor Dr. Jürgen Stock of the Bundeskriminalamt (BKA) in Germany will once more chair this working group. Co-drivers are Europol, the Los Angeles County Sheriff's Department (LASD), Malaysia and Tanzania.

Other themes that were considered were:

- Leading the police organisation in an era of deep economic constraint. Policing as worldwide multi-billion dollar business – are the tax payers getting a good return on their investment?
- Knowledge based transformation management.
- Relationship academics-professionals.
- Can we expand situational leadership to include other issues we would face in an increasingly uncertain environment where many unknown unknowns may surprise us?
- Is police a profession?

#### ***IALG assignment 2009-2010***

Candidates from around the world will convene at Vancouver, Canada in early November to form the 2009-2010 International Action Learning Group. Their assignment, confirmed through the recent conference deliberations, is as follows and will be provided to the IALG at Vancouver by Chief Bill Blair of the Toronto Police Service:

#### **2009-2010 IALG Assignment**

*'Explore opportunities for enhancing legitimacy and public trust.'*

In their deliberations, the IALG may consider:

- the dark side of police organisations
- accountability
- mutual understanding between top law enforcement executives and politicians
- the focus on public concerns and media relations

The following countries/organisations expressed active interest in advancing candidates for the next IALG: Australia, Bahrain, Belgium, Brunei, Canada, Colombia, Europol, Germany, Hong Kong, India, Israel, Lesotho, Luxemburg, Malaysia, Netherlands, Singapore and Tanzania.

#### ***The years to come***

The fourth *Pearls in Policing* conference will be held in Australia from 12 – 16 June 2009. The theme will be *Navigating the Way Ahead*. In 2011 the fifth conference will be once again be hosted in The Hague, The Netherlands. During the closing session of the 2009 conference Singapore's Commissioner Khoo offered to organise and host *Pearls in Policing 2012*.

What began as a dream is now increasingly grounded in reality. Would it be reasonable to announce the birth of a unique global tradition?

***More information***

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