

Pearls in Policing

The Hague, The Netherlands
18-22 June 2011

Summary report

2011 PEARLS IN POLICING CONFERENCE

More than 35 law enforcement leaders and academics representing 30 nationalities and six international organizations transcended on The Hague, The Netherlands to attend the fifth annual *Pearls in Policing* conference from 18 to 22 June 2011.

Pearls in Policing is an international 'think tank' event where participants are invited to share ideas, knowledge and experiences relating to policing in an informal and interactive setting. Kept purposefully small-scale, the event is distinct from other law enforcement collaborations, in that it is future-oriented and encourages out-of-the-box thinking.

Following the theme of 'Charting the Course of Change', this year's participants considered the evolutionary challenges faced by law enforcement organizations in an ever changing world and worked to identify tangible outcomes.

The International Pearl Fishers Action Learning Group (IALG) and a group of renowned academics conducted the event's feature presentation on the growing impacts of social media and associated new technologies on policing.

Two additional working groups presented on the topics of 'Opportunities for Cooperation in a Globalised World' and 'New Professionalism' over the course of the event. Attendees also participated in socratic dialogue sessions, in which four real-life moral and professional dilemmas were considered, questioned and debated.

ASSIGNMENT (IALG AND ACADEMICS)

The IALG and four academics (Professor Willy Brugge-man (Belgium), Professor Rainuka Dagar (India), Professor Pieter Tops (The Netherlands) and Professor Chris Stone (USA) were tasked with examining 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 respond strategically; and to make recommendations for the future.

In conducting research on social media both parties were invited to consider the 'glocal' implications of new social

media, the need for global cooperation, generation tensions, the implications for new professionalism, impacts on public perception and police legitimacy, the evolution of the citizen journalism, financial impacts and political implications.

Findings

The evolution, and revolution, of modern communication technologies presents an array of challenges for police. Law enforcement agencies are faced with the technical problem of intercepting online correspondence that takes place on new media platforms and are increasingly required to deal with the social problems that have arisen as the result of direct contact between persons on a global level.

Criminals are increasingly using sophisticated inscription tools, third country servers, voiceover IT communication channels, and anonymous email addresses. Syndicates are setting up secure and private virtual networks to facilitate criminal activity at a global level. The phenomenon of social media and prevalence of mobile communication platforms amplifies these existing challenges considerably.

Social media also introduces new dilemmas for law enforcement agencies. It has created an unfamiliar, parallel dimension to the physical space that has traditionally been policed. Not well understood, this parallel dimension is a risk to police in that it can overexpose law enforcement agencies and their operations and activities. It is an environment where companies often disregard the notions of privacy in their pursuits for profits.

These challenges have resulted in reluctance by police organisations to use social media technologies. This hesitance is widespread and not limited to countries where the use of such technologies is still limited as the research group expected. In fact, the converse was found. That is, law enforcement agencies in wealthier countries, where rates of social media use are highest, are among the most reluctant to use new media.

Despite the many risks and challenges social media presents, law enforcement can reap benefits from using social media. It can be used to disseminate unfiltered information to a mass audience in real time. Information reaches community members directly without being filtered by

traditional media outlets and it can furthermore be used to dispel rumour and correct misinformation. Social media can be used as an effective recruitment tool, and for marketing and community education purposes.

If used well social media can also be used to pull information from the public and as a means for gathering intelligence. It can be used as a relationship building and community engagement tool.

Conclusion

The IALG determined that failure by police to adequately understand and utilise social media will result in a disengaged and irrelevant force. The group recommended law enforcement organizations develop, and continually adapt, new media strategies, inclusive of a risk management component. Police organizations should engage in research to better understand social media, foster public to private partnerships for the development of new technologies, recruit staff with specialist skills and train existing personnel. The group advised organizational leaders to actively work towards evolving police culture to be risk tolerant, flexible and transparent.



The fifth annual *Pearls in Policing* Conference was held in The Hague, The Netherlands from 18-22 June 2011.

WORKING GROUP 1

Driver: Interpol

Co-drivers: International Criminal Court (ICC), Israel National Police, Ministry of Interior (Spain), Royal Malaysia Police, Tanzania Police Force

This working group was tasked with exploring opportunities for cooperation in a globalized world. They identified good practices and pitfalls to avoid in the complex world of international law enforcement collaboration. They mapped the best approaches used in connecting local, national, regional and international law enforcement efforts and assessed major non-police players which have high potential for future cooperation.

Findings

International cooperation can be impeded by an array of obstacles including differences in awareness, interests and legislation between jurisdictions. Difference in databases,

systems, procedures, languages and investigative practices can also inhibit information sharing. Agencies can struggle with under resourcing and not have capacity to complete or prioritise cross-jurisdictional requests.

Internal culture of police organizations can also impede on international cooperation. The nature of police officers is to be mistrusting and questioning, which is reinforced and perpetuated by the need-to-know information sharing policies of law enforcement organizations.

Conclusion

Due to modern crime becoming increasingly transnational and cross jurisdictional, it is critical for police agencies to evolve internal cultures to embrace cooperation and collaboration. Police agencies also need to invest in quality resources and engage in joint planning at both operational and strategic levels.

Police should continue to foster new and developing cooperative arrangements, including with non-police organizations. Non-police partners should be assessed on whether common interests and goals are shared, i.e. whether they are willing to combat and prevent crime or whether they are inadvertently facilitating crime. Opportunities for personnel to participate in international training and staff exchanges should be facilitated.

WORKING GROUP 2

Driver: Federal Bureau of Investigations (FBI)

Co-Drivers: Danish National Police, Singapore Police Force, South Australia Police

This group was tasked with identifying ways of improving police services through contemporary professionalism. In conducting their research the group explored features of this approach, including (but not limited to) coherence, leadership, engaging communities (new and traditional), diversity, professional competence and performance management (tools and techniques).

Findings

Historically law enforcement agencies were structured to be paramilitary and were closely linked to politics. Agencies generally maintained a focus on solving crime over preventing crime and their collaboration with partners and stakeholders was rare. Over time police organizations recognised the important role public trust and confidence played in combating crime and maintaining peace and order and reshaped the policing model to include a strong community policing focus.

This policing model now needs to be revisited with consideration given to the new pressures and demands placed on police in the 21st century, particularly in relation to new media technologies. New media requires police to act with greater accountability and transparency than ever before in order to maintain public trust and confidence. Citizens are demanding greater engagement and citizen-centred services than ever before.

Conclusion

Police organizations need to move towards a private sector model of management where the goal is to create value, not profit. They need to become more businesslike, more flexible and dynamic and focused on high standards of performance, to be open, with a stress on economy, effectiveness, and efficiency. Internal strategies relating to budgets, culture, practices, leadership, and accountabilities need to align with the goals of the organization while meeting the expectations of the community.

Contemporary professionalism cannot exist without strong leadership, clear vision, clear values, outcome-focused strategies and a culture of achievement and performance.

EMERGING ISSUES

The research findings presented to the conference participants by the IALG and Academics as well as the two Working Groups generated a great deal of discussion which led to the identification of the following key emerging policing issues by the participants:

1. There is a need to explore elements for a global conceptual framework for law enforcement in social media.
2. Strategies detailing collective action by law enforcement in the area of international crime to enhance public to private partnerships should be developed.
3. Crime respects no borders, but police forces traditionally operate within national borders. Furthermore, existing modes of international police cooperation are under-developed and restrictive. How can our police forces cooperate to fight international crime, which is our common enemy, despite the great diversity of operational capabilities that exist among us, and the differences in legal traditions and cultural attitudes?
4. Workforce diversity is an important business issue; recommend innovative approaches and practices to respond to the multiple future complex law enforcement challenges.
5. There is a need to explore the concept of innovation in law enforcement and the lack of discipline of learning.
6. The economics of policing in the context of the new professionalism (accountability, legitimacy, innovation, coherence) should be explored.
7. The development of international (global) leadership talent in support of improving international police coherence is becoming increasingly critical.
8. Creating value is essential for policing. What exactly do we mean when we say 'creating value'? What are the overarching principles?
9. There are four aspects of new professionalism. Accountability is one of them. How do we define accountability? How can it be measured?

These emerging issues defined the research topics for the 2012 *Pearls in Policing* conference.

2012 PEARLS IN POLICING CONFERENCE

The theme of the sixth *Pearls in Policing* conference, which will be held in Singapore in June 2012, is Policing for a Safer World.

The 2011 *Pearls in Policing* conference participants determined an IALG assignment topic and two working group assignments to be completed during the 2011/12 research cycle. Participants agreed a group would also complete follow up work on one of the recommendations made by the 2011 IALG on social media.

The research topics for 2011/12 are:

IALG and Academics

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).

The Assignment Giver for the 2011/12 IALG assignment is Mr. Andy Tsang, Commissioner of the Hong Kong Police.

Working group 1

Explore the concept of innovation in law enforcement and the building of a discipline of learning.

Drivers: The Federal Police of Belgium, Bundeskriminalamt (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

Working Group 2

Develop a strategy for collective action by law enforcement in the area of cyber crime and to improve the cooperation among public and private partners at national and international level.

Driver: Toronto Police Service (Canada)

Co-drivers: Federal Bureau of Investigations (United States), Serious Organized Crime Agency (United Kingdom), Tanzania Police Force, Europol

Follow up Work

As a result of the IALG assignment findings conference participants agreed follow up work should be conducted on one key finding. That is, there is a need to explore global conceptual framework for law enforcement in social media.

Driver: New South Wales Police Force

Co-drivers: South Australia Police, Professor Willy Bruggeman (Belgium).