DELIVERING PUBLIC EXPECTATIONS IN A CHANGING WORLD

STRATEGIC CRIME PREVENTION

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 maximize the value that policing delivers? Consider the four elements of new professionalism (accountability, legitimacy, innovation, coherence) and the economics of policing (supply, demand, cost and value).

Work focus

1. Explore how the shift in mindset from a reactive crime prevention frame to a strategic crime prevention frame can maximize the real value of Policing and deliver public expectations in a changing world. Focus on the 4 elements of the new professionalism, together with trust, to find enablers for strategic crime prevention.

Explanatory note / Backgrounder (Brenda)

2. The cost of Policing is outpacing the growth of the economy, crime figures and the economy. It is clear that this approach is unsustainable. A more sustainable path requires significant cultural and structural change within the Police, as well as a clearer articulation of the optimal dynamic between Police and the private sector in the provision of public safety. This portion of the group work will focus primarily on the evolution of proactive crime prevention in the future Police force.

3. Policing currently exists within the reactive space of the fight against crime. This is exacerbated by several factors:

- Police training / culture (action biased);
- Political agendas / funding cycles (short termism);
- Media / public pressure.

4. The Police primarily rely on two forms of prevention: deterrence based on criminal sanction and the more recently developed crime prevention strategies, including community based policing solutions. The fundamental problem that exists is that the criminal idea has already taken root in society by the time the Police initiate reactive or current crime prevention efforts. Even with a dedicated shift from reactive action to the current crime prevention efforts, the cost of Police action remains high and continues to snowball as more criminal ideas evolve.

5. A more desirable space to inhabit is to dedicate the considerable expertise and experience of the respective Police forces into the area of positioning the Police and preventing the evolution and emergence of criminal ideas and exploits. The remainder of the piece will articulate the teams research and thoughts on how this can be done.

Recommendation 1: Invest more in robust strategic planning methodology, futurists and Police research and development (Royce / Leon / Brenda)

6. The Police will increasingly need to be more forward looking to anticipate tomorrow's problems. Greater investment will result in Police organizations having greater capacity in this area. An increasingly interconnected world means that these problems are no longer specific to any particular force. There are economies of scale in having more joint strategic planning exercises and with the involvement of private sector partners in the forecasting process. An example to learn from is the Futures Working Group, co-sponsored by the FBI, which aims to develop futures research in Policing work, with a particular focus on encouraging partnerships between the Police, academia and the private sector.

7. The work done by Accenture at the Police Centre of Excellence is a good example of how much synergy there is at an international level for cooperation and planning, given that 75% of police work is similar across different countries, for old and new crimes. The centre, based in Madrid, has focused on information management being key to high performance Police work. Without endorsing the Accenture model, the existence of robust work in the area of commonalities of Policing shows that there is still much value yet to be unlocked from further Police cooperation in the area of planning and sharing of best practices. This will not be an easy task without tacit acknowledgement of, and effort to overcome, the different contexts, cultures, laws and politics of the different countries.

8. Key points for presentation:

- Greater investment in robust strategic planning / futures research;
- Greater sharing amongst Police forces to lower costs and duplicative work;
- Better anticipation and positioning for future threats.

9. Potential visual / myth:

- Ship lookout on a Crow's Nest.
- Aliens/ Martians looking down on earth: European farmers, African farmers and North American farmers all striving for the same result (harvesting healthy crops) but doing it in entirely different ways. Neither of which would be as efficient if they all worked together (could possibly be applied to recommendation 2)
- Mass production of shoes (or any other object): Instead of one person making every part of the shoes and being only able to a small number of shoes – making more than one shoe at a time. More time and cost effective and looking forward to plan for a larger demand (could possibly be applied to recommendation 2)

"IT'S FROM THE CHIEF-HE WANTS US TO MODERNISE!"

Recommendation 2: Building partnerships to implement strategic crime prevention (David/ Max)

10. The Police will be increasingly unable to unilaterally implement strategic crime prevention measures at a reasonable cost. Society and the economy will be too complex for mass measures such as taxation and regulation to work as effectively. After identifying future threats, the Police will need to build partnerships and consortia with the People, Public and Private Sector. Particular attention should be made to push the boundaries of partnerships, both in terms of identifying new partners (for example FBI's hiring of a former hackers) and new partnership models. Such partnerships include the Virtual Global Taskforce which brings Police and internet companies together in the fight against child pornography.

11. Future collaboration in the areas of self-radicalized extremists, financial fraud or cybercrime and also reap rich dividends for public safety. Collaborations will need to be more innovative and global going forward (Max has cited CERN and the WHO as examples of worldwide partnerships).

12. Key points for presentation:

- Building consortia of shared interests;
- Focus on areas of emerging threat;
- Leverage partnerships that are more cost efficient
- Build trust and work on new models of shared accountability with partners, greater accountability to the public.

13. Potential visual / myth:

- Dogs vs Cats – common belief in society that cats and dogs do not get along, but if they are placed in a situation and brought together – they can really be the best of friends. Same goes for partnerships. You may find some in very unlikely place and at first you may come into them with different view points, but you may find it easy to work together to strive to reach a common goal.

Recommendation 3: Building capacity to harness technology

14. Technology will be an important enabler for strategic crime prevention. This will be in two ways. The first is as a communications tool. Criminal ideas can now spread across the globe in the blink of an eye with the internet. There is no way for Police forces to share crime prevention strategies and information in the same way.

15. The second is as a tool to assist Police forces to achieve new levels of effectiveness and efficiency. Examples of such new technology include smartphones, data and video analytics and geospatial mapping tools. This is widely acknowledged to be a good thing, but the pace of implementation is often slow and laden with bureaucracy.

16. Key points for presentation:

- Technology continues to be an important enabler;
- The mode of adoption of technology needs to change – more fast paced, ground up adoption;
- Dedicated resources for technology adoption;
- Future Policing requires early engagement with developing technology
- Focus on innovation.

17. Potential visual / myth:

- Having a can opener at your disposal but using a knife to try to open a can.
- Going back to the discovery of fire which made the days longer – once fire was used, it changed the way we do everything. Technology has that same effect and it's important to keep up and use it as effectively as possible.

"I'm working on one with text capabilities."

Recommendation 4: Building the trust bank (David/ Brenda)

18. The most important enabler for these recommendations is trust. Trust is important for all our strategic partners in the People, Public and Private sectors and also with other forces. Each partner actually requires a different form of trust building.

19. For the public, this requires police legitimacy, in terms of transparent procedural justice, accountability for crime and social order. There is still much work to be done in determining the exact elements of Police interaction that win or lose the trust of the public, and even more work to be done on changing Police culture and processes to maximize the trust gained from interactions with the public.

20. For other Police organizations, the barriers to trust are both cultural and procedural. The procedural barriers are based on policy and legislation and are easier to overcome than police cultural inertia against cooperating at a deep level with other forces and against innovative structures. A determined effort to reform Police culture to be more open with other forces will be necessary for Police coherence.

21. Key points for presentation:

- Trust is the most important enabler for Policing reform in order to and maximize value;
- Innovation and coherence in Policing to implement strategic crime prevention can only come with a high degree of trust in the Police;
- Winning the trust of the public is a core Police value – need to seek new ways of actualizing it, e.g. social media, measures of harm, and reporting prevention;

- Police culture needs to become more open to change and cooperation all the way down the line for transformational change.

22. Potential visual / myth: Aging Cowboy vs Trusted leader and partner