DELIVERING PUBLIC EXPECTATIONS IN A CHANGING WORLD

- Partnership and Cooperation -

Question: How can partnerships and increased cooperation strengthen the value of policing?
What factors do we need to take into account?

Brief Introduction

The second corner of the trust-triangle deals with partnerships and cooperation. We believe that an increased use of partnerships and a more focused approach towards cooperation, nationally and internationally, will significantly contribute to value of the policing.

In answering the above question we will use partnerships for relations between government and non-government institutions, and (inter)national cooperation for relations between different government agencies. For each we will define the drivers and barriers, and we will look at the pros and cons from the ALICE-elements perspective (Accountability, Legitimacy, Innovation, Coherence). We will provide examples to prove certain statements.

1. *Public Private Partnerships*

In Lincolnshire in the UK a contract has been signed with a large private security firm to take over certain tasks. The company may guard prisoners, aid in searches and prepare witness statements,

but the use of force and the deprivation of liberty are strictly limited to sworn police officers. It would allow the regular police force to focus more on (organized) crime, and let the private companies deal with the low-level police work. Furthermore, private security firms claim to be cheaper than the state run police.

But can we expect the private companies to be really engaged in police work (or is it all about dollars)? Furthermore, the legitimacy of the firm and data sharing between government and private parties are delicate, although it would provide more opportunities to innovate. Legislation needs to be addressed, because data sharing with private parties is definitely restricted at the moment.
To sum up: ALICE: the I and the E will flourish; the A, L and C are more difficult.
Do we trust to rely on private companies for a government task?

2. Neighbourhood initiatives

In Ontario Canada, the police are working hand in hand with local communities and are supportive towards neighbourhood initiatives. Law Enforcement and crime suppression will stay regular police work, but community engagement through community mobilization and community consultation are the key words to success. Accountability is good, because the community will focus on their

own local interests, while the law enforcement agencies can focus on the more serious crimes.
To sum up: ALICE: the A and the L will flourish, the I, C and E are more difficult.
And again, can we rely on civil support when it really becomes nasty?

3. Health care, social services and educational institutions

Everybody will accept these kinds of organizations to play a role in crime fighting. A coherent approach to the challenges we all face is the key to success. A good example is the EU-funded project where police forces, social services and NGOs in Sweden, Estonia, Poland and Romania work closely together. Again, trust is a delicate issue in this cooperation. Can we share data with all these institutions?
To sum up: ALICE: the A, C and the L are okay, the I and E are more difficult.

4. National cooperation

Sometimes it is easier to cooperate and share data with foreign parties (they are not a threat in domestic discussions) than with national organizations. Trust (or the lack of trust) is the main issue here.
To sum up: ALICE: the A, L, and the C are perfect, the I and E are more difficult.

5. International cooperation

There is cooperation at different levels such as between countries, regions and cities. Furthermore it can have a bilateral or a multilateral character. National importance cannot stop at the national frontier. Although trust is again an issue, we do see merit in exploring this field. We suggest the following activities:

- System and applications in order to enhance information sharing.
- Training.
- Coordination of investigations and operations.
- Research and development.
- Sharing resources.
- Establishing trustworthy interpersonal relations.

To sum up: ALICE: the A, L, and the C are perfect, the I and E are more difficult.

Brief summary

Partnerships and cooperation will definitely contribute significantly to the value of policing. It can be done through different levels and with different "players". Public private partnerships, neighbourhood initiatives, working together with health care, social services and educational institutions, cooperation at a national level, and above all cooperation at an international level, all these forms of partnering and cooperation will increase the value of policing.

Today's times, where the world has transformed to an e-world, will facilitate these partnerships and cooperation enormously. We can use the innovative power of the world around law enforcement agencies (such as online e-reporting, social media, provision of high end technology). Lack of coordination among different involved parties will leave organized crime to escape from the grip of enforcement.

However, there are certain barriers that need to be addressed whatever way of cooperation. Policing by third parties is constrained by procedures, legislation and national laws. And then there is the (mutual lack of) trust. Do we as government authorities trust third parties to carry the responsibility that is in fact ours?