

# Pearls in Policing

**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 Action Learning Group (IALG, also known as the Pearl Fishers), 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:

## **Characteristics of Pearls in Policing:**

- A recognisable conference agenda.
- One year in the Netherlands, the next in a participating guest nation.
- The Chatham House Rule applies.
- Participants are also speakers.
- Interventions last a maximum of 7 minutes.
- No media. At the end, a detailed conference report will be published.
- There is always a link with (action) learning via the International Action Learning Group (IALG).
- A small, efficient secretariat in The Hague safeguards continuity.

## What does Pearls in Policing comprise?

*Pearls in Policing* consists of five standard components:

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

### 1) 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 themes of the *Pearls in Policing* conferences

##### • 2007 - The Hague, The Netherlands

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

##### • 2008 - The Hague, The Netherlands

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 - The Hague, The Netherlands

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 - Sydney, Australia

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 - The Hague, The Netherlands

'*Charting the Course of Change*' was the central theme. 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 - Singapore, Singapore

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 - Amsterdam, The Netherlands

The theme for the Pearls in Policing conference 2013 was '*Sustainable Leadership in a Changing World*'. How can police leaders tackle policing challenges, not only short-term, but also in a way that is sustainable over the long-term?

##### • 2014 - San Francisco, USA

'*A New Police, a New Generation*': What are the needs of modern policing and how to best position the next generation of police leaders to meet those needs?

##### • 2015 - Copenhagen, Denmark

The 9th Pearls in Policing conference was held in Copenhagen, Denmark. The 2015 conference theme was: '*Shaping Innovation through Partnerships*'.

##### • 2016 - Sydney, Australia

The 10th Pearls in Policing conference will be held in Sydney, Australia from 11-15 June 2016. The theme of the conference will be: '*Uniting Global Law Enforcement*'.

## 2) The International Pearl Fishers Action Learning Group (IALG)

The IALG is the only existing executive leadership programme in the world. The max. 20 participants spend a year working on an assignment which has been formulated during the previous year's Pearls in Policing conference. The IALG programme is based on action learning: research, work and learning at the same time. The findings are presented each year during the Pearls in Policing conference. The IALG is organised by a consortium in which the Australian Federal Police (AFP), the host country of the Pearls annual conference and the Pearls Curatorium in the Netherlands participate.

### 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 respond strategically; and make recommendations for the future.

*Assignment giver: Professor Jürgen 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*

#### 2013 - 2014:

The IALG was presented with three near-future scenarios (10 years from now) based on the global trends identified by the Joint Global Vision working group in 2013. The IALG was challenged to put themselves in the place of their leadership and consider the human, rather than technical, requirements of police to handle these scenarios, and how police would fit into the whole-of-community response in the future. Furthermore, the IALG was tasked with looking at the problem from not only a response perspective, but also prevention and managing the aftermath.

*Assignment giver: Commissioner Andrew Scipione, New South Wales Police*

#### 2014 - 2015:

How do you create a police organisation with the culture and conditions that foster innovation through partnerships?

*Assignment giver: Associate Deputy Director Kevin Perkins, Federal Bureau of Investigation (FBI)*

#### 2015 - 2016:

How can law enforcement agencies prevent radicalisation and forge broad and inclusive partnerships in order to become more effective in combating radicalisation?

*Assignment giver: Commissioner General Catherine De Bolle, Belgian Federal Police.*

### 3) 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.

### 4) Working 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 "working groups". These working groups 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 working groups 2008 – 2016

##### 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:

- Joint global vision on law enforcement.
- Co-creation with non-traditional partners.
- Measurement of effectiveness.

##### 2014:

- Police versus policing in an ever-changing world.
- From big data to smart policing.

##### 2015:

- Vision on international policing cooperation.
- Meeting future needs.

##### 2016:

- An integrated strategy to protect the most vulnerable (such as domestic violence and child abuse)
- Exploring the boundaries: striking the balance between hard and soft policing, and over-policing and under-policing, in modern law enforcement.
- A continuation of the white paper discussion on international law enforcement cooperation and coordination.

### 5) 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. For instance in the past, by way of a "Socratic dialogue", by presenting the group with a "wicked problem" or by 'storytelling'. The dilemmas 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.

# Pearls in Policing

## 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 selection process (by invitation only) takes into account professional experience leadership qualities and innovative characteristics. Criteria are: geography, demography, gender and national, regional or international jurisdictions. The official language of the conference is English.

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