

Pearls in Policing



Assignment 2013-2014

International Pearl Fishers Action Learning Group (IALG)

Introduction

The IALG 2012-2013 identified the key areas in which future police leadership will need to develop and be competent. Imagine the future ten years from now when the emerging challenges identified in the 2013 conference paper *International Vision for Policing* are now a reality: ever-increasing mobility of people and information, the rise of deviant globalization and social exclusion, global crime hotspots characterized by organized crime and corruption, and an increasing encroachment of military and private security providers into the law enforcement space. The result is a policing environment that is unpredictable and highly volatile. Given that, consider the following three scenarios:

1. 'Prime minister blames food riots on scourge of social media; prefers the calm of state television'

Exorbitant prices at a local supermarket trigger a massive social media response around the world. Simmering long-term resentment over food costs and shortages gives rise to protests and riots in more than a dozen global cities. Hyper-connectivity and a 24-hour internet cycle allow the chaos to spread almost uncontrollably, posing a severe threat to property and lives.

2. 'Authorities report worldwide cyber-attacks on financial infrastructure after the compromise of key security protocols'

An unnamed group of hackers, backed by rogue states, has launched an attack on the global financial network, breaching the security of key banking and transaction servers. Authorities fear the widespread compromise of private financial information, critical failures in essential financial infrastructure, bank-runs and chaos on financial markets. The attacks have spread to law enforcement agencies where they have breached key infrastructure.

3. 'Developing nations call for help in the fight against criminal metal cartels'

Rare earth elements (REE) – essential materials for modern technology – have become scarce and remaining supplies are almost entirely within developing nations. In many of these, criminal syndicates have evolved to control the supply through extortion, smuggling and labour exploitation. Holding the developed world to ransom, their subsequent wealth has put them beyond the management capacity of domestic policing organizations. They now call upon the international police community for assistance.

Assignment:

Given these scenarios, put yourselves in the place of your leaders. Consider a whole of government response in which police are a leading but not necessarily the only organizations responding to these scenarios. Without focusing on the technical dimension; consider the talents, skills, training and leadership – the human resources – required by law enforcement to cope. Consider this proposition from three time horizons:

1. **Prevention:** in the chain of events leading to these scenarios, where can law enforcement intervene and disrupt before the event happens?
2. **Response:** the traditional core of police work
3. **Recovery:** managing the consequences and aftermath of these events.