Policing Fractured Communities

Pearls in Policing | Colombia | 2018

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The Pearls in Policing Program

Pearls in Policing is an international law enforcement think-tank attended by top level police leaders and academics. The key purpose of the initiative is to identify global emerging challenges in policing and brainstorm collaborative solutions. Pearls participants share ideas, experiences and knowledge in a purposely small-scale, collegial environment. Participants have the unique opportunity to participate in concentrated discussions of global police issues while building and nurturing their global network. The responsibility of organising the Pearls in Policing conference is a cooperation between the Curatorium in the Netherlands and a police force in the host country.

A significant component of Pearls is a research-based review of emerging policing issues conducted during the year in the lead up to the conference. Several working groups are created from willing and interested agencies at each conference to study collectively-identified topics of importance. These working groups examine the issues at hand and generate conclusions that are submitted for review and discussion with their peers at the next Pearls conference.

In addition to this, a special working group of police leaders known as the International Action Learning Group (IALG) are assembled to intensively study and provide practical solutions to a problem posed by one of the commissioners each year. The IALG is assisted in their task by several mentoring academics, and the group meets three times during the year in the lead-up to the conference.

As they do each year, Pearls participants engage in discussions on the future needs of policing and how best to forge the collaboration that will allow law enforcement agencies to meet those needs.

Grounded in the present but with eyes to the future, Pearls has established a firm tradition as a unique forum where police leaders from around the world can discuss and debate the key challenges they face at all levels.

Pearls is inspired by the Bilderberg principles – off-the-record international forums where leaders can discuss matters of importance without fear of public scrutiny or media coverage. This intended to allow for honest, frank and useful discussion between executives. It also allows for interactive and open discussions among peers as there are no formal barriers to interaction or protocols that interfere with individuals getting to know one another.

Since the first conference was held in the Netherlands in 2007, Pearls has emerged as a leading initiative for international police collaboration and peer support amongst police leaders. This report distills the collective wisdom, insight and experiences of a broad cross-section of the world's participating law enforcement leaders on the 2018 conference subject of 'Policing Fractured Communities".

Introduction

"Life is not easy for any of us. But what of that? We must have perseverance and above all confidence in ourselves. We must believe that we are gifted for something and that this thing must be attained."

The quote above was from Marie Curie who was a Polish and naturalized-French physicist and chemist who conducted pioneering research on radioactivity in the early 20th Century. She was the first woman to win a Nobel Prize (1903), the first person and only woman to win twice (1911), and the only person to win a Nobel Prize in two different sciences (physics and chemistry).

Marie Curie set the bar high and so too must police officers. In a world with growing populations and increasing disparity between the haves and have-nots, the size and scale of communities that feel left out and left behind is reaching beyond anything experienced before. For police around the world, the ability to maintain peace and order is proving more difficult by the year.

Mass movements of afflicted communities are striking Africa, Asia, Europe and the Americas. Whether its over-filled boats from Africa trying to reach European shores, or a mass of Latin Americans trying to march their way through the US/Mexico border, the impact of this humanity is being felt across international borders and within isolated pockets of too many countries. These pockets of fractured communities include indigenous peoples in North America, Australia and New Zealand.

The social conditions that help create these fractured communities will also help fan the flames of crime and violence as desperation takes hold of more and more citizens. For police, the challenge is great. For Pearls participants, the opportunity to contribute as Marie Curie did, to pioneer solutions to the world's greatest challenges is underway.

The theme for the 2018 Pearls in Policing conference in Medellin, Colombia "Policing Fractured Communities" could not have been timelier. As the Director General of the National Police of Colombia, Jorge Hernando Nieto Rojas and country-host said, police must propose collaborative ideas to implement better

globalized police practices to 'allow an approach targeted at reducing the gap in social, economic, and security development to which the communities marked by the highest levels aspire of coexistence."

To that end, 21 law enforcement leaders and academics from 13 countries met in Medellin between the 23rd and 26th of June 2018 for the 12th annual Pearls in Policing conference. It was hosted by the National Police of Colombia in cooperation with the Pearls Curatorium.

As with every Pearls the agenda included an exceptional report from the International Action Learning Group (Pearls). Over the past year IALG tackled the challenge of defining fractured communities and the impact they have on policing in both a global and local context. From their research the IALG presented solutions and best practices that included cross-sector representation and collaborative approaches.

As well, Pearls participants engaged in two working group presentations. The first examined police autonomy from politicians and government. Many questions on the right relationship were considered such as what is autonomy? Is autonomy "fluid and context-driven"? And where should the line be drawn? The second working group looked at the issue of police corruption, in

particular in relation to the drug economy. During the Medellin conference, the relationship between police and government – both within their jurisdictions and internationally – became a main topic of discussion. Police understand they must execute the policies of governments. Yet these policies are made by politicians who may have other objectives and partisan consideration in mind when making them.

During the conference, participants were asked to consider their relationship with politicians. The question asked was "in your experience how has politics impacted policing in fractured communities?" The answers appear throughout this report. It must be noted the Pearls conference is attended by senior police leaders. They have dealt with politicians for years and have developed a political mindset, especially when it comes to messaging. Their answers reflect this situation but it is also clear that as a group they would agree there is work to be done.

It was evident during the conference that police understand that if they are to attain the most beneficial working conditions that will allow them to succeed, they must co-operate with politicians. This idea was reflected in the conversations around the working group.

The Pearls Agenda

The IALG - Policing fractured communities
Working Group One - Police autonomy, what is the question?
Working Group Two - Corruption; the impact on policing in vulnerable times
Colombia's Evolving Story – Police leadership in Colombia's rebirth

Medellin

A fascinating component of the Pearls experience is having the opportunity to visit places steeped in history and culture. To meet the people who live in these places and to learn from their lived experiences – both horrible and inspirational, to understand the challenges they have overcome and to see their hope for a better world.

That sentiment could not be more aptly applied than to the location of the 2018 conference, Medellin, Colombia. All were inspired by Medellin, the people of Colombia and how far their society has come. Medellín was once infamously nicknamed the "murder capital of the world". The negative narrative of the city and the country was fed by 50 years of civil-war and the globally-recognized drug cartels whose terrible past was made more widely-known through TV and film.

But change has come to Colombia. The government officially declared an end to the civil war in 2016 when it signed a peace deal with the country's largest rebel group FARC, the Revolutionary Armed Forces of Colombia. Within a year the homicide rate fell to its lowest level since 1975.

That is a significant accomplishment, but there is still work to do. As the New York Times reported in the summer of 2018, the dismantling of the FARC and other groups has led to a power vacuum with unsettled and at times violent conditions returning, particularly in the countryside.

Still most Colombians will choose the situation today versus the past fifty years. The signs for a positive future are all around. Colombia is now receiving more positive recognition such as being named the "world's most innovative city" or "South America's

Silicon Valley." It also was awarded the prestigious Lee Kuan Yew World City Prize in 2017. It's improving reputation is having positive impacts.

The number of visitors to Colombia grew a staggering 250 percent over a ten-year period, from one million visitors in 2006 to more than 2.5 million in 2016. In September of 2017, Colombian newspaper La Republica reported that visitor numbers were up 20 percent, compared to the same time period last year. During that period in Medellin, the number of hostels for young travelers rose from only three to 500. A signal from the travelling market that the time was right to explore the beautiful country.

Colombians as well are looking towards brighter times. A couple of years ago, in talking about his country's future, former President Juan Manuel Santos shared a famous quote of former US president Thomas Jefferson. Santos said "Jefferson's quote 'I like the dreams of the future better than the history of the past,' and that is what we try to do in Colombia; we are trying to dream about a better future, and convert those dreams into reality."

The work of Pearls is aimed at activating that better future by rethinking how policing is conducted and how police work with stakeholders. As Commissioner Erik Akerboom of the Netherlands Police said in his welcome, "to be effective, we shall have to change the way we work: faster, more flexible, and with trusted partners. All this based on real time information. Crimes evolve, so must we."

This report explores the many questions, considerations and recommendations that were discussed at Pearls 2018 in Medellin. It will also set the prelude to 2019 where Pearls will again meet to discuss key situations in policing.

International Action Learning Group

The International Action Learning Group (IALG) is an international program for senior law enforcement leaders that is rooted in action learning. The action learning process includes a wicked problem that is important, serious and complex. It brings together a diverse problem-solving team and takes them through a process that promotes curiosity, inquiry, and reflection. With it comes a requirement that talk be converted into action and a commitment to learning.

After each Pearls in Policing conference, a group of senior law enforcement leaders are selected to participate in this collaborative effort to research and present on a question posed by one of the Pearls Principals at the previous year's conference, and in the process, take part in leadership development and training. The program is designed not only to generate answers to the important questions and complex problems facing law enforcement, but also to develop leadership capacities and networks amongst participants.

Policing fractured communities

The Pearls Presentation

The final presentation of the 2017-2018 Pearls International Action Learning Group in Medellin had the best hallmarks of reality TV but with more important outcomes.

On display was an inspiring journey made by a small group of individuals who took an uncharted path to discover rewarding personal and vital professional conclusions. They completed their journey with two key supports: their personal development over the course of the project, and crucially, the personal talents and professional experiences they brought to the group.

As one IALG member said early in the IALG's presentation "20 unique persons from different countries and with different backgrounds and cultures were confronted with each other to take a journey into the big question of how do we police fractured communities? Inspired by the academics, professionals, the support management team and our own network, knowledge and skills, our journey began."

And though there was no specific reward for reaching the end, the participants attained a professional milestone the likes of which few had experienced before. The audience in Medellin was also richer for the experience and so too citizens of fractured communities all over the world who will benefit in both small and large ways from the work of the IALG.

The Context

The IALG undertook its work in a rapidly changing crime-environment with police organizations weathering and bracing for future storms. In seeking to identify solutions for modern police organizations the IALG understood the challenge before them. As crimes evolve so must the police.

Societies around the world have felt the impacts of economic and social change including the mass migration of refugees across numerous international borders. The shocks of terrorism have struck every major continent creating an unprecedented global culture of vulnerability. Add to that the instantaneous speed of communication fueled by social media which has provided a vehicle that enables once small isolated issues to grow exponentially.

As discussed at the 2017 Pearls conference, the response to 'new normal' conditions, in particular to threats and acts terrorism, has increasingly reverted towards hard policing. Police actions are measured

against various communities' perceptions of police fairness, social identity and legitimacy. Too often hard policing has sideline broad and long-term prevention strategies. A more reactive police force finds itself short of opportunity to seek proactive policing solutions.

The Assignment

With the evolving conditions to policing in mind, the task of the 2017-18 IALG was to work together to seek new answers to global police issues by sharing local and regional challenges, initiatives and solutions. All regions experience challenges, tensions and shocks related to diverse cultures, socio-economic problems, political fragmentation and evolving forms of criminality. The IALG had to identify and analyze the range of problems faced by police in each of the individual geographic regions represented within their membership as well as other, non-represented regions of the world. They were to be specific with the problems confronted in each region and present their solutions in the form of proven best practice recommendations for local and global police leadership. Solutions needed to consider the inclusion of cross-sector representation and collaborative approaches. Their recommendations were to also address short, medium, and long-term innovations. Evidence-based practices were encouraged.

To further focus their assignment the IALG team was asked to:

- Identify and analyze the range of problems confronted by geographic regions,
- Define and discuss fractured communities and the impact that they

have on policing, globally and locally,
- Share case studies from across the globe to highlight both problems and solutions, and
- Present solutions and best practices that include cross-sector representation and collaborative approaches.

The work of the IALG team took them to Brussels, the Hague, New York, Bogota and Medellin and to important landmarks and communities related to their assignment. The work was intense. As one of the IALG presenter's shared, following the first week of work in Brussels the group realized they were more confused than when they started. In fact, they were raising more questions than they had found answers. Of course, that is a symptom of the challenge. Modern policing is continually confronted with friction and conflicts resulting from societal changes and new developments.

Defining Fractured Communities

To focus on finding solutions, the IALG thought it was vital to illuminate the target and be clear on what a "fractured community" really means. So, they defined it.

For the purpose of their work, a fractured community is "a community that is disconnected from part or all of the dominant community around them, or from the state and the police. Every community across the globe is different; however, communities share common values and beliefs such as culture, economic, technical, political view, ethnicity, class structure and other common interests. Some communities are divided from the state and/or the police due to these shared values."

While some literature makes a distinction between the concept of "fractured" and "fragmented" in the context of communities, the terms are offered interchangeably in the IALG study as there are significant similarities in the basic concepts of each.

The IALG produced a thought-provoking video that used the Michael Jackson song, 'they don't care about us' to help illustrate its message. Interchanging the song's lyrics around speeches from three Nobel Prize winners of different eras, the video contrasted the words of hope from prize winners with the strained realities that exist in many communities around the world. The video provided a striking illustration of the complexities of fractured societies and the driving forces that create them. But it also showed there is hope for law enforcement to make a difference in pushing back forces that fracture communities.

In reference to the video and its message, one Pearls participant concluded "we feel the emotion in the communities and see the struggle for police officers to do the job right. They know they have to handle big cases at times and at the same time they have to reach out and make connections with these communities. That's a difficult job for our police officers. For us as leaders we have to help them."

Drivers of Fractured Communities

Having defined fractured communities, the IALG examined some of the key drivers that lead to the current global situation. They understood that to solve problems the root causes must be identified. As was demonstrated in their video, there are numerous factors that span from a global scale to more localized situations. Often, one driver influences another. Drivers such as economic disadvantage, organized crime, religious and political extremism, social isolation, and mass migration among others are creating new challenges for communities and the police that protect them.

Socially isolated communities have existed for generations in many parts of the world, providing police with unique challenges in terms of ensuring safety. For example, in both Australia and Canada, indigenous communities are isolated socially, economically, politically and geographically. As mainstream societies become wealthier (a trend that is accelerating), these socially isolated communities become more fractured and disadvantaged.

Globalization itself has benefited some individuals more than others and has contributed to an unprecedented movement of people in search of economic opportunity. In 2016, the U.N. High Commissioner for Refugees reported that there were 65.6 million 'forcibly displaced people worldwide,' 22.5 million refugees and 10 million stateless people, a figure greater than any time since World War II. This flow of people is putting a considerable strain not only on the public social infrastructure of many countries, but also on the political will for such nations to respond.

In addition to migration problems, economic disadvantage and the fracturing of communities along economic lines has

led to high-levels of youth unemployment, homelessness and poverty. As a result, young people from communities are placed into extremely vulnerable situations. Social alienation and disaffection with a social system often leads to 'survival' crime, public displays of defiance and resistance to authority. Such factors make these communities particularly susceptible to organized crime and increased fragmentation.

Organized crime and illegal groups are now using fragile nations and fractured communities to hide, while exploiting the vulnerable by engaging in human trafficking, drug crime, firearms smuggling, art trafficking, and other related crimes. At its worst, organized crime is able to drive further fractures into already fragile communities through campaigns and insurgencies to disconnect communities from the state. Policing's inability to provide an answer to new and upcoming problems, such as cybercrime, identity theft and illegal money laundering is amplifying the problem.

In the case of violent extremism, many groups now subscribe to similar narratives of militant resistance against not only the physical occupation of lands, but also western political values and culture. One example, as outlined in a report by the International Crisis Group, "extremism in the Muslim world has ebbed and flowed over the past quarter century but has never looked as dangerous as today." Extremism by a variety of groups plays out many other countries to varying degrees.

Technology, particularly social media and the internet has had many positive effects

The unintended consequences of positive modern events

Increasingly diverse communities have led to tensions, including competition over employment, housing and local services. International organized criminal groups drive further fractures into already fragile communities, including through human and drug trafficking.

Technology change has improved lives for many, as manual labour and low-skilled work is increasingly conducted by machines. As a result, unemployment grows among lower skilled individuals, increasing the gap between the rich and poor. Some now feel excluded from mainstream society, fueling radicalization and religious extremism.

Digitalization of public services has moved policing increasingly online. 'Digital natives' are able to quickly and easily access public services and the police, whilst the elderly and marginalized people are disconnected.

Wealthier families live together in gated communities, protected by a growing private security industry. The perception grows among the wider population of unequal treatment from a corrupt police and judicial system.

on society. However, new technologies have also enabled the creation of fractured communities and have the power to influence and mobilize individuals through the use of digital mass communication.

The internet and social media allow misinformation to spread quickly and this can also remove any geographic obstacles

to drivers that fracture communities. A recent study suggested that social networks can also push people apart and reinforce confirmation bias and the echo chamber effect where people are encouraged by peers, and by the technology itself, to consume only content that reflects those views that they already hold. These effects go beyond geographic obstacles to deepen social fractures and even provoke radicalization.

Social media provides an anonymous platform for abuse, bullying and harassment with real world influence and impact. For example, an increase of youth suicide can be attributed to bullying on social media. Terrorists have also proven adept at using technology to communicate securely, publish propaganda, transfer funds and undertake reconnaissance remotely.

Cybercrime provides for a borderless world which, for the most part, is unregulated and relies on private companies to determine what is right or wrong, and proves to be very difficult, if not impossible, to police.

The historical environment of human interaction is under attack. Social media, blogs, forums and news providers are increasingly becoming the domain of 'haters,' deniers, liars and other 'trolls.' They are creating an atmosphere where 'truth' is becoming fact-free and opinions are the new truth.

As the IALG suggests, these drivers have led to blowback. In many parts of the developed world unrest has resulted in

mainstream political trends where communities' elect governments that attempt to reduce migration rather than building stronger mixed-culture communities.

The 'tyranny of the majority' is a reference to a potential flaw in democratic government, in which the majority of an electorate can place its own interests above and at the expense of those in the minority. Should it be left unchecked, this practice, as well as the growing populism in many countries, has the potential for the state to further isolate vulnerable and fractured

The scale of internet and social media communication

The Internet
- It is estimated that 91% of all adults accessed the internet at least once in 2016, with people aged between 16-24 years old spending on average 27 hours a week on the internet.
- By 2020, there will be 50 billion devices connected to the internet, and the digital economy will be worth billions of dollars.
- The global cost of cybercrime is estimated to rise above $2 trillion by 2019 .
- A child is abused, on average, every nine minutes on-line.

Social Media
- It is estimated that every minute there are over 4.1 million YouTube views, 156 million emails, 16 million texts and 2.2 million terabytes of information downloaded by 3.7 billion social media users.

communities through discriminatory or inequitable policies and laws, or statements and platforms of populist politicians. This has the effect of increasing disadvantage and isolation as well as reducing trust in the state, which consequently complicates the work of police and others in building trust and connection.

While the list is long, the IALG argues these drivers have two main characteristics in common. The first is history, as the fracture has been well defined over time and can be linked to a historic trait whether it is ethnical, cultural, ideological, economic or geographic. The second characteristic identified is the loss of trust in the police and the state's ability to protect and treat the community fairly.

Police organizations themselves are occasionally the drivers of fractured communities. Strategies aimed at proactive law enforcement may drive greater fragmentation in already fragile communities. For a community to trust the police, it must be optimistic that law enforcement is competent and committed. Research shows that people are more motivated to comply with the law when they believe that they are being treated with dignity and fairness, rather than by the fear of punishment.

The Solution Challenges

The dynamic and complex nature of today's modern world and fractured communities suggests that the police response must be equally dynamic.

Drawing from their global experiences, the IALG sought solutions in the form of proven best practice recommendations for local and global police leadership that considered the inclusion of cross-sector representation and collaborative approaches. Their recommendations were to also address short, medium, and long-term innovations.

A number of fractured community groups were analyzed on their particular characteristics and attributes. In addition, the policing responses that were deployed in working with these communities were also analyzed. This resulted in the identification of a range of policing challenges.

As one of the IALG academics noted "theoretically it is easy to clarify what 'good' policing of fractured communities is, or should be. But in practice, answering this question is much more complicated. Over-policing and under-policing are to be avoided. There is a great and ever-growing 'grey' area from hard and soft policing and from too-early and too-late policing. What the police can do is make better use of the best practices and enhance evidence-based policing. In order to support this all, there is a need for fair evaluation and accountability."

In introducing the work of the IALG, the Assignment Giver raised the challenges in finding the right solutions. "When we think about fractured communities and how we respond effectively, leadership is very important. The driver of any success we might have depends in large part, upon the leaders in this room to be able to ensure the officers, the people who work for us, are

able to do the job and get the work done. So, if our goal is to increase trust with the communities we serve – and that is a principal goal – we must also recognize that another real challenge is that we have to build trust inside our respective agencies."

Innovative Strategies

In their presentation, the IALG identified five current strategies they considered to be innovative and would successfully address the challenges. But they emphasized that this is not just a policing problem. The complexity of the issues require collaboration with community partners, government partners and global partners.

Collaborate with communities

Many of the issues confronting police in today's fractured communities are highly complex and include multiple drivers. The police are unable to achieve success by themselves and therefore require collaboration with community partners.

For example, in Belgium the IALG discovered the integration process of the Muslim community had not worked well and that the municipal authorities in the past missed certain opportunities of engaging with this migrant community. Over the years, Molenbeek became the home base of several radicalized young terrorists. Nowadays, the local police of Molenbeek takes over the role of mediator by building bridges with the Muslim community and by learning to know each other better to be able to make the town a safer place for everyone.

Build trust through community partnerships

The IALG agreed that for many communities, being treated fairly is a more important determinant of compliance than formal deterrence. When police make connections with the community, people are motivated to help them fight crime.

In Colombia the IALG witnessed police building trust in rural zones. Young female officers are now living and working in large territories that the rebel group Farc once had control over. These officers build relationships and trust by living with the people in the communities for 90 days at a time. This innovative model of policing is just one example of the many initiatives in building trust that the IALg learned during this program.

Strengthen partnerships at the international, national and local level

It is in the best interest of all nations to promote an international and regional environment that is stable, peaceful and prosperous. Police are able to contribute to the mitigation of regional and global fragility through security and stabilization missions, as well as developing the capability of national state police forces to deliver legitimate and accountable policing services.

One key international body, the United Nations, deploys police from member nations as an integral part of the United Nations peace operations. Currently, about 12,500 UN Police officers from over 90 countries are deployed in 12 UN

peacekeeping and 6 other Special Political Missions. In a more local example from Norway, police and municipalities have established local cooperation agreements with youth-crime prevention agencies based on an agreement on the causes of crime and what needs to be done to reduce it.

Engage with new social media technologies

With the pervasiveness of social media into the lives of so many, policing must respond and be able to engage in the medium preferred by the communities they serve. Social media is a communications tool so powerful and yet so accessible to everyone. Nowadays, almost every Law Enforcement Agent around the world uses at least one new media platform to engage its communities. Facebook, Twitter, Instagram – these are the most common ones.

In Hong Kong, the police force now runs Facebook, Instagram, YouTube and a mobile app. From disseminating police messages and engaging the communities to facilitating the handling of an emergency, such as an arson attack on a packed train in 2017, and gathering intelligence, social media has been immeasurably important to both the police force and the population.

Practice diversity and reflect the community in which the police serve

Police organisations do not always reflect the communities they serve. Minority communities and females are often underrepresented in police organizations. This lack of diversity in policing makes it harder to build trust with communities, if individuals and community groups do not see themselves reflected in their police services.

In Northern Ireland, due to the reform in 2001 the police applied a new 50/50 rule between new Protestant and Catholic recruits. Before 2001 only 10 % of the police officers had a catholic background. Thanks to the reform in recruitment the current number of Catholic police officers has increased to almost 40%.

Main Findings

Having reviewed the various forms of fractured communities, it is clear to the IALG that there are a number of common characteristics observed that demand a policing response. Imbedded in the drivers of fractured communities outlined above, the following characteristics can be observed.

Fractures exist because of the historical existence of distrust and suspicion between communities that are culturally, ideologically, economically, geographically or ethnically defined. As well, the loss of trust in the state's (including the police's) ability to protect and treat the community fairly can aggravate situations.

These fractures are almost always exacerbated by a more recent build-up of newly driven distrust that tends to further polarize communities, an increase a sense of unfairness or a perceived inability to access the same benefits as others. This may include population movement, the effects of social media, the internet, or polarizing politics/conflict in response to the rate of modern change.

The fractured communities now posing the greatest challenges to police are the ones where new, unprecedented drivers are surfacing and/or old drivers are being given increased influence through social media, new technology, international inter-state conflicts and migration, globalization and the internet among many others.

The IALG argues the concept of trust and the pace of change are common themes in our communities. As a consequence, the past is no longer a useful predictor of the future and old solutions are unlikely to solve new problems. There will continue to be challenges for which there is not always a global solution. In fact, it is remarkable that at this time politics is evolving toward more populist approaches and strategies making policing fractured communities more difficult. Several international relationships are negatively impacted by conflicting political views which may compromise foundational human rights principles.

The IALG conclusion

The IALG's research explored the idea of fractured communities, the manner in which they become fractured, and examined ways that police organizations may contribute to, or reduce, the fracturing of communities through a range of drivers.

As a number of police chiefs noted at the Pearls in Policing conferences in Toronto and Medellin, one of the most common responses to the problem of policing fractured communities has been the return to 'hard policing' in response to such challenges as terrorism and extremism.

This response has proven to be a short-term solution. Ultimately, such strategies result in mounting disconnection and community disillusionment, leading to increased radicalization and fracturing.

Various fractured community groups have been reviewed based on their characteristics and attributes and several policing responses have been analysed from the perspective of the IALG group. Current international 'best practice' options have been presented which demonstrate how police can be proactive with their own initiatives and can also collaborate with community partners to achieve successful outcomes.

The IALG identified several policing problems from around the world. Additionally, the IALG identified multiple 'best practices' to help address them. The goal of this research was to encourage new policing strategies and ideas in areas with fractured communities where current practice is insufficient, to gain the maximum profit of ongoing experiences. It is the IALG's recommendation that this needs further research at both the strategic, operational and academic levels.

The IALG concluded that there is a need to be forward thinking and to examine the challenges of the future. The future impact of an uncertain and rapidly changing environment will have on policing is not yet known but it is clear that change is inevitable. It is critical for police forces to embrace change with a view to understanding its relationship to crime and community at the local, national and international levels.

Working group one
Police autonomy, what is the question?

Presentation by Mr. Stephen Howard, Officer in Charge Executive Support Section, South Australian Police, Australia. Co-driver: Belgian Federal Police.

Introduction

Over the recent Pearls conferences, several challenging issues to policing and public safety have dominated the discussions. These include a new world order where catastrophic events or 'shocks' have become all too common; where the size, structure and negative activities within fractured communities continues to grow; and where the opaqueness and often impenetrability of cybercrime is increasingly impacting their jurisdictions.

Tackling these challenges in a way that their experience and training has taught them is obviously a police priority. As police execute their duties they do so under circumstances where their autonomy is impacted by political considerations.

One veteran police officer and Pearls participant framed the challenge this way, "politicians can impact police work without the benefit of the police experience."

Working within the political environment has become another recognized challenge with the Pearls participants as they tackle the dominant criminal activities of modern times. It was a key point of discussion throughout the Pearls conference in Medellin.

The working group asked, where does political control end and police autonomy begin? They believe "police autonomy" is ambiguous and hard to define but most police will agree their views as police, their actions and their decisions should be objective and bias free. However, when politics is added to the mix, things become more challenging.

The working group examined the nature of the link between police autonomy and political oversight through an examination of the literature and a number of international case studies. Their examination makes three key claims:

- One: It is not feasible to draw a clear line between appropriate police autonomy and political oversight that is suitable for all contexts.
- Two: It is not necessarily a problem that this is not feasible.

- Three: We can articulate the reasons why police autonomy is important, identify related challenges and consider specific ways to maintain autonomy

Understanding the challenge of police autonomy

The impacts of politics on policing is ongoing, this is a safe assumption. According to the working group, disagreements between police chiefs and politicians, ending sometimes in resignation of one or both, can easily be identified.

One example, a police officer resigned after his recommendation to send additional officers to a labour dispute was not followed by the government. This raises the question of whether the policing of labour disputes is an operational matter, over which the Commissioner was expert, or a public policy matter for the politicians. Opinions differed then and no doubt still do.

The number of different police organizations presents its own challenges. As a Pearls participant noted, some countries have several police forces and their advice to government sometimes differ. This raised the question that perhaps the police are themselves a fractured community.

Must the relationship between police autonomy and politicization be fluid and context-driven?

The fact that politics impacts policing is an ongoing challenge is important. How can police hope to maintain their autonomy from politics if it is not entirely clear just what the scope of that autonomy should be? Perhaps as one participant suggested, the relationship between police and politicians must be fluid and context-driven. But is this the correct course of action?

In democracies politicians will make reactive policy decisions due to unforeseen events even though this may end up fundamentally shifting a police force's priorities, before the implications of that shift have been fully thought out. On the other hand, sometimes when it concerns public safety, police have to make quick and potentially dangerous decisions that could lead to political implications.

Over the years there have been attempts to draw a clear line between politics and police. One famous example is Lord Denning's decision, in R v Metropolitan Police ex parte Blackburn, 1968, that points to police being accountable only to the law - and thus judges. Lord Denning's view is one that gains little traction in an age that increasingly stresses democratic participation.

The working group noted that very few police officers will publicly dispute the notion that police autonomy is important and worth defending. But there are continuing debates distinguishing between what constitutes an operational matter as opposed to a policy matter, what is a reasonable political request for information from police versus exertion of political influence, and also, who is best placed to exercise political oversight over police in an increasingly complex operating environment?

Limited consensus

The working group believes there is limited consensus on this issue. This is not to say there is *no* consensus about the proper scope of police autonomy in practice. However, they believe it is useful to identify what these are.

The working group raised a 2016 report by David Bayley and Philip Stenning that identified eight areas of police decision-making:

1. Resourcing decisions such as the level, and kind of, funding available to police;
2. Appointment decisions about the most senior roles;
3. Organisational structure and management decisions;
4. Organisational policy decisions;
5. Priority setting decisions, affecting the deployment of resources;
6. Deployment decisions, in general or specific circumstances;
7. Appointment and promotion of more junior police;
8. Specific operational decisions.
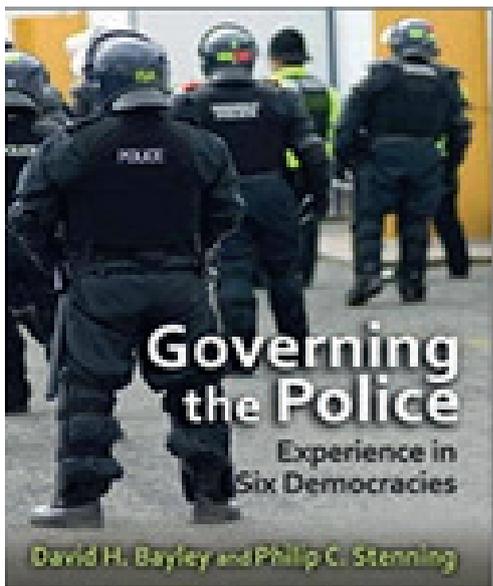
The Bayley and Stenning report argues that responsibility for the first two areas typically lie with politicians and responsibility for the last two areas typically lie with police. This leaves many decisions up for grabs – four areas are unaccounted for.

Is being fluid and context-driven a problem?

The working group stated that outside of a few relatively clear-cut cases it should be accepted that the scope of police autonomy is and will continue to be, fluid and context-driven. Perhaps, it's incapable of precise definition and is necessarily subject to ongoing negotiation between police chiefs, politicians, and judges. Perhaps this is appropriate. But is this a problem? The working group doesn't think it is.

One Pearls participant weighed in, pointing to a small but important condition. "It is important for the Commissioner or police officer to be able to give an honest, unadulterated operational assessment, free of political considerations. That said, a police officer's job might not be able to be totally free of political considerations. The main distinction in this case is that politicians might tend to focus more on ideas that are supportive of their party line".

Times have changed. So, the appropriate relationship is for the place, for the time and the changing public attitudes. For example, the demands of policing a sectarian Northern Ireland in the 1990s differs from policing England and Wales in 2011 or South Australia or New York or

Canada in 2018. The demands on policing change over time and perhaps it's never been entirely accurate to say that police only uphold the law. But contemporary demands on police go far beyond narrow law enforcement.

Why is police autonomy important?

Considering fluid and context driven politics, the impacts of politics of police may not necessarily be a problem, so long as it is acknowledged that police autonomy is important. The working group argued it is important to do this for two reasons:

- First, it may not, in fact, be obvious to everyone, including politicians, that police autonomy should be defended. It may be argued that police are just one more public-sector agency with a duty to ensure the instructions they get from politicians are legal and the budget adds up, but nothing more. The working group viewed this view as mistake.

- Second, by articulating the reasons why autonomy is important police can identify challenges to that autonomy and gain a deeper understanding of just what it is they should be defending, and why. This may aid police in navigating the fluid and context-driven political landscape within which they find themselves.

The working group presented three elements that guide the importance of police autonomy, the rule of law, the importance of a separation of power, and importantly recognizing police expertise.

The recognition of police expertise

Why is police expertise important? As the working group stressed, police have considerable expertise and professionalism. Police perform specific and important functions of maintaining and enforcing the law, upholding the peace and securing the rights of citizens. The working group believe it is most efficient to allow experts to make decisions relevant to their area of expertise. However, they acknowledge there is room for debate about where police expertise ends and political expertise begins.

The challenge is to determine how best to stress this expertise without being drawn in politics and the policy sphere. A Pearls participant commented "policing is always operational and that's why the commissioner is always the one making those decisions. This arrangement honours the police's expertise".

The policy spheres

As the line between operational and policy matters is difficult to draw in practice, police may be at a disadvantage. Police may seek to influence policy, but overt political advocacy by police risks further politicisation. This seems to put them at a disadvantage.

Police jurisdictions can coordinate and attempt to provide a 'policing industry' perspective. Arguably this is already done through various avenues such as the National Police Chiefs' Council in Britain or the American Major City Chiefs Association in the USA.

Still as has already been mentioned, there was significant discussion at the Pearls Medellin conference about what role police can play in the development of political policy. As one participant said "sometimes the police are consulted by political parties while they are shaping their political programmes and can influence politics in this way. The police forces are in most cases involved in discussions on these priorities."

Participant discussions

The nature of the relationship between the police and politicians will forever be ongoing, though over time the nature of that relationship will change as circumstances develop. This relationship is a subject of frequent discussion in the police community and was fully evident at the Pearls conference.

On drawing a line between political interference and police autonomy there was understanding that police autonomy is vital but the roles and responsibilities should be made clearer. As one participant said, it is best for the law to be written where the head of the police is subject only to direction by the government, but this does not extend into operational matters. It is also understood that priorities for the police are sometimes dependent on politics and politicians will be reactive to changing political considerations. But considering the frequency of government change-over, longer term policies are needed to allow police to conduct their work under consistent rules and regulations.

There was also a frequent expression that continuing to enhance a collaborative working relationship between police and governments is beneficial. This view extends relationships beyond national borders. For example, enhancing the relationship with UN to facilitate a more comprehensive international approach to policing would aid a more proactive approach to reducing some of the causes of fractured communities. This point drew much discussion and as mentioned earlier in the report for Pearls 2019 a working group will examine.

Concluding Remarks

The working group concluded by asking the question; are police meeting the challenges and finding the right balance to maintain their autonomy from government in the face of growing politicisation?

The working group concluded that answering these questions is complicated, due to the factors mentioned above. The group believes the relationship between police and politicians is to some extent "fluid and context-driven." The group suggests this is not necessarily a problem and may in fact be appropriate.

Nevertheless, by identifying the reasons why police autonomy is important and the contemporary challenges to this autonomy, police are determined to be better equipped to enter their own "fluid and context-driven" discussions and defend an ideal worth defending.

Working group 2
Corruption: the impact on policing in vulnerable times

Presentation by Ms. Jannine van den Berg, Chief Constable of the Central Division at The Netherlands Police and Mr Jorge Hernando Nieto Rojas, General Director of the National Police of Colombia.

In a world where police are more often than ever dealing with shocks such as terrorism and hate crimes, the occurrence of police corruption would also not be described as shocking. In all societies there have always been people willing to move outside of the rule of law and expected societal norms for their own betterment. Police officers included. A Google search will reveal numerous examples from around the world in just the past year alone.

Of course, various societies will define or interpret corruption differently. What is acceptable and what isn't varies from place to place. But the attainment of gain is always the end result. Illegal drugs and the huge amount of money associated with it has long tempted and lured both civilians and police officers to engage in activities they might not otherwise have.

The United Nations states there is no comprehensive nor universally accepted definition of corruption. The origin of the word is from the Latin corruptus (spoiled) and corrumpere (to ruin; to break into pieces). The working definitions presently in vogue are variations of "the misuse of a public or private position for direct or indirect personal gain." Transparency International defines corruption as the abuse of entrusted power for private gain. It can be classified as grand, petty and political, depending on the amounts of money lost and the sector where it occurs.

For working group two, police from The Netherlands and Colombia co-presented their views on corruption in a national state and fighting corruption in the police force. In particular, they focused on the influence of the drug economy on the police force.

Brought together by Pearls, Colombia and The Netherland are in many ways completely different countries. This difference includes their respective systems of government, history, economic situation and governance of the police organisation among others. But as

the working group stated emphatically, they have one thing in common – the drug industry and its negative impact.

The Netherlands and Colombia are no strangers to drugs and their influence. While The Netherlands may have a more positive global reputation for its 'coffee shops' versus the infamous drug wars of Colombia's past, drugs remain a problem for both of their societies and their police.

The presence of a strong drug trade undermines every aspect of society. It threatens the legitimate economy, the health of citizens, their living standards, values, and security. The danger exists that society accepts the existence of the drug industry and the corruption that comes with it. This social acceptance can influence people working inside the police organization as well. Police forces and their leadership cannot exclude that there are policemen and police-women that use drugs. Nor can they dismiss the notion that officers are tempted to participate in drug-related crime, such as by selling police information to criminal groups for money, or turning a blind-eye when family members become involved in the drug trade.

Both working group presenters looked at how their national police are working to remove corruption from their force through greater awareness of risks, the reinforcement of institutional values, and tools and training to help officers deal with challenges that may crop up during their career.

The Netherlands

The Netherlands contribution to the world drug trade may surprise some. The country is ranked number one in the production and export of hemp and synthetic drugs with a high ranking in transiting cocaine and heroin. Drug revenues are estimated at some three billion euros a year, and police recover less than a tenth of that money. The Netherlands is an attractive transhipment country with the strategic location of the Port of Rotterdam playing a significant role.

The Netherlands police think their society is both civilised and strong. In fact, they feel their civilisation is their strength. The rule of law is their bedrock. And yet, the working group has grave concerns about the disruption that drugs are causing. Too often the dangers of drugs are downplayed and many equate using drugs with having fun. Such perceptions often stem from naiveté, and sometimes from cynicism. Even in the most affluent parts of society, too many people associate drugs with having a good time. A couple of lines at the weekend. A pill or two at a club. They'll even tell you drugs help you perform better at work. Drugs are just a part of life.

As the working group lamented, with this attitude society neglects the influence of drugs. Police need to ask themselves what consequences this has on their organisation and their officers. What is the effect on police work?

The Netherlands Police

The Netherlands Police understands this is a constant battle. It seeks to gain public trust by the way in which it conducts its work, including in how it minimizes corruption in the force. Public trust is essential for the legitimacy of the police and is a key fundamentals of the force's community policing concept.

Police officers are guided by four core values that describe the desired police behavior and reduce the risks of corruption in day-to-day work: trustworthiness, integrity, courage and connectedness. Upholding these four core values is part of the Commissioner's portfolio and emphasizes the importance of integrity within the organization.

Police leaders also display exemplary behavior and create a climate in which employees feel free to discuss risks and dilemmas as they constantly need to make moral assessments in their day-to-day actions. The police have powers that include interfering in the privacy of citizens, deprivation of liberty and the use of force. It aims to use these powers, public funds and the information that it receives carefully.

A coherent integrity policy is aimed at the entire system. It gives substance to the desired direction and to the objective of integrity on an organisational level, on a process level and on a human level. The policy outlines the roles and responsibilities of the different parts of the organization in preventing corruption, promoting integrity and carrying out enforcement. Responsibilities are divided between different levels of the organization.

The working group pointed to the importance of police colleagues knowing how to tackle their dilemmas. As a basic principle it is held that officers are encouraged to discuss issues with their manager and trust they will be careful and reliable when handling these situations.

One Pearls participant raised a program from their force that was aimed at ensuring officers are OK. "Our force recognizes that the stresses of the job can put officers in spots that they might not normally be in. We have an anonymous help line for them to call. But we also keep our eyes on each other. Times can be tough and if officers are troubled, we want to help out."

Another Pearls participant said "talking between colleagues is also important, for example discussions about values and behaviour are healthy. But when one is challenged, having a network confidant, or a group of trained and trusted colleagues that you can turn to is very helpful."

To assist officers' conduct their work appropriately, there are available a number of workplace guidelines on such issues as debt assistance, social media use, and other lifestyle supports. Next to this they have technical help in assuring the integrity of their police officers. They use different levels of authorization in using police data, in police offices they have secured areas where only authorized personnel can go, and they can check emails.

Layered on top of prevention there is also disciplinary and penal action available to the police. The commissioner is authorized to take disciplinary action against those officers who do not follow the professional code. In the 'worst' case the officer can be fired. Next to disciplinary action, in severe cases where rules are broken the public prosecutor can bring can police officer to justice.

During the past twenty years police culture in The Netherlands has significantly changed. However, there is still a lot to improve upon when it comes to creating a safe culture where the learning process is the most important and where discussing dilemmas is enshrined in daily practice. It is about learning what is going well and what can be improved regarding integrity risks that are inherent to police work.

The working group stated that to be able to organise a moral learning process, officers should regularly talk about behaviour. The implementation of new ideas requires behavioural change and organisational development. Experience has shown that a long-lasting cultural change is complex and takes a lot of time.

Colombia

For the National Police of Colombia, they too are concerned with drug trafficking and its influence on their members. After years of making headway against the drug industry there is renewed concern.

As the New York Times and others have reported, the peace agreement with FARC and other rebels has left power vacuums in various parts of the country and the drug organizations are beginning to assert their influence again. The related drug economy and its easy money can bring additional temptation to police officers. If there is a silver lining in this development, past experiences have prepared the Colombian police to better combat this crime. Through new policies and recruiting procedures they have a plan to combat the drug trade and provide their officers with the means to avoid its influences.

The police force has developed a code of ethics to combat the influence of drugs on

police corruption, called the Comprehensive Police Transparency Policy (PITP). The transparency policy has four main components related to the conduct of its officers: human rights, internal affairs, citizen services, and conflict resolutions.

The policy combines a series of preventive measures that help guides officers on issues of integrity through training on codes of conduct and ethical principles, conflict resolution, accountability, and human rights. The measures promote the expected principles, values and behaviour that police officers are expected to uphold. There is also a disciplinary code and related punishments that have become an added deterrent to unprofessional conduct. Even with the measures within the policy, police leadership has learned that pressures faced by police officers can bring on mental health challenges. To help its officers, the force created a peer-support system that officer's can access throughout their career.

One Pearls participant agreed saying in his force, "it is important to talk through issues and concerns. This includes during training of recruits, and for officers who are working at vulnerable positions such as border-control offices where the prevalence of drugs and money can be a factor."

These measures in Colombia are very important for not only police leadership but also the exercising of command and strengthening relations between the police and citizens. A key factor is new access to information. Police transparency wasn't always important in Colombia. As the working group said, in the past, there was less supervision and command seemingly had no control over the actions of its officers. The policy recognizes it is vital for the people of Colombia to see policies are

in place to deal with corruption and that when issues arise, they are taken seriously within and by the police.

Police accountability is also encouraged through citizen committees, public risk-awareness maps, and tip-lines. Anybody can access these and it assists with citizen supervision of police and the identification of crime.

Through this, citizen participation in fighting against police corruption has provided another deterrent. The abundance of technology helps. Citizens through their own technology are able to monitor the actions of police officers. The objective is that officers are accountable and the public is playing a large role in keeping that promise by being able to record and share police officer behaviour.

To assist in their fight against corruption the police has put in place more stringent recruiting efforts. In preventing corruption, the police have to be able to better understand the make-up of those who want to join their ranks. Before they hire, the force is working to determine the motivation of recruits and determine, will training be effective and is there a leadership quality within them? Finding recruits who fit these attributes are very important for the socialization of the system and acceptance among police officers.

For the National Police of Colombia, these policies, transparency and citizen participation all contribute to the force's ability to fight corruption. It's very important to know that officers are aligning with the new institutional challenge. Police transparency is vital. The importance is not just for intelligence gathering or for criminal investigation. It's for everybody.

It's for all commanding officers. The idea is to get these doctrines to officers and for officers to carry out the doctrine as well.

Additional participant discussions

As should be expected, there was a very passionate discussion on the issue of police corruption in both the break-out groups and in plenary. Indeed, there were a variety of opinions expressed about how much corruption actually exists and if it does what is working to prevent it. As a group, it was very clear that tolerating corruption is out of the question and that police leadership must take the lead in ensuring the ranks are on the same message. Prevention must be a leading objective among police forces.

It was agreed that some countries are lucky because corruption is extremely limited in their country. Other societies are not so fortunate. Culture can drive institutional and individual corruption. Several Pearls participants said that from their experiences, a corrupt society influences the behavior of public servants, such as police officers. Police officers who live in such a community are exposed to many opportunities for corruption and sometimes give-in. It is imperative that internal procedures and internal affairs be strong.

In combating corruption, there was agreement laws need to be developed and gaps closed. Zero tolerance and holding corrupt officers accountable was often mentioned as a deterrent. Corruption should not be accepted because it is the worst thing for police, it is harmful to officers and the organization. And when activities of officers may not be defined as corruption yet but is leading that way, steps must be taken to address it.

Colombia's evolving story

As was mentioned in the introduction, all of the Pearls participants were inspired by Medellin, the people of Colombia and how far their society has come. The visits to various sites related to the theme of the conference, presented visual evidence to support the changes the city went through. Pearls participants were taken to places many of which were located in areas of the city that would have been impossible to safely visit only a short number of years ago.

Experiencing the relatively new and hugely successful metro system is a leading example. Building began in the nineties and was a catalyst for change. As Mr Erik Akerboom said in his opening remarks "It showed the residents of Medellin that progress and positive change was possible. The metro allowed people to easily move around the city, to leave their own barrios, work in other parts of Medellin. It allowed them to get to know other neighbourhoods and connect with other residents. I have been told the metro changed the psychology of the city because people started to mix again. The metro bridged the gaps. It helped fix fractured communities." The sight of ski-lift-like gondolas stretching through the clouds into the mountains to free the people of the city was inspiring.

The Colombian police presented several inspiring presentations to the Pearls participants. Their pride at the accomplishments achieved over the last couple of decades, the drive to find solutions during cartels and guerilla wars as part of a 50-year conflict was evident. The late Colombian writer and winner of the 1982 Nobel Prize in Literature Gabriel García Márquez once said "what matters in life is not what happens to you but what you remember and how you remember it."

For many Colombians, what they choose to remember are the victims of the past, not the perpetrators. That is why for example, an apartment building the was once the bunker of a notorious criminal is soon to be torn down. Memorials to the criminals are not the way forward.

Security policy in Bogotá

Presentation by Mr. Daniel Mejia Londono, former Secretary of Security of Bogotá.

New evidence-based security policies in Bogota are showing signs of success, the Pearls participants were told by the former Secretary of Security of Bogotá. The security, coexistence and justice policies are based on four main strategies: crime

prevention, crime control, restorative justice, and a youth focused, sanction, treatment and resocialization.

A significant component of these strategies is the role of rigorous impact evaluations. These impact evaluations are an important policy tool to understand the effect of certain interventions on desired outcomes. The presentation looked at several impact evaluations that used differing strategies such as public surveillance cameras, youth therapy and providing police with soft skills training to help them better communicate with citizens.

A significant success story was the hotspots policing strategy. Like in most major cities, crime in Bogota is very concentrated geographically. Between 2012 and 2015, all homicides in Bogota took place in less than 2% of the total street segments in the city. Other forms of crimes are similarly clustered. The strategy combined the efforts of policing and municipal services. The intervention consisted on increasing police patrolling in hotspots from an average of 55 minutes per day to about 90 minutes. At the same time municipal services also increased with the repairing of streets lights, clearing non-artistic graffiti, and a higher frequency of garbage collection. Results were significant. Crime decreased around 13% in hotspots that received increased patrolling and 10% in those that received municipal services only. Two Hotspots policing combined with municipal services had a larger and statistically significant effect. Total crimes reported decreased by 46% in hotspots that received both interventions. Results suggest a decrease of about 100 homicide and sexual

assault cases, as a result of the intervention (a reduction of about 8%).

The combination of these efforts with others has been welcome in Bogotá and has reduced the murder rate to its lowest since 1973.

The Holistic Model for Police Leadership

Presented by Colonel Juan Carlos Nieto Aldana, Deputy Director of Human Talent, National Police of Colombia

The scientific policing concept incorporates personal, institutional and community elements to policing with the aim of optimising police service as a whole and mobilizing the institutional culture against the backdrop of the social context and complex dynamics within Colombian society.

The objective of this model is to contribute to the modernization and transformation process within the police culture. This is achieved through the implementation of best practice with police leadership. Achieving this effectively is through application and consolidation of a more human, integrated, disciplined and innovative police body that is closer to the public and committed to meeting the fresh challenges regarding security and peaceful cohabitations in the country.

The presentation stressed that there are leadership qualities in all officers. This is encouraged by identifying young police officers who have demonstrated skill and acuity and training them to reach the management level.

Conclusions

The setting of the 2018 Pearls in Policing conference underlined the fragility of the human struggle to coexist and the need for the police to continue to be proactive in its work. Colombia, a country steeped in a history of violence and despair has risen above its past to offer its people more hope for a better future. That such a conference as Pearls could even be held in Medellin was a testament to the perseverance, strength and success of the Colombian people.

But even as Pearls participants were heading home from an unforgettably moving and enriching learning experience, there were news reports of isolated regions of the host country on the brink of sliding backwards. As the Colombian government and police address those threatening issues, it comes as a reminder that police around the world must remain vigilant. Police are not just crime fighters but they must be crime preventers.

This role is made more difficult in a world where the underlying conditions that enable and encourage crime are on the rise such as increasing poverty and isolation, mass movements of people, extremism and the global vulnerability of anyone and anything through the internet. No region of the world is immune to fragile communities or violent shocks of crime. There is good reason these issues have been a focus of Pearls conferences in recent years.

As the IALG presented in its Medellin report, fractured communities currently posing the greatest challenges to police are the ones in which new unprecedented drivers are surfacing and/or when old drivers are being given increased influence through social media, new technology, international inter-state conflicts and migration, globalization and the internet. New methods of policing are required and it starts with strengthening communications and building trust with communities.

Police are not immune. As working group two understood, being proactive in addressing societal ills also includes preparing for the impact of those within their own ranks. As humans, police are not immune to the lure of negative activities such as drugs and crime. Giving officers tools to deal with crisis they will face including mental health support are an increasingly necessary piece of the policing model.

Finally, as police seek solutions, they must accept the fact that the influence of politics on their work is an ongoing challenge. How can police hope to maintain their autonomy from politics? The answer may lie in finding more collaborative ways to work with governments around the world.

Pearls in Policing 2019
Policing and partnerships: Shifting responsibilities.

The IALG 2018-2019 Assignment – Policing within the Context of a Digitalized World

Over the next year, IALG participants will meet three times, in locations around the world, to work on their assignment. Their assignment giver will be Mr. Kwok Yam-shu, of the Hong Kong Police Force.

As the world becomes more digital, it is clear that police agencies will be required to respond to a new reality where traditional policies, strategies and tactics will require adaptation and adjustment. Police forces must learn to harness digital technology and understand the impact of digitization to transform the way that policing is delivered.

A rapidly changing digitalized world includes mass communication through the use of social media, crimes that transcend borders and online illegal businesses. It is a world where traditional crime and security problems have digital aspects that create increased complexity. It is a world where digital natives are tech savvy and digital literacy is an expectation. The dark web has emerged as a domain which isolates the police from access to emerging forms of crime.

The role of the police in a rapidly changing digital world is transforming, along with a new understanding of the meaning of legal order. Police agencies will be required to assess their capacity to engage appropriate leadership and ensure that they have the capacity to address the current and future challenges related to digitization. Sufficient and appropriate resources including human, technical and police intelligence are required to ensure an effective, timely, robust and reliable response.

Police services will be required to work with technology giants and companies to ensure that they are able to police effectively. In addition, police will be expected to assure the public that they can trust the ability of law enforcement to police the digital world.

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