

Pearls in Policing

Policing and Partnerships: Shifting Responsibilities

New York City, 22-26 June 2019

Executive Summary

From the 22nd to the 26th of June 2019, 25 law enforcement leaders and academics from 15 different countries and two international organisations came together in New York City, United States of America, to meet each other at the annual Pearls in Policing conference. The Pearls conference brings together a select group of police executives from around the world in a unique setting for sharing and learning. Despite the geographical, cultural and organizational diversity, the challenges in law enforcement are remarkably similar. In a small setting these top level law enforcement executives discuss the strategic and personal challenges in their profession without the pressure of immediate decision making. This makes Pearls more than a strong networking opportunity, as it focuses on the importance of talking about the challenges of the profession, the best practices that we can share with each other and a collaborative vision for the future.

Hosted by the New York Police Department in cooperation with the Pearls Curatorium, the 2019 conference focused on the theme *Policing and partnerships: Shifting responsibilities*.

Police responsibilities are global, extending well beyond the provision of basic law and order. The ever changing and expanding challenges law enforcement faces demand creative analysis, problem solving, and new enforcement techniques in policing. We need new approaches to all aspects of policing, and partnerships remain essential for success. During the conference the Pearls participants engaged in discussions on the future needs of policing and how to best forge the collaboration that will allow law enforcement agencies to meet those needs. Participants are given the opportunity to stretch their minds beyond their daily commitments and look ahead to what we, as law enforcement agencies, may encounter in the coming years.

International Action Learning Group: The Future of Policing in a Digitalized World

The ever-expanding digitalized world, a digital revolution of sorts, has launched a new era of engagement and empowerment; the speed at which people are connecting—regardless of border or culture—and the world is evolving creates both opportunities for change and challenges to overcome. This year, the International Action Learning Group (IALG) was tasked with gaining a deeper understanding on how police agencies will be required to respond to a new reality where traditional policing, strategies, and tactics will require adaptation and adjustment. Police forces must learn to harness digital technology and understand the impact of digitalization to transform policing. As part of the assignment, the IALG considered the following questions:

- What is the current and future role of the police in the digitalized world?
- Does an appropriate legal framework exist to support policing in a digitalized world?
- To what extent and under which conditions do we need to partner with others?
- Are police agencies and international police organisations able to engage in true collaboration with non-police partners?
- What are the implications of sharing information with non-police partners?
- What is the impact on the accountability mechanisms?
- What are the responsibilities, limits and conditions of private actors and the impact on policing?
- How do police services ensure that they can transfer all material in a digital format to the criminal justice system?

Further the IALG considered how the police and the private sector interact in a way that:

- Ensures due process;
- Enables the enforcement of the law;
- Addresses problems that arise as a result of the conditions above;
- Ensures economic sustainability.

As the digital world evolves so does the threat landscape. Threats that previously seemed distant are now—in the smartphone age—at our fingertips. Law enforcement agencies must remain dynamic and adaptive to change to address the depth and breadth of the new digital threat spectrum—from digitally enabled crimes to digital dependent crimes: or simply the device as the tool to the device as the target of crime. The IALG, through research, briefings and engagements, recognized the complexities of both the challenges and opportunities facing law enforcement agencies in the digital threat environment and determined four key lenses through which to view the impact of digitalization: the role of police, capabilities of law enforcement agencies, legal and policy frameworks and partnerships.

At the Pearls conference, the IALG provided a presentation on the future of policing in a digitalized world as seen through these four lenses. The presentation began with a video demonstrating the evolution of the digital world and adaptation of police agencies

as time progressed; however, the video ended with a confrontational speech from an Anonymous figure meant to demonstrate to the law enforcement leaders in the room that we, as law enforcement agencies, must accelerate our pace of change to stay relevant in this new threat environment.

Adapting to the new threat landscape: how do we stay relevant?

The IALG has observed that police organizational structures address cybercrime more or less the same way they address other types of crimes. Police forces' core services have remained the same; however, agencies are creating specialized units, cyber divisions, joint investigation teams focusing on cybercrime, and online police patrolling to address new threats. Police must use digital technologies to maximize the time our workforce spends on delivering core services. To be successful, police forces need to adopt a holistic view of their operations and change the way we deliver core services.

Law enforcement organizations need to develop world leading systems and processes, to stay abreast of advances in technology and take advantage of opportunities to ensure that our organizational systems and processes are fit for purpose and effective. This includes technology platforms, people processes and culture, as well as the broader criminal justice frameworks within which we operate. The changing nature of the criminal environment demands that the composition and skills of our workforces change. As the environment becomes faster, more fluid, and more ambiguous, our traditional orientation toward command and control will increasingly be a hindrance. We need new approaches to leadership. Leaders will have to confront the paradox of collaboration and recognise better social outcomes from collaboration across government, business, and social sectors.

The challenges and opportunities of an innovative digitalized world: a transforming workforce

The speed and scale at which the public safety landscape is transforming requires new workforce strategies and innovative ways to navigate and overcome challenges and make the most of new opportunities to detect and disrupt criminal activity and protect the public. The IALG believes law enforcement agencies need to transform the workforce model to remain relevant in a more digitalized world.

The nucleus and core of police agencies will remain but will need to embrace cultural change in both the acceptance of different roles and responsibilities of civilians and perception of the role of officers in the new threat landscape. The nucleus remains comprised of the organisations senior operational leadership and provides strategic direction across all areas of policing. The core includes the permanent police officers and staff who are mission focused and responsible for the delivery of all fundamental police services; however, in a shift from traditional models, the core will lead all police activities with the support of a mixed team of both core and ecosystem resources. An ecosystem of relationships will provide supplementary and flexible work groups such as the collaboration with the private sector, academia and the broader community

through physical and digital platforms. Engagement will teach us how the community want to access policing services, what services they want, what our role should be, and how they want to access them. This new workforce model allows police agencies to attract top talent looking for a sense of mission, leverage the broader resources of the private sector and academia, and move technological expertise to the forefront of policing.

A new legal framework

More adaptive and proactive legal and policy frameworks are needed to reflect the borderless, ubiquitous threats in a digitalized world. The challenges of a proactive and fitting legal framework are also opportunities for law enforcement to improve safety and security in a digitalized world. Legal regulations on a national and international level will always exist but the world is changing very fast and the necessary adaptations of these regulations normally takes a very long time. The IALG believes law enforcement leaders need to be at the forefront of discussions around a new legal framework that recognizes the borderless nature of digital crimes and allows for more timely responses and collaboration between law enforcement jurisdictions, countries, and the private sector.

Partnerships for future success

As the IALG conducted research on the role of police, capabilities of law enforcement agencies, and existing legal frameworks it became apparent that partnerships helped mitigate or temporarily resolve some existing challenges and offered near-term opportunities for successful disruption of criminal activity. Partnerships are needed across the spectrum of the digital threat, from the digitally enabled crimes to the digitally dependent. They are also needed from the working level up to the most strategic. Partnerships are not immune from challenges as well. These challenges include identifying appropriate partners, developing trust in information sharing, and working within existing legal and policy frameworks.

Current partnerships exist to address challenges found in the role of policing that share expertise and best practices for other law enforcement partners to model and adapt for their current missions. Through the lens of law enforcement capabilities, we have seen the creation of cyber auxiliary forces—groups of highly-trained cyber-security experts who volunteer to provide expert assistance to enhance a law enforcement organization’s ability to rapidly resolve cyber incidents. The creation of organizations such as the Global Cyber Alliance and the launching of information sharing platforms for education, situational awareness, and early warning add to the capabilities of law enforcement in the short term by acting as a force-multiplier in prevention. Partnerships to address legal and policy challenges tend to be reactive responses to an immediate issue. Law enforcement partnerships with communities, non-governmental organizations, and social service providers to assist victims of digital crimes must continue to be a priority for police agencies.

The four lenses identified by the IALG allow police leadership to think strategically in a structured way. Pearls in Policing leaders established in summary:

- There has been a change in the relationship between the police and the public.
- Leaders need to think about the workforce of the future.
- We must use this opportunity to start having a consensus on the need to change our mindset in a fundamental way; to realign our efforts from focusing on prosecutions to reducing harm.
- We need partners we can rely on and we need to take advantage of existing collaborative efforts. We must focus on these partnerships to build new models.
- We must be prepared to build local protocols and to cooperate across jurisdictions to aim to create a global model.

Policing and Partnerships: Shifting Responsibilities

This year’s Pearls in Policing conference focused on “Policing and Partnerships: Shifting Responsibilities.” The IALG team’s recognition of the importance of partnerships to address change ran as a theme throughout the remainder of the conference. Police responsibilities are global, extending well beyond the provision of basic law and order. The ever changing and expanding challenges of the digital universe demand more aggressive and creative analysis, problem solving, and enforcement techniques in policing. These challenges include how we manage the new data streams coming in and how we share information effectively while respecting confidentiality. The leaders heard presentations and had discussions around new approaches to all aspects of law enforcement and policing—especially such areas of terrorism, trans-national crime, digitally-dependent crimes, community engagement, recruitment, training, and equity and inclusion—and determined partnerships remain essential for success across this spectrum.

Methodology for future thinking

It is important to create the time to think beyond today, to consider the possibilities of the future to shape our world tomorrow. The Pearls in Policing program provided the IALG with the opportunity to not only increase the team’s awareness of the digital environment but to also experiment with creative thinking tools and techniques to help tackle short, medium, and long-term challenges and identify potential opportunities for change. Future-thinking structured techniques creates flexibility in decision-making by moving from focusing on the here and now, day-to-day operational considerations to alternative, longer-term transformative dimensions of trends to prepare for tomorrow’s world.

<p>PREFERRED The Future We Want</p> <p><i>Policing agencies are a key player in a “whole of community” response to challenges and opportunities, serving and protecting the public with legitimacy, trust and transparency</i></p>	<p>DISOWNED The Future We Seek To Avoid</p> <p><i>Policing agencies are disconnected from those they serve, operating at the fringe of society and lacking capabilities, relevance and legitimacy</i></p>
<p>INTEGRATED The Preferred And Disowned Combined</p> <p><i>Policing agencies are a key player in a rudimentary “whole of government” response to crime, challenged to maintain public confidence and trust</i></p>	<p>OUTLIER Extreme Futures</p> <p><i>Policing agencies are marginalized to the point of irrelevance</i></p>

Futurist Steve Gould suggests that to understand the future of policing, especially in the age of pervasive cybercrime, police agencies need to conceptually understand the futures of crime more effectively. Gould suggests that police agencies need to challenge how they define crime in order to avoid getting blindsided by unexpected events. He suggests that understanding the future of policing is necessary to head off undesirable futures before they become a reality.

The IALG created four future scenarios to drive discussions on the future of policing in a digitalized world. While each break-out group had varying discussions along the lines of key assumptions and challenges in all four futures scenarios one key observance arose: the role of police is changing, but we have the opportunity now to shape the future by being innovative and bold.

Neighborhood Coordination and Holistic Policing: Police as Community Leaders

NYPD Chief of Patrol Rodney Harrison furthers this theme of partnership in his discussion of the Neighborhood Coordination Officer program. He describes this holistic approach as a way to engage the youth, have the police foster relationships with the community, and measure success through partnership with the community. In this program, each precinct within the NYPD's area of responsibility, is divided into sectors and assigned static uniformed members of service, all of whom are expected to build relationships with the community in an effort to combat crime as a team. This method allows the officers to be privy to all issues going on in their sectors while working as a unified team with the community in order to combat crime in each sector. This method also allows for success to be measured by mediation and cooperation with the community as opposed to measuring arrests and summonses.

Police Community Relations at the Ground Level

Dr. Divine Pryor of the Center for NuLeadership on Urban Solutions (CNUS) further emphasized the importance of partnerships between the community and policing agencies, and specifically the NYPD, the police agency responsible for the area within which his organization operates. A Soros Foundation grant helped create CNUS which assisted formerly incarcerated individuals to go on in their careers to obtain PhDs, MDs, JDs, Eds. This program integrates those convicted of crimes into progression of the criminal justice system. Pryor states, that "because a person does something bad, does not make them a bad person" and further states "that bad act doesn't define that person." Instead, he suggests that policing incorporate those who are closest to the actions that oppose the law. He highlights this by stating, "in order for something new to come out of the criminal justice system, you have to go to the source." He provides an example in Judge Gregory Mathis who early on in his life spent three years in juvenile detention.

Pryor emphasized that policing and the community are not at odds despite the NYPD having decades of bad blood with the community within which it operates. He posits

that just as the police department wants to keep the community safe, the community yearns to be safe as well. Indeed, both bodies want the same exact thing, a safer community. He claims that the tension between the two groups, therefore, is because the communication between the two has not been great and not due to any irreconcilable differences.

Managing Partnerships to Solve Problems

Continuing on the theme of law enforcement and community partnerships, Chauncey Parker, Director of New York/New Jersey High Intensity Drug Trafficking Area (HIDTA) highlighted a program called “Saturday Night Lights.” In response to statistics showing at-risk youths getting into criminal trouble on Saturday nights, HIDTA along with NYPD, realized gyms were traditionally closed on Saturday night and developed sports programs targeted to 11- 18 year olds. Using funds seized from drug dealers, the agencies hired college and professional athletes as trainers, opened gyms on Saturday nights in neighborhoods affected which transformed the neighborhoods and improved law enforcement and community relations.

Tools and Partnerships for Cyber Protection

The importance of partnerships in defending against cyber-attacks is again highlighted by a discussion between Deputy Commissioner for Counterterrorism and Intelligence John Miller, Manhattan District Attorney Cy Vance, President and CEO of Global Cyber Alliance (GCA) Philip Reiting, and NYC’s Chief Information Security Officer Geoff Brown. The discussions demonstrated that a unified response across agencies and across sectors is necessary for the prevention and response to a cyber-attack. New York-area industries and companies are stepping up to cooperate in a coordinated response in order to combat the ever-increasing skills of the online criminals.

Again we note that law enforcement is incapable of solving this problem alone without the assistance of the public in combatting cybercrime. Defending New York’s infrastructure must involve the assistance of the public. An eventual preferred solution would be an internet that defends itself, an Automated Self Defense in which the internet would react like a human body fighting a virus, but until then, and even subsequent to that juncture, partnership with the public is vital.

Conclusion and Moving Forward

Partnerships create opportunities to address the complex and highly dynamic threats in the digital sphere by enhancing the integration of efforts and sharing of information across sectors and borders. Existing partnerships provide short-term answers to immediate challenges and allow law enforcement agencies to use resources from all sectors. The speed at which society is changing and evolving only further highlights the need for law enforcement agencies to emulate successful best-practices from existing partnerships, remain adaptive, and dare to utilize expertise from outside partners. As law enforcement agencies we need to think strategically about the future to address the dynamic digital threat landscape: we need to proactively work to create adaptive

legal frameworks, fully embrace existing partnerships and create new partners across the ecosystem, and accept immediate cultural change to transform our workforce to remain relevant and effectively police in the future.

Pearls in Policing 2020

The 14th Pearls in Policing conference will take place in Oslo, Norway in June 2020 and will be hosted by the Norwegian Police in cooperation with the Pearls Curatorium. The theme of the conference is *Leading Transformation: Creating the Police Workforce of the Future*.

IALG 2019-2020 Assignment – The Workforce of the Future

The learning link between the Pearls in Policing conferences is the International Action Learning Group, or IALG. This programme facilitates the strategic, professional and personal development of selected senior officials of law enforcement organisations. IALG participants gather three times a year in different places around the world and use future-oriented, innovative thinking to explore an emerging issue relevant to the future of policing.

This year the IALG participants will receive their assignment from Mr. Grant Stevens, Commissioner of the South Australia Police. The assignment will focus on the future workforce of law enforcement organisations in an increasingly changing environment. The speed and scale at which the public safety landscape is transforming requires new workforce strategies, structures and skills to remain relevant and effective. What must our future workforce look like in order to navigate and overcome these challenges, and make the most of new opportunities to protect the public from harm?