

# Pearls in Policing



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## Assignment 2021-2022

### International Action Learning Group (IALG)

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#### **How to immunise against organised crime:**

#### **How can society, economy and state institutions be immunised against infiltration by organised crime?**

#### **Introduction:**

*Far longer than Covid-19, we have known another virus: organised crime. Without appropriate countermeasures, it spreads rapidly, sometimes unnoticeably, it constantly develops new variants to establish itself in our everyday lives, and it takes no notice of national boundaries. As with a virus, when 'treating' crime we need to first understand its root causes. We know there are many factors ranging from cultural, political to socio-economical which individually and collectively create and breed crime.*

*Organised crime can only be fought with prevention, cooperation and repression measures and here, the police is a key player.*

*In this assignment, we ask how society, economy and institutions can better detect, prevent and prosecute the infiltration of organized crime and its concomitants – corruption and money laundering – in domestic and international legal structures and what role the police should play.*

#### **How can organised crime activities be uncovered and the crimes be prosecuted?**

The pandemic has shown how agile and flexible criminal organizations act and influence social and economic life as well their willingness to exploit weaknesses identified in any part of the

globe. Combating these practices is a major concern and challenge for the coming years worldwide. In order to make the invisible visible we need to raise public awareness about these activities and work with all actors in society to build resilience to these crimes. Central to this is creating the right legal, social and economic structures to both educate society and respond effectively to crime while ensuring the healthy functioning of markets and competition. Fairness, transparency and efficiency are key to building trust in public authorities. The infiltration of legal structures by organised crime has to be detected and understood to address it effectively. Intelligence Led Policing also provides important insights in this field. Gathering analysis, making use of modern technologies, developing good practices at national and international level and monitoring key markers such as the ratio between reporting and investigation assist this effort. International cooperation is also key to supporting national efforts by supplementing national resources and enhancing expertise creating a multiplier effect.

#### **The role of the police in strengthening the resilience of society, the economy and institutions against the infiltration of organised crime.**

Many police organisations have made the fight against organised crime a priority. In addition to repression and cooperation, prevention plays a crucial role – namely strengthening the resilience of the population, companies and institutions against issues like corruption and money laundering caused by the infiltration of criminal organizations. Organised crime is becoming more digitalised which creates additional challenges such as encryption and managing data protection. These issues demand a form of policing that is defined by its ability to change and be progressive. Police forces will need to be more flexible and agile as organized crime to maintain a strong link with their communities. They will also need to foster public-private partnerships to exchange information and cooperate effectively. Police forces need to continue to engage and raise awareness, and perhaps most important, they must evolve with the society and broadly involve and sensitise other partners.

Increasingly, these partners will be found overseas as the barriers to international commerce continue to fall away. Traditionally national concepts such as currencies will continue to be challenged by emerging forms of payment, and the movement of people, goods and capital will cross borders with increased acceleration.

#### **Assignment:**

Identify and analyse the range of challenges faced by the police in each of the geographic regions represented within the membership of your IALG. Present your solutions in the form of evidence-based recommendations for local, national and global police leadership.

Solutions should consider the inclusion of cross-sector representation and collaborative approaches. Recommendations should address the short-term, medium-term and long-term and include both emerging and evidence-based practices.

In addition to any other area you would like to include, the following questions will guide you in your learning journey:

- How can the resilience of the population, companies and institution be strengthen?
- What could be possible responses or adaptation strategies of criminals to such resilience campaigns?
- How are companies and national and international institutions infiltrated by organised crime?
- What technological and innovative approaches could be of interest for preventing and combating organised crime?
- What are the difficulties in implementing technological and strategic solutions to prevent the infiltration of organised crime into legal economic structures?
- How can the police counter infiltration of organised crime and corruption within their own ranks?
- To what extent and under which conditions do we need to collaborate with others in our national and international ecosystem? Specifically, how can we as police:
  - Build and maintain sufficient trust between police forces, international information management hubs and cooperation platforms to avoid safe-havens for organised crime?
  - Build relationships with other governmental and non-governmental partners in our ecosystems?
  - Identify common priorities for effective collective action?
  - Ensure that resources are obtained and deployed to avoid countries, or regions, being left behind in the fight, and therefore, face greater exposure to the threat of infiltration?
  - ensure international police cooperation in a world where a new balance among regional entities may trigger tensions and lack of trust?
- In what ways can we collaborate with others in our national and international ecosystem?
- How can we foster public-private cooperation, particularly through the exchange of information and in the area of technology (AI, R&D), while safeguarding the different aims of the two actors?
- Are there limitations in partnering with non-police partners (e.g. universities, NGOs)?

- How can we develop a “follow the money” approach to globalised online financial markets, which offer cryptocurrencies and immaterial safe havens?
- Are laws against organised crime a possibility to address the infiltration of legal economy (e.g. anti-mafia law in Italy)? How should such a law be designed?
- What behavioural changes are necessary to strengthen resilience in the population? Can this be reached through a communication strategy? What should such a strategy look like?
- How will changes in the make-up and organisational design of policing impact how we assess risk and build resilience? What new opportunities for organised crime infiltration will arise?
- How organised crime exploits and adapts to cybercrime, which is moving crime to the digital environment where IT is at least as relevant as the human factor, and where encryption or data protection add to traditional limitations?

### **Format:**

By tradition, the IALG assignment is always a complex one that tackles a wicked problem. The exercise is designed to encourage systems and future-oriented thinking. The IALG outputs should be grounded in:

- **Thinking creatively:** The IALG is encouraged to be bold and look for ideas and solutions outside the everyday. Unconventional, creative, and future-orientated thinking is an essential part of this assignment.
- **Providing practical advice and tangible strategies or practices:** Although this assignment encourages the IALG to ‘think big’, the ultimate outputs should be clear and tangible. What deliverables can a police leader take home and immediately identify within their own organization?
- **Finding what works:** How are other large organizations tackling the same problems that the police will face in the near future?