

Conference report Pearls in Policing

Change as the New Normal: Policing Diverse and Complex Societies

Bern, 25-29 June 2022

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Introduction

From the 25th to the 29th of June 2022, 21 law enforcement leaders and academics from thirteen different countries and two international organisations came together in Bern, Switzerland, to meet, learn and discuss the challenges of their profession at the annual Pearls in Policing conference.

At the Pearls in Policing conference a select group of top-level police executives from around the world gather in a unique and small-scale setting to share their experiences and to learn from each other and subject-matter experts. Despite the geographical, cultural and organisational diversity, the challenges in law enforcement are remarkably similar. In a professional and intimate setting, the law enforcement executives discuss the strategic and personal challenges in their profession without the pressure of immediate decision-making. This makes the Pearls in Policing Conference more than a strong networking opportunity. It focuses on the importance of addressing the challenges of the profession, of sharing best practices and a vision for the future. Conference participants are given

the opportunity to take a pause from the demands of their daily commitments, think proactively about the future of law enforcement in a safe space and optimise the way they look at organised crime. They return home with new ideas and better ways to combat crime and further develop their organisations. This year the conference was hosted by the Swiss Federal Office of Police in cooperation with the Pearls Curatorium. The conference focused on the theme ‘Change as the New Normal: Policing Diverse and Complex Societies’.

This report provides an insight into the highlights and the key takeaways of the Conference.



The 2021-2022 IALG group consisted of representatives from 23 law enforcement organisations. Their assignment challenged them to come up with creative and tangible recommendations on how society, economy and state institutions can better detect, prevent and prosecute the infiltration of organised crime and its concomitants – corruption and money laundering – in domestic and international legal structure and what role the police should play. Their learning journey took place online but also in-person while in The Hague and Bern. The IALG group did research, learned from experts and each other and worked on a series of short medium and long-term strategies they presented to the Pearls participants.

International Action Learning Group - A new business model to fight organised crime

Each year the Pearls conference begins with a presentation by The International Action Learning Group (IALG) – a presentation that informs and inspires the discussions, interactive activities and peer-to-peer consultations of the Pearls conference.

The IALG is the learning link between the Pearls in Policing conferences and facilitates the strategic, professional and personal development of selected senior officials of law enforcement organisations. In the course of one year, IALG participants gather for three one-week in person sessions in different locations across the world to work on an assignment that was determined by the participants of previous year's Pearls conference. The assignment is always high level, strategic and future focused and relevant to law enforcement agencies from across the globe. Their program concludes when the IALG group presents its findings at the annual Pearls in Policing conference. The annual conference is therefore the culmination of a year of continuous action learning undertaken by the IALG. The IALG group is mentored by two academic leaders who provide guidance throughout the learning journey.

A new business model to fight organised crime

A key element of the set of strategies the group

developed and presented, was a new actionable business model for fighting organised crime: TRACE, Threat Agnostic Capability Ecosystem

Why a new model? The group found that existing models were not always actionable in all cultures, contexts or crime areas. They argued that TRACE however, could be used to address all the elements that drive organised crime when developing strategies and that it is interoperable across all crime levels. They explained how they believe TRACE goes beyond fighting criminal networks and is based on the principle that there are three main interdependent catalysts for organised crime: desire, resources and knowledge. By influencing these three areas, law enforcement can impose risks and costs on bad actors, deny them opportunities, influence the environment, prevent harm and immunise society against criminal networks. It is also a flexible model, allowing law enforcement agencies to focus on any or all of the catalysts depending on available resources.

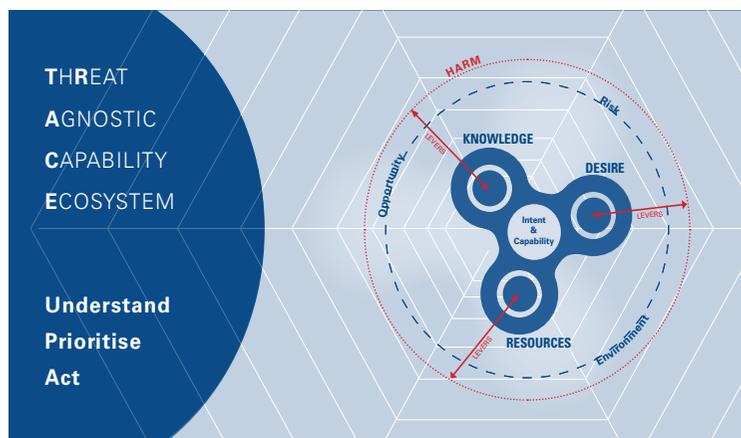
Format:

By tradition, the IALG assignment is always a complex one that tackles a wicked problem. The exercise is designed to encourage creative 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 organisation?

Finding what works: How are other large organisations tackling the same problems.



ThREAT Agnostic Capability Ecosystem (TRACE)

- TRACE recognises the importance of the catalysts of DESIRE, RESOURCES and KNOWLEDGE. It offers a model to more effectively combat organised crime, rather than focusing on the organised crime group or the criminal market. The factors facilitating one type of crime are also present in others.
- More importantly, TRACE suggests that if only one of the three catalysts is tackled effectively, organised criminality can be undermined and prevented from truly infecting society.
- Focus on desire, resources, and/or knowledge. Curb the catalyst and reduce the power of organised crime. Any organisation – across society – can be part of this fight.
- If we deploy TRACE correctly, it will help law enforcement assess the threat (understand), target its limited resources (plan), and fight criminality at the source (act).

Through a series of presentations, the group focused on four important components in the fight against organised crime: culture, insider threat, profit and partnerships. These components all tie into the TRACE catalysts and the IALG group explained how, by taking away one or more of these catalysts, crime can be combatted. This resulted in five key recommendations:

- Use TRACE
- Deglamorise organised crime
- Increase vigilance
- Target the money
- Think globally and partner proactively.

Deglamorising Organised Crime:

Culture as motivating catalyst.

‘Culture eats strategy for breakfast’. Hence, one can develop any strategy but culture will always prevail. The Group explained how our respective cultures actually encourage the acceptance of organised crime and how crime has always been able to seed and nest in even the most peaceful communities. Crime creates false images and targets youth and vulnerable groups. Culture feeds the **desire** to commit crime but the culture of organised crime also feeds on **desire**.

This calls for effective communication strategies, especially in challenging times when the focus should be on social cohesion. Youth especially needs to be the focus group for all agencies and it should be recognised that tackling organised crime is a task for the entire society. Police are not the only part of the solution. Raising awareness

through coordinated strategies is therefore required for long-term sustainable solutions. That means a shift from the focus on crime as adventurous, sexy, profitable and glamorous to a focus on the positive aspects of policing, society and government. Even if that means advocating for a different approach by the film industry. As the group stated when asked by the participants: ‘we need to aim for the highest’.

Increase vigilance: insider threat as contributor to organised crime.

The group explained how insider threat and infiltration by organised crime are key threats to today’s public and private organisations. It gives criminal organisations access to information and influences decision-making, providing them with the **knowledge and resources** they need to be successful. These threats are almost always invisible, companies are too naïve and criminals do anything to gain access, against any price. To be able to develop a successful strategy to increase vigilance, we must first acknowledge the threats and find the blind spots.

The group explained how they used the principle of *scenario thinking* to investigate whether insider threat and infiltration are risks in different scenarios and they found that insider threat is indeed omnipresent. They also used the principle of *scenario thinking* to test their recommendations in different scenarios to make sure that these would have an impact regardless of what the future brings. Investing in IT-systems, investing in IT-knowledge and expertise and investing in security

'What is relevant to one of us, is relevant to all of us'

measures in IT are key to being able to successfully increase vigilance as well as continuous screening of police offices, education and information sharing.

Targeting the profits of organised crime: a globally focused, financially-led policing

Multibillion dollar profits are generated through organised crime annually. Profits are the key desire of organised crime and provide criminal organisations with the **resources** to further expand their networks. Money laundering is a persistent global problem but only 0.1% of assets and funds are recovered globally from money laundering activities. At the same time, new systems like cryptocurrency emerge that will very likely be used for laundering, making the industry of money laundering even larger and more invisible if law enforcement does not adapt. History has demonstrated a reactive approach but now it is time to introduce a proactive approach using strong partnerships with the financial sector. Not only for their role as gatekeeper and eyes and ears of the industry but also to make sure that law enforcement maintains a contemporary understanding of new and emerging trends and develops expertise together with the private sector.

Law enforcement must implement a globally focused, financially-led approach to effectively combat organised crime.

Thinking globally and partnering proactively: public-private partnerships as the foundation for the future.

The existence of public-private partnerships is not new and the benefits are well-known. In a rapidly changing global and technological environment law enforcement agencies must proactively partner with private enterprise, academia and technology companies on an international scale. The group explained how Covid-19 has highlighted significant learnings on how to counter a pandemic and how these lessons are applicable to countering organised crime. Public-private partnerships strengthen law enforcement agencies with their agility and innovation capacity that is necessary to keep pace with an increasingly data-driven and cyber-dependent world. Partnerships create the opportunity to influence any or all of the catalysts that drive criminal networks.

The full list of recommendations is included in Annex 2 of this report.

Global think tank

The IALG Group concluded by saying that they wish to contribute to leaving decision makers and top-level executives with better strategies to be effective in their mission by being more than an alumni group and function as a true think tank. The IALG group is a global network with expertise, connections and thinking capacity that can help with bold and strategic ideas, but can also provide clear and tangible recommendations.

Reflections by the Pearls participants

TRACE could be an interesting model as it is understood beyond law enforcement and widely applicable. The intervention toolkit, that was presented, is something that agencies can work with, as it does not only look at the networks, but also the enablers and offers a wide variety of strategies. However, it is also a philosophical model and challenges in putting the model into practice remain as it requires politics and the private sector to engage as well. Combatting organised crime is not for police alone, but for the entire society to work together on. That means educating the public and politicians, and convincing the private sector to engage by using a common narrative. With such a common narrative, law enforcement agencies can build a shared agenda to influence decision-making and legislation. Not only in the national political arena, but also globally through, for example, the United Nations through the UN Convention and Protocols.

At the same time, law enforcement also needs to look at its own system and way of working. It is continuously confronted with new forms of crime and criminal organisations that adapt at an incredible pace using the newest technologies available, and finding new markets and opportunities. Law enforcement cannot keep pace if it does not change. Law enforcement needs data specialist, programmers, IT specialists and experts must be involved in decision-making. The IALG could be used as think tank to help provide an impetus for such a transition and find solutions for the challenges ahead.



Pearls in Policing Conference - Change as the New Normal: Policing Diverse and Complex Societies

This year's Pearls in policing conference focused on "Change as the New Normal: Policing Diverse and Complex Societies". Various speakers gave more insight in the root causes of crime, the continuous development of new forms of crime and on ways to combat crime.

You only find what you look for, and you only look for what you find.

During the opening speeches and reflections the various speakers touched upon the omnipresence of organised crime, the corruption and the undermining of societies, the economy and politics and how that changes the fundamentals of the existing assumptions on how to fight organised crime. Not only for law enforcement, but also for politics and entire societies. It raises questions like whether we are willing to give up some of our social system, to protect that system.

Law enforcement is used to focusing on criminal groups, but now that crime has entered the upper world, law enforcement must also look at the legitimate society and focus on law firms, accountancy, real estate agencies, politicians, et cetera. There is a requirement not only to investigate crime, but also to form partnerships, to hinder organised crime and to make it more difficult for

criminal groups to access the legitimate world. It requires a different way of policing that looks at getting ahead of crime instead of focusing on investigating the crime that has already been committed.

Italian Mafia

The metamorphosis of organised crime was also an important element in the first presentation by Prefect Vittorio Rizzi. In his presentation he shared his knowledge and experience on the Ndrangheta and its ability to operate worldwide. He explained



how the Ndrangheta is a global threat with a presence in numerous countries in the world. It is a global business enterprise with a huge amount of capital to acquire legitimate businesses and assets to cover their crime, thus polluting the system. Globalisation created the opportunity to easily operate worldwide and their constant usage of new technologies always puts them one step ahead. Their strategy is silent infiltration, corruption, collusion, keeping a low profile, intimidation and they have almost unlimited resources. Crises create excellent opportunities for them to gain more influence by supporting or acquiring small businesses that struggle during a crisis. The Ndrangheta acquired so much influence in societies and business that fighting the organisation almost seems like a battle for freedom of citizens and enterprises.

To fight the Ndrangheta collectively the project 'I-CAN – INTERPOL Cooperation Against Ndrangheta' - was launched together with INTER-

<https://www.interpol.int/Crimes/Organised-crime/INTERPOL-Cooperation-Against-Ndrangheta-I-CAN>

POL. The essence of the project is facilitating countries in gathering information on Ndrangheta and sharing expertise and intelligence. The project raises global awareness and understanding about the Ndrangheta and the way it operates and provides countries with predictive analysis tools that can be used to work together to arrest fugitives and dismantle networks.

Mr. Rizzi concluded his presentation with the suggestion to focus future discussions on Follow the Money, asset identification and recovery. He stressed the need for new legislation to overcome the differences set by different European rules to combat illicit finance and the urgency for countries to adopt national strategies on confiscation. He also came up with the suggestion to introduce a new INTERPOL notice, only targeting financial assets and to work on a fourth additional UN protocol providing a legal framework for subsequent bilateral cooperation agreements.

Reflections by the Pearls participants

There is a global alliance between all criminal organisations, including terror and the only response possible is a global alliance. Interventions should be bold, concrete and beyond the traditional way of policing. The suggestions to target profit assets are very concrete and could be pushed forward. Knowledge of new key technologies and platforms is indispensable. This could also be better addressed within the IALG and Pearls conference by including cyber specialists.



The governance dimension of crime

Mr. Federico Varese, Professor of Criminology at the University of Oxford, presented the PTG framework to Pearls participants as a way to rethink the concept of organised crime. Production, Trade and Governance are different activities conducted by organised crime groups with their own characteristics and networks. Criminals involved in production for example are usually not involved in trade. By researching these separately, a better understanding is gained of for example why production only thrives in certain areas, how the global trade is organised or whether criminal governance appears everywhere or not and what its dynamics are. He leads several research projects which address various elements of organised crime including the creation of a World Cyber Index which indicates the types of cybercrime and their countries of origin. Other research projects involve transatlantic trade in drugs, the prevalence of violence in organised crime disputes and the criminal governance model of certain crime groups.

Reflections by the Pearls participants

It is important to do more in partnership with academia and others as they can make connections law enforcement practitioners do not make or offer a completely different angle. Existing assumptions or approaches are not always right but this can only be brought to light when topics are thoroughly researched or looked at in a different way. Academia can also help politicians better understand the phenomena by informing them in a more objective manner than law enforcement can.

Follow the money – a collaborative approach

Through the presentation of a Swiss case on trade-based money laundering Ms. Doris Hutzler, LRC Services SA Zurich, and Mr. Umberto Pajarola, Swiss Prosecutors Office, explained the financial system in Switzerland, the legal framework and authorities involved and the challenges that exist in finding criminal assets. Switzerland is a cash based society where cash easily can be



transformed into balance in multiple ways, i.e. through banks, a money transmitter, Hawala banking, selling of legal trade goods, real estate, resale luxury goods or cryptocurrency, and thus providing numerous opportunities for money laundering. In their presentation the speakers focused mainly on the role of the self-regulated financial sector in Switzerland. The obligation exists to report suspicious transactions and banks must be able to explain where money comes from but this is not sufficient to prevent and detect money laundering. Banks can only see how money flows within their own banks - there is no connection to information from other banks. As a result, a clear picture does not exist of the totality of the ways in which money flows. At the same time, the legal framework leaves room for misuse and there is little incentive for change. The business of having your money in Switzerland on a legitimate basis created a huge sector with many stakeholders that wish to keep the system as it is. Therefore, cooperation with the sector is a must to be able to start making a difference.

Reflections of the participants

The participants pointed out several relevant elements in the combat against money laundering, such as the need for public-private partnerships and the need for the banks to take on the role of gatekeeper. Also, the need for obtaining and sharing relevant information and cooperation with suspicious countries in order to create a good overall picture and lastly the need for an improved legislative framework. More public awareness of

the huge amounts that are being laundered could also help influence the public debate about the role of the private sector in the fight against money laundering.



Criminal organisations: Challenges in combating and preventing them

Mr. Blättler, Attorney-General, presented an overview of criminal organisations in Switzerland, the challenges in combating them and pointed out the need for collaboration. In their reflection the participants discussed the increasing need of crime groups to enter the legitimate world to facilitate their crime. This is also important to communicate to the private sector and citizens. They need to be advised to be careful and make sure they are not misused and end up facilitating organised crime in

one way or another. Raising awareness is also the responsibility of law enforcement authorities.

Speed dating sessions

During an energetic and fruitful session, the participants shared their biggest success and biggest challenge in policing with each other. By doing so, they learned more about each other's professional and personal dilemmas and had the opportunity to discuss best practices and options for future cooperation.

Conclusions

Organised crime is more and more intertwined with the legal world, using the newest technologies and operating as a global enterprise making enormous profits. Law enforcement does not have the capacity to fight this type of organised crime alone. There is a need for more mechanisms, more expertise (i.e. financial and technological), multiple partnerships and a different narrative.

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The common thread running through the IALG and Pearls conference was the understanding that the world has changed and that there is a need for a new response. Law enforcement is used to focusing on criminal groups, but now needs to consider legitimate society as well and focus on i.e. law firms, accountancy, real estate agencies and politicians. At the same time, the fight against organised crime is no longer for law enforcement alone and traditional mechanisms like investigating and prosecuting are not sufficient to make a difference. There must be a focus on hindering organised crime to make it more difficult for crime groups to access entities within the legitimate world. Other actors need to join as well: the private sector, other public sector organisations, local and national governments and citizens. A targeted narrative could help communicate the message of how widespread organised crime truly is and how that can only be changed if all parties take some responsibility for eradicating it. The right expertise can help law enforcement stay ahead of crime

groups when it comes to understanding new technologies and using new forms of data-driven analysis for a better understanding of the threats. There is an urgent need to collect the right information, analyse it and translate it into insights that can lead to concrete interventions. Collaboration is critical to achieve all of the above and to make a sustainable change to address organised crime.

Food for thought

- *Is there a need for a common narrative?*
A common narrative could help deglamorise organised crime, contribute to the awareness of society about the omnipresence of organised crime and convince others to take some responsibility. A narrative must be targeted at different parts of society like politicians, the private sector, youth or the public in general and must be coordinated. Do organisations like Europol and INTERPOL have a solid narrative? That could be a starting point.

- *Should others be invited to the IALG and Pearls conference?*

There is a need for other intellectual frameworks and specific expertise to broaden the view on how to combat organised crime. Cyber specialists for example could be a good addition to IALG and Pearls.

- *Regulations need to be updated*

Crime groups make clever use of new technologies and loopholes in legislation. There is a need for a legal framework for technological developments that finds the right balance between privacy and security. This requires more political support and raises the question what could be the motivation for politicians to side with law enforcement.

- *UN Convention as a starting point?*

How to lead change? Bottom-up or top-down? The UN Convention against Transnational Organised Crime was adopted in 2000 and has

not been updated since. New approaches, insights and instruments could help the Convention to be an even better instrument in the fight against organised crime.

• *Follow the money using a Silver Notice?*

Asset identification and recovery are important elements in combating organised crime. Could the introduction of a new INTERPOL notice -

the Silver Notice - be a valuable instrument? And what about starting to work on a fourth protocol to the UN Convention, specifically focusing on the identification and recovery of criminal assets?

• *Brainpower*

The IALG group offered to function as a think tank to find solutions for the challenges ahead.

With the quantum era in sight, all available brainpower should be used to think outside the box and come up with new approaches, insights and instruments to make sure law enforcement stays ahead of organised crime.

Pearls in Policing Conference 2023

The 16th Pearls in Policing Conference will be held in Australia in June 2023. The theme of the Conference will be in line with “Policing new realities versus new realities in policing”.



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Annex 1 - IALG assignment

Change as the New Normal: Policing Diverse and Complex Societies.

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-economic 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 organised crime and its concomitants – corruption and money laundering – in domestic and international legal structures and what role the police should play.

Context

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

The pandemic has shown how agile and flexible criminal organisations 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 organisations. 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 organised 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 strengthened?
- 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 organisation?
- **Finding what works:** How are other large organisations tackling the same problems that the police will face in the near future?

Annex 2 - Recommendations of the IALG learning group

1. Leverage and data

Leverage more data: make data work for the people, not the criminals. Balance security needs versus privacy requirements.

Global sharing of information: standardizing of information such as IBAN and SWIFT. Continue to work on the timely sharing of information. Consider using a unique identifying number for each individual number for each individual to reduce the instance of identity theft and untraceable financial accounts.

2. Breaking the cycle: culture change.

Deglamorise organised crime: raise awareness about the harm brought on by organised crime.

Facilitate enhanced law enforcement and the disruption of organised crime by creating improved awareness and reporting systems.

Focus on young police: encouraging their aspirations, building their self-worth through skill development and attainment of a sustainable income. Help them to recognise the responsibility they have to protect their communities to ensure that they are safe spaces for their future families.

3. Get ahead of the Game

Act collectively: lean into the problem together, collectively focus on the issues that keep you up at night.

Prevention: Anticipate the threat by creating ad-hoc operational task forces to be proactive against emerging threats ie. Covid, war in Ukraine.

Develop a protective agenda focused on emerging vulnerabilities aligned with the financial aspects or organised crime.

Law enforcement must keep pace with technical developments and invest in the necessary human expertise.

Law enforcement agencies must have people skilled in data and cyber technology in order to keep pace and stay ahead of the changing environment.

4. Focus on the Finance.

No more cash: influence and educate governments and private institutions that a cashless society will significantly hinder organised crime in their desire and ability to profit from their endeavours. Profits,

including cryptocurrency, still have to be realised into cash, other valuable assets or placed into the banking system for organised crime to benefit from the profit.

Support the gatekeepers: introduce police involvement at the ground level in financial institutions policy-making ensuring an investigative mindset is applied when dealing with organised crime strategies. Provide investigative expertise to the gatekeepers (financial institutions) to help rebuild robust systems for their Systematic Integrity Risk Analysis (SIRA).

Financial-led policing: priorities the analysis and tracking of organised crime finances in parallel with the commodities trafficked including the seizure of profits and forfeiture of their assets. Ensure sufficient resourcing and training are provided to maximise the success of financial investigations and asset recovery for organised crime. Create better global legislative mechanisms to deal with unexplained wealth – de-linked from predicate offending.

5. Partnerships

Partner and build relationships: build partnerships with private enterprise/academia/technology and cyber-technology companies. Law enforcement agencies must accept a greater risk profile in developing public-private partnerships/cooperation as they are more important than ever in a dynamic technology-driven world.

Think and act globally: crime and harm are happening in your communities right now and it is increasingly likely to be emanating from somewhere else in the world. Build capability and recruit for technologically skilled people.

Increase cooperation: make sharing easier among public and private entities/more effective, dare to share, collaborate by default. Explore how the new frontiers of the metaverse will be policed.

Leverage learnings from the health response to Covid 19: there are lessons from the response to Covid to highlight the critical importance of International Public Private Partnerships being agile and adaptable,

Law enforcement agencies must have people skilled in data and cyber technology in order to keep pace and stay ahead of the changing environment.

6. Stemming infiltration – private and public

Enhance oversight: guide policies and protocols for sensitive business encouraging backgrounds checks and security measures. Encourage the developments of internal and external monitoring and auditing procedures for private companies. Include internal compliance systems and external oversight by independent agencies. Establish and ombudsman Office as well as whistle-blowing mechanisms and processes within the police/state organisations

Education and training: integrate anti-corruption curriculum into police education. Make awareness among internal employees and external target groups a priority so that signals are recognised faster. Create a robust infrastructure and hire technically skilled personnel, including digital forensic expertise. Introduce comprehensive vulnerability scans at the systems level as well as at the individual level and install reliable protection procedures. Address different types of threats against state officials.

An evidence based approach: improve analysis and research on emerging trends. Use AI based and scientifically structured analytics. Apply and evidenced based research approach to determine weak points and vulnerable persons and process. Focus on disrupting the most crucial links in the network.

Prioritise infiltration: make the fight against undermining infiltration a priority – it must have the total attention of everybody.

7. Future thinking

Build a metaverse police patrol: work toward global regulation of the internet enabling police to use borderless legislation for any offending in the metaverse. Create borderless legislation that all countries can adopt and contribute to. Increase cross secondments of law enforcement personnel across the globe to interact and liaise regarding emerging crime and educate each other.



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