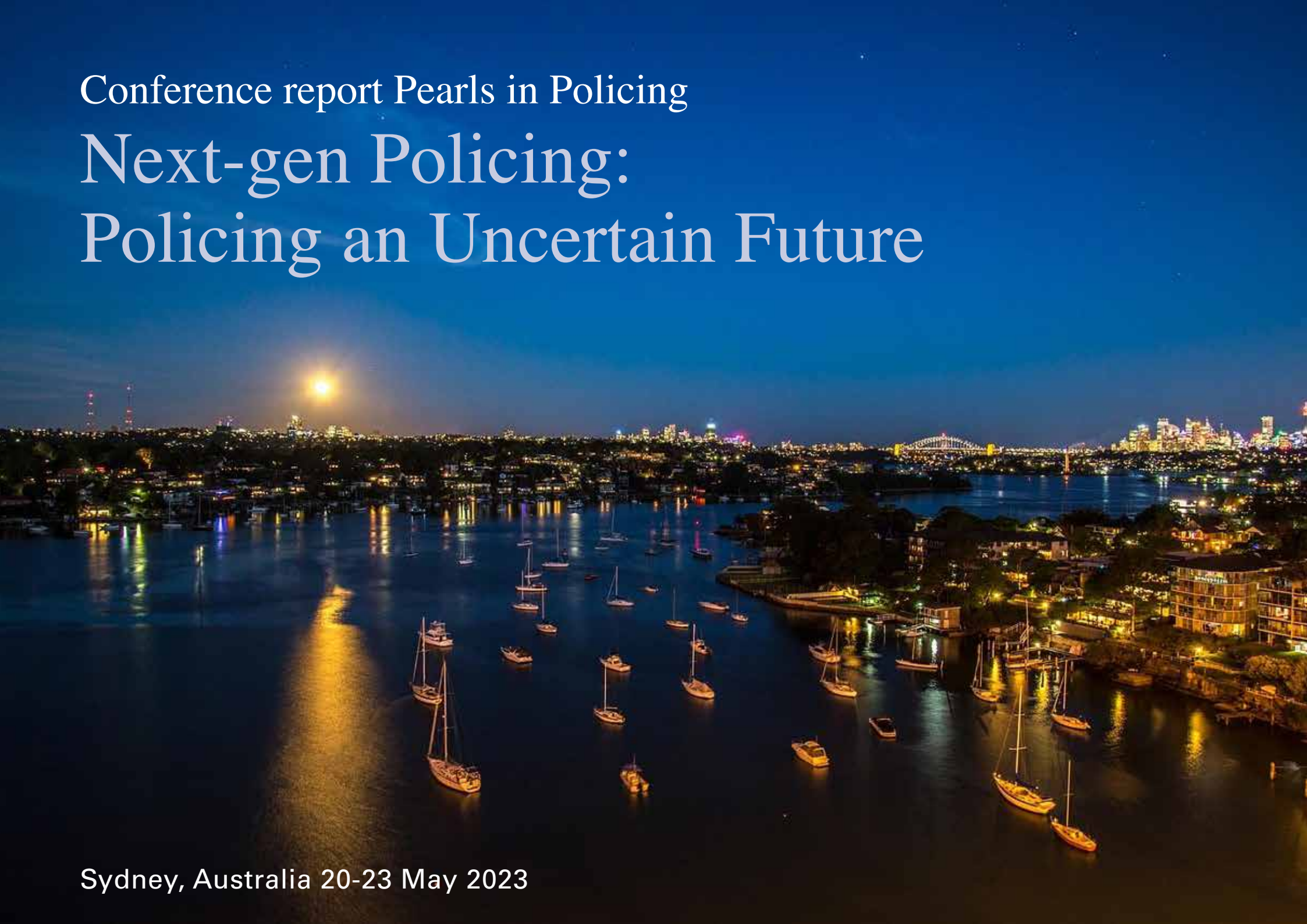


Conference report Pearls in Policing

# Next-gen Policing: Policing an Uncertain Future

Sydney, Australia 20-23 May 2023

An aerial night photograph of Sydney, Australia, showing the harbor filled with numerous sailboats. The city lights are visible in the background, including the Sydney Harbour Bridge and the Sydney city skyline. The water reflects the lights from the boats and the city.



# Table of Contents

<b>Introduction</b>	<b>5</b>
<b>International Action Learning Group - Next-Gen Policing: The new reality</b>	<b>7</b>
<b>Pearls in Policing Conference - Next Generation Policing: Policing in an Uncertain Future</b>	<b>15</b>
<b>Panel discussion and final day</b>	<b>18</b>
<b>Conclusions</b>	<b>23</b>
<b>Participants and contributors Pearls in Policing 2023 in Sydney</b>	<b>24</b>
<b>Annex 1 – IALG Assignment</b>	<b>26</b>





4

# Introduction

**From the 20th to the 23rd of May 2023, law enforcement leaders and academics from 14 different countries and 3 international organisations came together in Sydney, Australia, 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 senior police and law enforcement executives from around the world gather in an intimate setting to share experiences and benefit from shared learning. Despite the geographical, cultural, organisational and linguistic diversity, the challenges that law enforcement faces currently and will face into the future are remarkably similar.

Within the unique, small-scale setting, the law enforcement executives discuss the strategic and personal challenges of 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 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 co-hosted by the Australian Federal Police and New South Wales Police in cooperation with the Pearls Curatorium. The conference focused on the theme “Next Generation Policing: Policing in an Uncertain Future”.

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





*The 2022-2023 IALG group consisted of representatives from 20 law enforcement agencies who worked on an assignment that challenged them to come up with creative and tangible recommendations on how police forces can prepare themselves and equip the next generation of police officers for an uncertain and complex future, and how police professionals from across the globe can work collectively to develop a common vision for policing the future with the support of other sectors. Their learning journey took place in The Hague, Singapore and Sydney. 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 - Next-Gen Policing: The new reality

**The Pearls conference begins each year 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 an Executive Leadership programme with participants from all over the world who spent a year working on an assignment formulated during the previous year's Pearls in Policing 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. Their program concludes when the IALG group presents its findings at the annual Pearls in Policing conference. During their learning journey the IALG will be well supported and guided by a team of professionals, including the IALG Programme Management Team, educational specialists, renowned academics and a wide range of national and international experts.

This year's assignment invited the IALG participants to address the implications of policing an uncertain and complex future and ensure that the next generation of police officers is equipped to meet the challenges that they will face.

The participants were required to identify and analyse the most important trends and issues that will impact next-generation policing with a focus on combating crime and protecting public safety,

and present evidence based recommendations to the international think tank – the Pearls - on Next-gen policing, creating a future based narrative taking into account public and private partnerships across all sectors; innovative and technological approaches; and communication for local, national and global police leadership.

## **Next-gen megatrends and key topics**

The IALG opened the presentation with a video on their vision of the future of policing, highlighting some of the significant global challenges faced including: drug related issues, transnational crime, terrorism, cybercrime, the dark web and privacy issues. “*What is going on with the world?*” the group asked rhetorically “*The future is now*” - affirming that the police officer of the future will look very different to what the experience of our officers of today. They highlighted that these challenges and changes of thinking are what policing jurisdictions will need to adapt to.

**The Police Officer of the Future:**  
*The younger generation want swift career progression, and multiple careers....*

### **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 organization?

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



8





Through the use of virtual interactive Slido polling, the thought-provoking question was then asked - “How are you doing today?” to generate and capture the sense of the group. The Pearls responses included ‘excited, worried, curious and energised’. This clever use of technology demonstrated the ability to capture thoughts in the here and now, and the reason for being at the conference, which is all about being curious and excited.

The IALG group considered this as not just an assignment, but a real life challenge for Police. Three megatrends were identified that will significantly impact the **Next Gen being digitalisation, demographics and climate change**, all emerging as deep and profound, and will have an impact on society all over the world.

The IALG presentation took the Pearls on a journey, back casting through a narrated timeline from the IALG of 2033, giving advice to the present IALG of 2023 to imagine what policing organisations will look like and introduced three key topics being the **Next generation of technology, police officers and legitimacy**. This was followed by a showcasing of cutting-edge technology from around the globe, café style discussions of the key topics and issues identified and concluding with discussions on the relationships the learnings that led to the creation of the Next Gen Toolbox of Artefacts, items that were discovered through the journey of the presentation to remind the Pearls of the Next-gen reality.

### **Advice from the Future – 2033**

Looking back, the 2033 IALG group of the future reminisced asking the present IALG group “what does it look like in the present day?” in the context of advancing technology and analytics in an ethical and collaborative way with the community. In recent times, technological advancements have been swift, demonstrated through the developments of telephone technology moving from landline to the everyday use of mobile phones, and advancements where predictive interventions have become second nature. However, was privacy even thought about in 2023? The recommendations from the IALG 2033 on the challenges of how to engage the community in this space was to tear down the silos in the digital world and become more diverse.

A theme embedded throughout the presentation was the advice to the Pearls to ride the wave, metaphorically linking the art of surfing to policing Next-gen, with waves forming to a peak, rolling and breaking. The IALG compared the experience of being on the wrong side of the wave, but learning to ride them, highlighting that is what will give us the advantage.

#### *Digitalisation*

In the past, the majority of countries were facing threats on their own. Over time there has been an appetite to join forces by investing in technology platforms, sharing information to investigate crime and taking steps to make the exchange of information easier across the globe. This collaboration led to the formation of a truly global secure police data

lake with integrated systems. Artificial intelligence has since enlarged the possibility of analysis of data, which provides significant tools for proactive use, including sharing data from health, social care and community to enable the development of strategies to intervene before a crisis.

Global sharing of information has now been established with ethical guidelines in place and appropriate safeguards. Preventative efforts are paying off, and there is transparency, countries are no longer chasing technology but now shaping it so it best serves the community.

Into the future, legislation, regulation, supervision and education will be some of the key next steps in bringing to life the innovation of the Global Police Database in 2033 – enabled through public private partnerships committed to law enforcement, sharing expertise and tools on shared platforms to facilitate working and thinking together. This pathway will be able to be progressed further by law enforcement executives upskilling on technology and driving innovation.

#### *Demographics*

The IALG 2033 shared their experience in what the future looks like from a people perspective given the past challenges promoting the law enforcement as a sector of choice and attracting and retaining people.

A recent ceremony to swear in new recruits saw representatives from 11 different cultures within a

diverse community; including new officers from programs that started years ago. Officers migrated from areas with climate change, undertaking this work with private and public partners. A number of international officers had relocated, the 2033 IALG group stated that increasing the Employee Value Proposition (EVP) by developing a globally recognised framework has led to this being achievable. Virtual police officers were also recruited bringing in a mixed reality model, and the ability to put police officers in the homes of victims. New recruits were also onboarded from an academic talent stream, with a post and undergraduate programs pathway to continue to build capacity. Health and wellbeing programs were also embedded in the new recruit program, as well as ongoing psychological support for the lifecycle of the police officer.

The roadmap to success in this space includes sharing and building big data to inform the co-design of employee health and wellbeing programs; and integration of the key partnerships, outcomes, and technology to redefine and build a new career stream.

#### *Climate change*

The 2033 IALG group reflected on the impact of climate change over the past 10 years, sharing with the group how they had managed. There was still a need for police to respond to emergency events such as floods and fires, which are not able to be controlled, however this was a community led response. Police resources were no longer

stretched, due to technology enhancements. A platform was created by community for community which enabled a community led response. The ecosystem critical to this development allowed the Government, private sector, and the community to work together on the journey and shape the mindset for a common purpose.

The future global response in 2033 was better prepared, through the ecosystem of policy, community, and private organisations. A global police officer capability framework was developed as a pathway to smart cities, communities, and citizens, embracing technology, AI, robotics meaning younger generations are receiving the latest climate change alerts and what can be done to help.

#### *Trust and legitimacy*

Three fundamental areas were identified with respect to trust and legitimacy in a policing context. Broken down, they are categorised as trust from officers, from citizens and from the private sector. It was acknowledged that although these may be present today, they can be just as quickly lost tomorrow. Through research with academia, there is an opportunity to enhance trust and legitimacy through technology such as AI police goggles rather than body worn video. Rather than just recording interactions, they can be used to build back into training, lift internal trust with police and create buy in from officers to inform and support them.

Leading up to 2033, a standardised global training platform was launched which allowed sharing information and training across the globe, sharing best practice and bringing the global community together, with elements open to the community to build public trust and support legitimacy. This was underpinned by legislation was passed to that led the pathway of collaboration and transparency.

**Through collaboration, public private partnerships, community partnerships, and having a shared responsibility to diversity is how we will achieve success.**

#### *Artefacts*

The concept of artefacts to represent five key reflection points was introduced. The first artefact relevant to the backtracking of this future exercise was the kaleidoscope, which represented the ever-changing view, challenges to the future, symbolising looking into the future and recognising that the children of today will be our future police officers.

Reflective questions were put to the Pearls throughout the presentation to generate thought provoking contributions. The first of many began with: “How often do you deliberately make time to think about the future?”

#### **The New Reality**

The next phase of the assignment and look into our future policing state was introduced through a

video compilation of impressive and sophisticated innovations already in use across the globe.

Examples included forensic genetic genealogy techniques being used by the New South Wales Police Force to quickly solve crime; South Australia Police healthy workforce programs; United Arab Emirates brain mapping to expose knowledge of crime; Australian Federal Police Dragonfly AI analytics and big data platform to enable auto and assisted identification of People of Interest (POIs); Europol High Value Target approach where data reveals top level offenders; Singapore Police Smartphone; Netherlands Police application Crowd Safety Manager; Danish Police program POL-DISP providing capability to work across districts on strategic, tactical and operational levels; and Hong Kong Police SMART Rescue utilised in search and rescue operations to instantly transfer to interdepartmental dispatch centre to narrow down scope.

The innovations already in use reinforced the shared global values and constants of policing into the future - to target and disrupt criminal groups, deliver community-based policing, and attention to the health and wellbeing of police officers.

## Café Style Discussions

### *Café style discussions within tables*

The Pearls then assembled into smaller groups to replicate a café style scenario creating the space for expanded dialogue on the three core issues of Next Gen: police officer; technology; and trust

and legitimacy. IALG members guided group discussion with input discovered through their assignment.

### *Next Gen: Police Officer*

A hypothetical Next Gen police officer was introduced. The officer is an immigrant to the country as a result of climate or geopolitical concerns within their country of origin. They have undertaken tertiary study in cybercrime. Expectations of their career and employer are: swift development and frequent recognition and feedback; multiple opportunities locally and globally; ability to transition in and out of the public and private sector; and, organisation funded further tertiary study and programs for their mental and physical wellbeing.

Through the Next Gen working environment in 2033 the hypothetical officer has been employed in various local and international jurisdictions and private enterprises, has undertaken further specialist studies, and has been cultivated into a global policing asset. The officer has ultimately returned home from an international role for a promotional opportunity and is viewed as a leader in their field.

The conversation highlighted emerging and critical issues for the future design of policing:

- Climate change: the impact on social order, migration, international workforce postings, and police being called upon for joint response with other agencies for crisis management.

- A workforce that is responsive to health and wellbeing: current aging population including the workforce, global mental health trends and skyrocketing insurance premiums, trauma through occupational exposure and the organisational injury management process.

The Rubix Cube artefact represented the Next Gen police officer, conveying the need to understand complexities of the world and adaptability and tolerance in problem solving.

### *Next Gen: Technology*

**While technology is of immense benefit to law enforcement it also presents significant risks and challenges**

In considering Next Gen Technology the Pearls groups were cognisant that while technology is of immense benefit to law enforcement, it also presents significant risks and challenges. Criminal elements are already operating in the space at high levels of sophistication to evade authorities with technology enabled crime traversing all crime types, and most concerningly targeting vulnerable groups. Expansion of the metaverse and the future need to police this parallel universe and respond to a new wave of both anticipated and not yet imagined crime was also discussed as a reality for policing during exponential technology growth.





The application of artificial intelligence and current global interest and concern was central to discussion. Excitement across law enforcement agencies at the opportunities AI creates to prevent, disrupt, and respond to crime was evident, together with mindfulness that while its application creates efficiencies beyond human capability, it does not replace it.

This led to discussions on the necessity for ethical and regulated application of all technology through contemporary legislation and policy and maintaining and expanding the trust and tolerance of the public to this new world in context of law enforcement.

Partnerships locally, globally, and across the public and private sector were seen as central to support evolving technology and recognise our shrinking world. Through these, levels of uniformity and capacity for data and technology sharing can be achieved.

Newton's Cradle was presented as the technology artefact symbolising momentum and energy.

#### *Next Gen: Trust and Legitimacy*

**Trust and legitimacy were viewed as foundational to successful law enforcement agencies**

The café style discussions concluded with trust and

legitimacy. A collective consciousness as to the centrality of trust and legitimacy to success of law enforcement agencies across the public, government and internal workforce was evident across group discussions. In this regard, trust and legitimacy were viewed as foundational to the earlier discussion topics.

In addition to accountability to accepted scrutiny arrangements, policing in the technologically evolving world includes the dynamic of fake news and various politically biased social media platforms, and subsequent management of public perception and organisational reputation.

Key opportunities were seen in developing reactive and proactive communication; strengthening education and training; organisational justice where treatment of the workforce translates to officer conduct towards the public; and emotional intelligence.

Chop sticks were presented as the artefact. Where one chop stick alone can be broken, many chop sticks together cannot, symbolising strength in unity.

#### **Next Gen Tool Box – Ready for the New Reality**

The New Reality opened with a reflective group

**The Pearls shared firm views of technology as a tool and not a replacement of the human workforce**

session on key themes emanating from the café style discussions across the different Pearls groups.

Shared attunement to look far ahead, react at pace, be adaptable, accept and adopt technologies, and firm views of technology as a tool and not a replacement of the human workforce was conveyed.

Genuine partnerships and relationships globally across public and private sectors were seen as crucial infrastructure to supporting the new reality. The role and potential of Pearls in Policing conferences and the Pearls Alumni was acknowledged as a building block for this important connection.

The wave analogy was revisited in context of the seminar learnings to demonstrate that law enforcement needs to implement timely solutions to avoid being overcome.

#### *Journey of the IALG*

IALG members reflected on their learning experience across The Hague, Singapore, and Sydney as one of productive tension leading to true collaboration and tangible conclusions – the cost of law enforcement not being on the frontier of technology is too high.

#### *In conclusion*

A surfboard was introduced as the final artefact – as law enforcement agencies we need to conquer the rolls, ride the waves, evade the sharks, and celebrate the peaks.







# Pearls in Policing Conference - Next Generation Policing: Policing in an Uncertain Future

**This year's Pearls in Policing conference focused on 'Next Generation Policing: Policing in an Uncertain Future'.**

**Various speakers provided insight into the ways that crime will change in the future, the types of technology available to criminals and police alike and the impacts this will have, and the changing profile of the next generation police officer.**

During the opening speeches and reflections, speakers touched upon future challenges facing policing organisations. These included the next generation of crimes and offenders, ensuring that policing organisations are equipped with new technologies and empowered to use them, and recruiting the next generation of police officer. Artificial Intelligence is being used by criminals to enhance their trade and bypass law enforcement. In the Metaverse, crimes against the person are occurring, and more and more organisations are falling victim to data breaches for ransom.

New technologies compound the pressures already faced by law enforcement. The cross-border, multi-jurisdictional nature of transnational crime creates complexity, and makes it difficult for law enforcement to reach criminals.

There is a requirement to not only investigate transnational crime and crime on the internet, but also to do so collaboratively, hindering cyber and transnational crime and denying criminals access to new environments. It requires law enforcement to think creatively and embrace change and

collective action to meet the challenges of next generation policing.

## **Preparing for what's next- Mr Michael McQueen**

Mr Michael McQueen, social researcher, and futurist, presented to the Pearls on 'tides' of change, challenging Pearls participants to examine which tide will be the biggest for them. The pandemic saw the future arrive ahead of schedule, with three distinct 'tides' of change. The three tides



**"You cannot outrun the future if you don't see it coming" Gary Hamill.**

of change that Michael anticipates will impact future policing are:

- The acceleration of Artificial Intelligence, robots and machine learning,
- The rise of synthetic reality (virtual and augmented reality), and
- Generation Z, who account for the next generation of police officers.

While new technologies such as Artificial Intelligence pose opportunities for criminals looking to exploit them to their own ends, they also provide some opportunities for law enforcement. The use of Artificial Intelligence to predict crime is being researched by some academics, however this raises questions around ethics which will need to be carefully considered by law enforcement in the future. Technology is also being used to gather new forms of evidence, such as using the brain

activity of suspects to determine whether they have been involved in a crime. Police in some countries are already deploying robots and robot ‘dogs’ to perform community policing tasks.

He also described some of the crimes that are being committed already using new technologies. Previously, some of these crimes did not exist. For example, impersonation of individuals using Deep Fake technology is already occurring. Crimes including fake and counterfeit goods, fraud, and sexual assault of avatars in the Metaverse are presenting never-before seen challenges to legal frameworks. It remains unclear whether existing legal architecture will be sufficient to address crime types in relation to these new technologies.

The new technologies available to both criminals and law enforcement raise questions around what the next Generation of Police officer will look like, and what they want from their roles. Generation Z, born from the late 1990’s through to the early 2010s, represent 20% of the global population. By 2025, they are expected to make up 27% of the global labour market. In terms of their careers, Generation Z are more likely to have many discrete careers, rather than one long one. Generation Z have grown up with technology, and are incredibly proficient at using it, and quick to adapt it. Michael asked the Pearls to consider how their organisations engage with young people, and to see the benefit of the fresh perspectives and ideas that they can contribute.

Mr McQueen concluded his presentation by urging the Pearls to embrace change by ‘riding the wave’ rather than resisting it. Many of the changes that new technologies will bring are already here, and it is up to law enforcement to ensure we are utilising them to their fullest potential.

#### *Reflections from the participants:*

The Pearls noted that key figures such as Bill Gates had emphasised the importance of technology in the future. New technologies create an opportunity for Law Enforcement to harness its power. The Pearls asked Mr McQueen whether he believes that Artificial Intelligence will take over, to which he responded that at this point, it is unclear whether this will happen. There are many people who question whether Artificial Intelligence will reach the ‘point of singularity’, where it becomes as intelligent as people. It can replicate what appears to be sentience, but he questioned whether it can ever replicate the soul, consciousness or intuition of a human being, qualities which are key to the roles of law enforcement.

#### **Presentation by Kirk Arthur, Senior Director – Microsoft USA**

Mr Kirk Arthur, Senior Director at Microsoft USA, has previously enjoyed an extensive law enforcement career, notably working in the US Secret Service. Mr Arthur presented on a range of new technologies that are being used by law enforcement around the world, and the challenges and opportunities that are faced in relation to them. He emphasised that the Pearls should view technology



as a force multiplier, providing opportunities for automation and process efficiencies. The infrastructure of law enforcement agencies and their international partnerships is currently constrained. Mr Arthur urged the Pearls to begin seeing Artificial Intelligence as a force multiplier, in the context of their data, mission and requirements. For technology providers to meet the requirements of law enforcement, there needs to be thoughtful conversation. Criminals are going to be using the same technologies if they aren’t already.

Translation and transcription tools are available now and can be used by law enforcement to accelerate investigations. However, the technology sector must invest responsibly, making sure they understand the intended and unintended consequences of the technologies they develop. Technology companies are ready and willing to work with law enforcement to work through problems in partnership.

Artificial Intelligence can assist in freeing up frontline staff and holding people accountable. AI can assist in sifting through vast amounts of information much faster than a human (or team of humans) is capable of by automating the acquisition, processing, correlation, analysis, visualisation and distribution of data in investigations. Similarly, virtual and synthetic reality can assist law enforcement in creating simulated training environments that feel real and achieve operational safety in the field. Virtual and synthetic reality technology is already being used for this purpose by the US Army, and by large corporations such as Walmart in active shooter training.

Of note, Mr Arthur explained the power that technology has to assist in information exchange between law enforcement agencies. Transnational Serious and Organised Crime is global in nature and requires a joined-up partnership between law enforcement agencies. However, Data sharing between law enforcement is challenging without strong trust between partners. It can also be complex due to the different ways it is held in different agencies. Mr Arthur urged the Pearls to consider the role that trust plays in facilitating the data exchange needed to enhance partnerships between law enforcement and tech companies, and how we can arrive within these trust zones.

#### *Reflections from the participants:*

The Pearls noted the difficulties that their agencies experience in sharing information between law

enforcement due to red tape and differences in legislation across borders. They emphasised the need to foster cultures of innovation within their organisations, where staff can strive for improvements in processes. The Pearls also discussed the need to ensure that partner agencies such as judges and judiciary are up to date with their knowledge of technology and innovation. Without the judiciary being on board with the technology and innovation that police are using, there is the potential to hamper, rather than improve, the process of investigation and eventual prosecution of crimes.

### **Working visit to “The Lab”- AFP Sydney**

The pearls attended AFP’s Sydney offices and were provided a tour of “The Lab”, which included a tour of the AFP’s newly built Forensics Labs within the building, which provides the AFP with a bespoke capability for tasks such as examining suspected drug materials, firearms and digital devices. The Pearls also received a presentation on the Joint Policing Cybercrime Coordination Centre (JPC3), a taskforce made up of AFP and Law Enforcement, Government and other Industry partners, working together in the same location to combat cybercrime.





## Panel discussion and final day

**The final day of the Conference commenced with an opportunity for participant reflection followed by a panel discussion and a guest speaker presentation that marked the official end of the conference.**

### *Reflections from participants*

Two topics emerged during this reflection session: multi-agency collaboration, and online community policing.

1. Participants were impressed with the multi-agency approach demonstrated by the AFP during the offsite visit. The need for ongoing collaboration, especially international collaboration and information sharing, was acknowledged as being pivotal to multi-agency success with INTERPOL provided as a leading example. Trust and legitimacy also emerged as key themes in agency effectiveness as well as holistic collaboration.
2. Online community policing is creating new challenges for law enforcement agencies who traditionally have been present and engaged in the environment in which crime occurs. Participants discussed the possibility of police officers finding themselves enforcing the laws in the metaverse. It was noted that in some European jurisdictions, there is already a permanent online presence of officers.

### **Commissioner's panel discussion**

The Conference facilitator, Assistant Commissioner Stephen Dametto from the Australian Federal Police, lead a panel discussion between Commissioner Reece Kershaw, AFP Commissioner, and Commissioner Karen Webb, NSW

Police Commissioner. Each Commissioner answered questions aligned to four themes - organisational priorities, next generation policing, partnerships and leadership. The Pearls were able to bond over shared challenges across these themes.



## Planning for the 2024 Pearls in Policing Conference

During this brief session, participants split into groups and considered two questions. The questions captured participant reflection on the Conference as a whole and thoughts from delegates as to the future program of the next Pearls in Policing Conference.

*Question 1: What are your key takeaways regarding next-generation policing? What are your key takeaways from this Pearls Conference so far?*

Participants universally acknowledged the importance of understanding the future as a means to better prepare for operational realities. Embracing technology (while balancing technical possibilities in line with societal expectations), building trust and legitimacy, and focusing on effective recruitment and retention strategies (including health and wellbeing, organisational communication and information sharing with others) were common themes across all three groups. Innovation, systemic change and operational models based on partnerships/multilateral approaches were identified as key enablers to achieving gains in these areas and to tackling crime crossing national borders and spanning several countries.

*Question 2: What should the IALG assignment question be for 2024?*

Participants suggested the following questions for the 2024 program:

- How to build trust and legitimacy taking into account technology and generational change?
- How to translate global issues into local practice?
- How can local practices help to solve global problems?
- How do we build the new policing ecosystem for the future?
- How do we make the new without forgetting the old?

- What are the barriers to change and evolution of policing?
- What will be the role and shape of policing in the future? Are we doing the right things? Can others be helping us?

At the end of official proceedings, the theme for 2024 was announced based on consideration of the suggestions above. The theme for next year is:

**Sustainable policing based on trust and legitimacy**



# Presentation by Tom Middendorp, former Chief of Defence Force of the Netherlands

## Closing out the 2023 Pearls in Policing Conference: Climate change and the Impact on National Security

Participants had the opportunity to hear from Mr Tom Middendorp, former Chief of Defence Force of the Netherlands, who joined the Conference virtually.

Mr Middendorp commenced his presentation by stating that the challenge for contemporary leaders is to look beyond the crisis of today, to the crisis of tomorrow. In doing so, he noted that changes in the environment should be changing our approach to national security given climate change is a root cause of insecurity around the world.

This insecurity is in part driven by tensions stemming from resource scarcity. Resources are being weaponised necessitating a response by both civilian and military forces. Mr Middendorp shared experiences and/or examples from Afghanistan, Somalia, Iraq, the Arctic and his home country the Netherlands, arguing that when internal frictions about resources are addressed, conflict becomes manageable.

The interdependency between these elements has driven Mr Middendorp's interest in climate change and resulted in the creation of the International

Military Council on Climate Change Security (IMCCS); a network uniting individuals from civilian and military domains across the world to share ideas and research. He noted this is especially relevant given climate change features in more than 50% of all global risks identified by the World Economic Forum Global Risks Report for 2023.

Mr Middendorp went on to explore in more detail what he considered as the four most critical strategic drivers of change:

1. Climate change. The impacts are not evenly distributed globally.
2. Geopolitical environment. The world has changed from being globalised to polarised. There is a new balance of power emerging. Economic power is shifting, especially towards China, which is changing geopolitical power. This is affecting the work of multilateral organisations and making it hard to achieve consensus. It is also making working towards global solutions for global problems difficult.
3. Increasing resourcing scarcity. Society is consuming more than the Earth can produce. Humankind needs to find more ways to be

resource independent and invest in resource circularity. Currently, 92% of used outputs are not circular.

4. Population growth. The world population will double this century – up to \$11 billion. There is an increasing gap between demand and supply across goods and services.

The above changes have many regional/national implications including:

- Widening the gap between supply and demand, fuelling more disruption.
- Increased physical impact with dry areas becoming drier, wetter areas becoming wetter, population shifts to large cities, loss of ice, and damming of waterways (for example China plans to construct more than 100 dams in the Himalaya Plateau, controlling water and in effect the region).
- Increased fragility, population growth, water stress and flood mortality (for example 12% of Pakistan flooded last year with temperate over 50 degrees recorded in India).
- Exacerbated and fragmented impacts with the most fragile countries hit the hardest by climate change, creating and accelerating conflict. In



this way climate change is a risk multiplier with many megacities located in these fragile regions.

- Increased food insecurity with increasing global polarisation (for example the Sahel Region is considered the canary in the coalmine with transboundary tensions, food insecurity, increased trafficking, extremism, high rates of migration).

Mr Middendorp went on to specify the effects on external/internal security. For defence forces, climate change poses direct threats to vital infrastructure, is a risk multiplier in developing countries, changes the geostrategic landscape, increases risk to human security, creates a need for a minimised footprint and poses an existentialist threat to all countries. For policing agencies, social disruption is caused from natural disasters, migration flows, proliferation of criminal activities, increased extremism, and enforcement of climate policies and legislation.

Effective action to minimise these effects requires collective awareness (which builds understanding of the issues), risk management (getting ahead of

the game and undertaking predictive modelling), mitigation measures, adaptation (based on an ecosystems approach), innovation (based on think big/act small/start somewhere principles and

considering public-private partnerships), policies, litigation and finance. Mr Middendorp noted these actions were all within reach and should be considered by contemporary policing agencies.





# Conclusions

**New Technologies will continue to impact on both crime and law enforcement moving into the future, as crime and criminals continue to become more and more globalised.**

New Technologies will continue to impact on both crime and law enforcement moving into the future, as crime and criminals continue to become more and more globalised.

The common thread throughout the IALG and Pearls 2023 Conference was the understanding that the world is changing, and we must embrace that change in order to meet the requirements of Next Generation Policing. Themes and challenges that emerged for the Pearls across the conference were recruitment and retention of the Next Generation of Police Officer, Partnerships between law enforcement, other government stakeholders and

private enterprise, the trust and legitimacy that underpin those partnerships and the work that law enforcement does, and appropriate use of technology to bring law enforcement agencies into the 'Next Generation'. There is a need to continue to build and maintain trust between partners to meet the complex challenges facing the Next Generation of Policing.

A number of this years' Pearls are previous IALG participants, with a number remarking on the 'full circle' nature of their journey from IALG to Pearls, and the continuous learning they have benefited from along the way. They also noted the impor-

tance of the enduring relationships formed during their time as IALG participants. The 'Next Generation' of IALG participants will likely face increasingly complex challenges, and will rely on these relationships to respond to these challenges as a collective.

## Pearls in Policing Conference 2024

**The 17th Pearls in Policing Conference will be held in Canada in June 2024. The theme of the Conference will be 'Sustainable policing based on trust and legitimacy'**



## Participants and contributors Pearls in Policing 2023 in Sydney

### Host of the Conference

**Ms Karen Webb**

Commissioner, New South Wales Police Force, Australia

**Mr Reece Kershaw**

Commissioner, Australian Federal Police, Australia

### Pearls Participants

**Ms Krista Aas**

Deputy Director General, Estonian Police and Border Guard, Estonia

**Mr Edward Caban**

First Deputy Commissioner, New York Police Department, United States of America

**Mr Juki Fong Chew**

Acting Commissioner, Fiji Police, Fiji

**Mr Joe Chow**

Deputy Commissioner, Hong Kong Police Force, Hong Kong

**Mr Myron Demkiw**

Chief of Police, Toronto Police Service, Canada

**Mr Emre Ertan**

Deputy Director and Head of the Police Systems & Identification, Federal Office of Police fedpol, Switzerland

**Mr Henk van Essen**

Commissioner, Netherlands Police, The Netherlands

**Mr Luis de Eusebio Ramos**

Deputy Executive Director, Europol

**Mr Auapaau Logoitino Filipino**

Commissioner, Samoa Police, Samoa

**Mr Kwang Hwee How**

Deputy Commissioner, Singapore Police Force, Republic of Singapore

**Mr Gazmend Hoxha**

General Director, Kosovo Police, Kosovo

**Mr Razarudin bin Husain**

Deputy Inspector General, Royal Malaysia Police Force, Malaysia

**Ms Sandra Keijer**

Director Knowledge, Strategy and Innovation, Royal Netherlands Marechaussee, The Netherlands

**Mr Glenn Martindale**

Director Capacity Building & Training, INTERPOL

**Mr Dwayne McDonald**

Deputy Commissioner, Royal Canadian Mounted Police, Canada

**Mr Rick Nugent**

Deputy Commissioner, Victoria Police, Australia

**Mr Imad Osman**

Director General, Internal Security Forces, Lebanon

**Mr Faisal Shahkar**

Police Adviser, United Nations

**Mr Habtamu Tumebo**

Head of International Cooperation, Ethiopian Federal Police, Ethiopia

**Ms Dominique Van Ryckeghem**

Director General Resource Management & Information, Belgian Federal Police, Belgium

**Mr Wahyu Widada**

Commissioner General, Indonesian National Police

#### **Pearls Academics**

**Mr Emile Kolthoff**

Professor of Criminology & Criminal Justice,  
Open University, Faculty of Law, The Netherlands

**Ms Gina Antonacci**

Senior Vice President, Academic, Humber Institute  
of Technology & Advanced Learning, Canada

#### **Conference Directors and Facilitator**

**Ms Lisette Heerze**

Conference Director Pearls in Policing,  
the Netherlands

**Mr Vincent Vleesenbeek**

Incoming Conference Director Pearls in Policing,  
the Netherlands

**Mr Stephen Egginton**

Conference Co-Director Pearls in Policing,  
Australia

**Mr Stephen Dametto**

Facilitator Pearls in Policing, Australia

#### **Conference report writers**

**Ms Hannah McPherson**

Report writer, Australia

**Ms Nikki Pattinson**

Report writer, Australia

**Ms Hannah Stenton**

Report writer, Australia

**Ms Sarah Wooster**

Report Writer, Australia

#### **Conference Coordination**

**Ms Yke van Dijk**

Programme Coordinator Pearls in Policing,  
the Netherlands

**Ms Monique Heijkamp**

Logistical Coordinator Pearls in Policing,  
the Netherlands

**Mr Annie O'Connor**

Pearls Support Team, Australia

**Ms Elizabeth Little**

Pearls Support Team, Australia

**Mr Thomas Bishop**

Pearls Support Team, Australia

**Mr Mark Hayes**

Pearls Support Team, Australia

**Mr Matt Jewell**

Pearls photographer, Australia

**Mr Dean Saddler**

Pearls Support Team, Australia

# Annex 1 – IALG Assignment

## Next-gen Policing: The New Reality

### Introduction

We are part of a dynamic and increasingly complex world. In addition to local and regional pressures, police forces from across the globe continue to be impacted by political polarisation, technological innovation, climate change, the dynamics of global economic inequality, fluctuating economies, world-wide emergencies and global conflict. As we look to the future, police leaders must anticipate the changes that will occur and develop methods to adapt police operations to remain effective, efficient, responsive and relevant. The next generation of police professionals will face new realities that will offer opportunities for learning and growth as well as significant challenges as they strive to meet their public safety mandate. It is incumbent upon police professionals to prepare for the changes that the future will bring by exploring next-generation policing.

This assignment invites the IALG participants to address the implications of policing an uncertain and complex future. How do we prepare for an ambiguous future where the greatest certainty is change? How do we ensure that the next genera-

tion of police officers is equipped to meet the challenges that they will face? How can police organisations prepare for the next generation of offenders? How can police professionals from across the globe work collectively to develop a common vision for policing the future that can be embraced and supported by other sectors?

### Assignment

Identify and analyse the most important trends and issues that will impact next-generation policing with a focus on combating crime and protecting public safety. Consider the geographic regions represented in your IALG group, as well as other regions of the world not represented within your IALG group. Take also the geopolitical environment/s into account and how that affects policing. After identifying and analysing the trends and issues, present your evidence-based recommendations for next-generation policing, and create a future narrative. In this narrative, take into account public and private partnerships across all sectors; innovative and technological approaches; and communication for local, national and global police leadership.

Your recommendations and narrative should build on the work of the previous IALG groups as well as on reports of previous Pearls conferences. Evidence-based practices are encouraged.

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

- What are the most critical challenges that next-generation police organisations will face as they combat crime and protecting public safety?
- How can police organisations adapt their approach to prepare for and address the challenge of rapid change?
- What steps are required to transform police organisations to address these developments?
- What are the most critical challenges that next-generation police organisations will face in attracting and retaining the next-gen police officer? Describe the next-generation police officer. How can we prepare to ensure that we are able to recruit, hire and retain next-generation police officers?



- Describe the knowledge capacity, innovation and technology needs that will impact next-generation policing. How can technological and innovative approaches be engaged to combat crime and protecting public safety?
- Describe the next-generation offender. How will the next-generation offender differ and how can police organisations prepare to address them?.
- What ethical challenges do you anticipate as you contemplate next-generation policing? How will you address the challenges?
- How can police organisations collaborate nationally and internationally? How can police engage and mobilise public and private partners in fighting crime and protecting public safety? How can a joint narrative contribute to fighting crime and protecting public safety?
- Provide solutions and recommendations to advance short-, medium- and long-term action.

### **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-oriented 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?
- Determine what works: How are large organisations in other sectors tackling the same problems that the police will face in the future?

## **COLOPHON**

Pearls in Policing Secretariat

Nieuwe Uitleg 1

2514 BP The Hague

The Netherlands

E-mail: [pearlsinpolicing@politie.nl](mailto:pearlsinpolicing@politie.nl)

Website: [www.pearlsinpolicing.com](http://www.pearlsinpolicing.com)

## **Graphic Design and print**

De Bink - Leiden