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NEXT-GEN POLICING: THE NEW REALITY

IALG 2022-23

Takeaway Report

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Personal Message to Commissioners

Pearls in Policing was initiated in 2007 and what a testament to you and your predecessors that Pearls remains today!

Pearls provides the ideal opportunity to share experience, knowledge and best practice.

Your support for Pearls is acknowledgement of how valuable and worthwhile global networks are for the future of policing. For learning from one another through discussion and sharing innovative ideas and also common challenges. And above all, building trust to ensure effective international collaboration in law enforcement.

It is trust that is the bridge to enduring the uncertainty of the future and addressing the challenges of the present.

- ❖ To keep abreast of the fast changing world of technology, demographics and climate change.
- ❖ To keep the broad perspective from above and have the courage to keep an open mind and heart.
- ❖ To lead by example.

You're the ones that have the ability to shape the direction of policing because the future is now!

We're confident that the next few days will provide you with an opportunity to deepen the sharing of challenges and experiences. We hope we have inspired you to keep cooperating globally, adapting as you learn and providing some useful takeaways to further strengthen our workforce and environment. And, keeping our citizens safe and with more confidence that we will have a secure and safe place for our children, grandchildren and generations to come.

International Action Leadership Group Assignment 2022-2023

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.

Introduction

In response to the 2022-2023 International Action Leadership Group (IALG) assignment research was undertaken to identify “megatrends” and their impact on Next-Generation Policing . Megatrends are large-scale trends that shape society and the world over a long period of time. They are often driven by changes in technology, globalization, demographics, and economics, and have the potential to disrupt or create new markets and industries. The group focused on three key megatrends that are impacting Next-Generation Policing: Climate Change, Demographic and Digitalization. We will also provide a preferred future scenario for 2033, based on the Futures-thinking methodology of Causal Layered Analysis (CLA).



Climate Change

The IALG Subgroup (Climate Change) has conducted research on the megatrend of Climate Change and its impact on Next-Generation Policing. Three key sub-trends have been identified and prioritized, which include public order and protests, crisis response, and migration. Based on evidence from an extensive range of sources, a preferred future scenario for 2033 has been mapped out using the Futures-thinking methodology of Causal Layered Analysis (CLA). This scenario envisions a world where global policing will need to respond to increasing protests and unrest, be on the frontlines as first responders in the face of intensifying climate change, and manage climate-induced migration flows.



Demographic

The International Law Enforcement Agency Group (IALG) has conducted research on the global megatrends which will impact the future of policing. The key issues identified include shifting populations, increasing diversity, aging populations, generational complexities, and global mental health trends. The IALG has collected evidence from an extensive range of sources and concluded that there is an opportunity to outline a preferred future state for global policing. This future state involves a thriving, multigenerational workforce that embraces diversity of age, ethnicity, gender, experience, and skills, as well as reshaped and redesigned roles for police officers that are more flexible. In addition, strong partnerships with the private sector and academia will be necessary to enhance global policing capability and develop evidence-based interventions. Following this roadmap from 2023 to 2033 will create a bold and innovative approach to policing.



Digitalization

The police force of 2033 will require technological advancements to keep up with the changing world. To ensure a balance between public safety and personal privacy rights, legal frameworks will need to be in place to support the development and deployment of these technologies. Data security systems and secure channels led by Artificial Intelligence and Machine Learning will be essential to ensure data accuracy and reliability. Legislation will be needed to coordinate all law enforcement systems to ensure interoperability between them. Finally, Artificial Intelligence and Machine Learning will be used to monitor the digital landscape and inform decision making while restoring trust in data.

APPROACH TO ASSIGNMENT: IALG 2022-23



TRENDS

Impacting on Next Generation
Policing



FUTURE STATE

What could the future hold for
Policing in 2033



KEY ISSUES

Analysis of what and how these
could affect our ability to arrive
at a preferred future



OPPORTUNITIES

Potential actions/activity that
will steer Global Policing
towards the preferred future





Key Issues

As part of the assignment three key issues impacting Next-Generation Policing: the Next Generation Police Officer, Trust and Legitimacy, and Technological Advancement were identified. Opportunities were identified within each key issue with important consideration to the long-term implications and actions required within each.

Actions should involve forming strong partnerships with the private sector to develop diverse skill sets to benefit both the public and private sectors, and partnering with academia to understand the risk associated with policing and develop sophisticated tools to identify risk. It should also involve investing in employees from recruitment to retirement, and developing legislation to coordinate all law enforcement systems within the technological realm. Finally, there is a need to include leveraging Artificial Intelligence and Machine Learning to make decisions and shape the digital landscape.



Next Generation Technology Opportunities

Technological developments have transformed the way we live, work, and communicate. However, this new era of digitalization has also introduced new threats and challenges that must be addressed within our societies and our organisations. We will be relied heavily on digitalization in the next generation and opportunities also open for the law enforcement agencies to make good use of it.

- **Enhancing National Partnerships to International**

Creating innovation teams of professionals. Seeking professionals from all over the globe to innovate on short term contracts paid from a global Police fund and then provide avenues to share this knowledge and technology to all participating organizations. To create a “subscription based” information sharing platform?

- **Investing in Training and Equipment by Pooling Resources from all Partners**

Leveraging private sector companies to co-create, co-design and co-implement strategic technological environments for success of such an initiative

- **Strong Advocacy to Create a Legislative and Governance Framework**

Placing government and private partnerships on equal footing, creating a reciprocal legal agreement that has a strong accountable systems



Next Generation Police Officer Opportunities

Research has indicated there is a need to redefine how organisations attract and retain top talent in today's competitive market. Enhancing employee value proposition through redefined career pathways and organisational values, while prioritising evidence-based organisational health and wellbeing, coupled with compelling growth opportunities which create a workplace where employees feel valued, motivated and engaged.

- ### Enhancing the Employee Value Proposition through Redefined Career Pathways and Organisational Values

Redefine the career paths in the international policing sector, providing multifaceted opportunities for officers to enter and exit the agency

Explore the integration of blockchain technology for enhanced transparency and efficiency with Human Resource processes

Collaborate with academia to offer tertiary education opportunities embedded within the policing career (i.e. undergraduate internships, postgraduate placements)

Recognize and integrate the values and concerns of the next generation, including their focus on climate change and addressing issues of polarization within organisational values

- ### Prioritising Evidence-Based Organizational Health & Wellbeing

Prioritize Health Oriented Leadership by equipping leaders with the necessary skills and knowledge to enhance the well-being of their organizations, promoting a top-down approach

Foster health-oriented leadership by incorporating health-focused practices and principles into the training and development of police leaders.

Redefine success metrics by embedding 'Health and Wellbeing' performance indicators into the operational performance sphere, ensuring that the well-being of officers and the organization is prioritized.

Strengthen partnerships with the private sector and explore the use of mixed-reality technology to enhance preventative capabilities and provide remedial outreach.



Next Generation Trust and Legitimacy Opportunities

Public Trust in the Police and Legitimacy remain essential and fundamental for the Police to function. They allow the Police to be able to work with the community to prevent crimes in the first place, and to solve crimes when they do happen. Essentially, if the public trusts the outcomes of Police investigations and actions, they will be more likely to join us as we work towards our suite of Next-Gen plans.

- **Enhancing Integrity**

Develop a leadership framework with clear benchmarks and standards for Police leaders. Setting clear expectations, leading by example and fostering a culture of integrity. Clear codes of conduct should be developed and enforced to uphold high ethical standards.

Deepen organisation justice by putting in place processes and structures to ensure fair, just and transparent treatment to all officers. Consequently, strengthen procedural justice where the public perceives that officers are fair, just and respectful. Both organisational and procedural justice are intertwined and procedural justice can only materialize with organisational justice, where officers embody values internally and are faithful to their organisations.

Develop comprehensive and ongoing training on ethics, integrity and professional conduct to all Police officers across all ranks.

- **Enhancing Transparency and Accountability**

Develop context-based communication strategies through proactive and reactive approaches in mainstream and social media.

Improve the capacity of Police officers in understanding and explaining the 'why' (not only the 'what' and 'how') behind their actions to the public, media and partners.

Strengthen internal affairs to thoroughly investigate complaints and allegations of misconduct. And establish independent oversight bodies to provide external scrutiny and audits.

Encourage joint community engagement efforts



- **Enhancing Police impartiality and non-involvement in political discussions**

Integrate concept of Emotional-Led Policing in Police training, where officers and leaders' decisions are EQ-driven

Promote stability in leadership positions to enable the development of meaningful relationships and long-term strategic planning

Open communication channels between Police leaders and political leadership to encourage dialogue and information sharing.

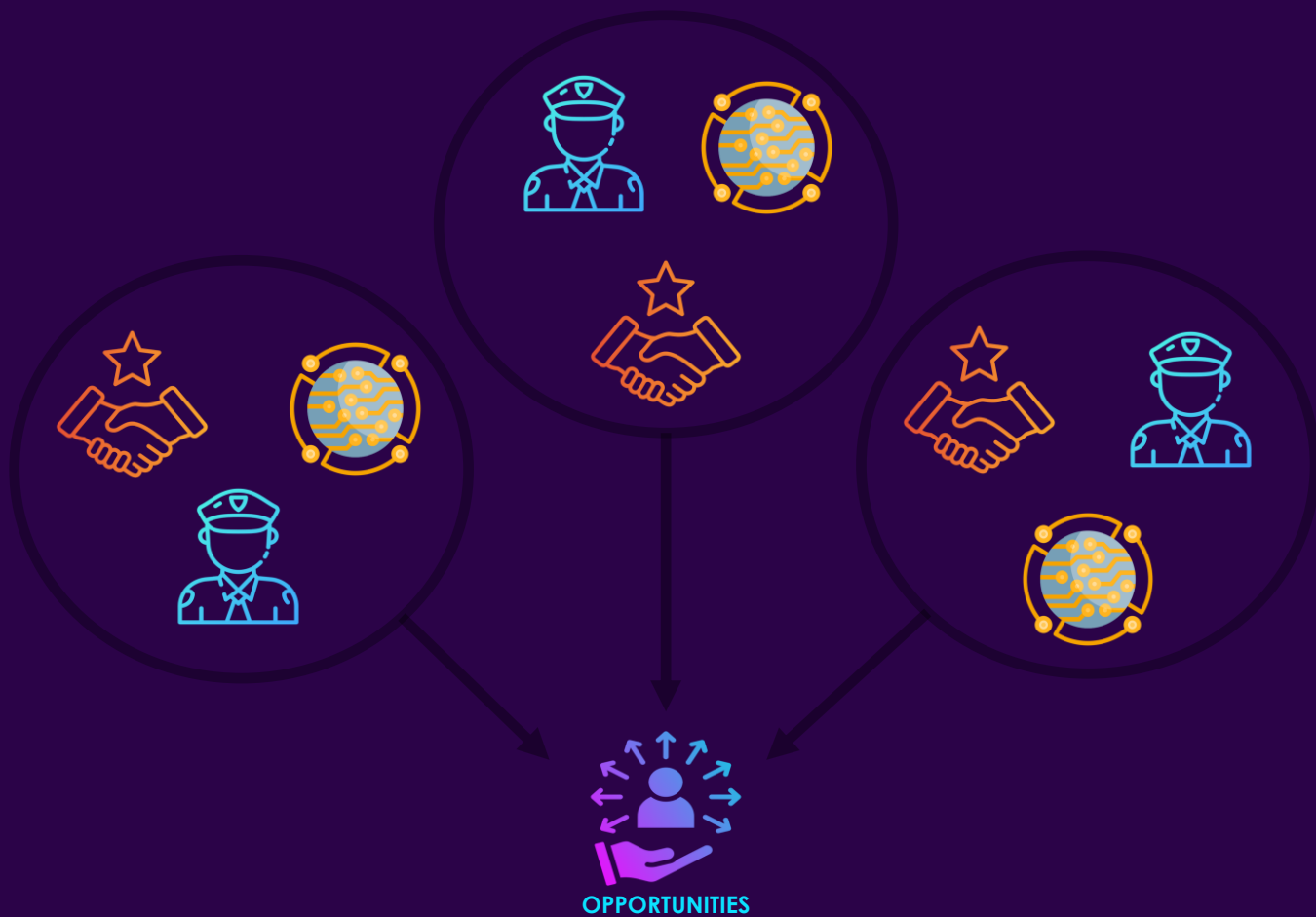
Challenging our thinking

To ensure that the IALG 2022/23 findings captured the full range of experience, knowledge and global reach of Pearls we utilised a key element within our presentation to feed in to our final recommendations.

This was important for us to understand the challenges, nuanced and innovative landscape that policing faces now and how this will lead us into the Next-Gen Policing 2033.

The process

The IALG participants broke into the three identified key issues groups; the Next Generation Police Officer, Trust and Legitimacy, and Technological Advancement. Utilising a café style conversation approach the groups moved in 15-20 minute periods to each of the three tables comprising of the commissioners. Each group used different techniques and styles to engage the wealth of expertise at each table. Building on our exposure gained throughout the three seminars, this time allowed us to test our ideas and see if there were elements we had missed.



Café table Conversation: Key points





Next Generation Technology Opportunities café conversation key points:

Law enforcement leaders around the world share similar concerns on the impact of technology in future policing

A common denominator of the discussions was the need for immediate action; not encompassing technological developments is not an option for the Police

Technology is a tool, not an alternative. It should be integrated to policing business model to enable and empower effective law enforcement response

There is a need for a **strategy to make police officers tech savvy** (HK); political will to equip and upskill law enforcement officers is needed (EE) to support budget allocation and legislative initiatives

Common standards need to be set, to allow interoperability of systems and ensure a minimum set of measures among countries with diverse development needs

Legislation and internal **policies need to be adapted to allow for data access and information management**, in order to guarantee the legitimacy and trust to law enforcement actions; avoid allegations of “big brother” state;

This should also include **trust to private institutions** to manage vital information processing operations, such as cloud services

Partnership between law enforcement agencies and with the private sector (tech companies, Universities and NGOs) should be enhanced for the: Identification of the business need and the most relevant technical solutions in the market;

R&D: Development of technical solutions as common standards in policing (LE toolkit); Ownership of the product and ability to share among trusted partners; Responsiveness and cost effectiveness;

Implementation should take place through existing international organizations and initiatives; e.g., UN, Interpol and Europol



Next Generation Police Officer Opportunities café conversation key points:

Supporting the next generation of Police Officers will be essential for maintaining effective community-oriented law enforcement. The table discussion with commissioners provided some key areas that we have aligned with our findings:

Training enabled – investing in comprehensive and ongoing professional development for new officers should be broad, and cover topics such as; cultural competency training, de-escalation techniques, crisis intervention. Key to this is how to implement community policing strategies in a meaningful and impactful way

Technology enhanced – This will need to increase exponentially to keep pace with the growing demands placed on policing. This includes leveraging **data analysis and predictive policing** proficiency in this and technology will enable officers to focus on crime prevention and resource allocation

Equip Leadership – key to building and keeping this is investment in our leadership development programmes for officers who show leadership potential. These should focus on areas such as ethical leadership, decision-making and effective communication skills. Understanding the challenges faced through engagement and data is key to ensuring that officers feel supported and empowered.

Officer Well-being – the priority to ensuring that our officers have the right ‘toolkit’ and support will become even more pressing as we look to the next generation. Fitness programmes, Healthy lifestyle initiatives are some of the areas that have seen direct impact on officer resilience .

Short term contracts – As the world shifts from long term, career roles for long periods so will policing. With the increased need for technical and data specialists the prospect of long periods in a role/force is less appealing, This has also been seen across global frontline policing.

Advancements – Technology training in advanced, rapidly evolving landscapes will become critical for our officers. It will be vital for global policing to engage, share and support training programmes to support offensive and defensive measures.



Next Generation Trust and Legitimacy Opportunities café conversation key points:

Having **the right culture** is a key to building, maintaining and embedding public and private trust.

Being **transparent as a collective** law enforcement group is fundamental to ensuring that police receive positive interactions with the public. It was highlighted that the ripple effect across contents can be felt quickly with the increased use of social media.

Accountability was a running theme throughout the table discussions. This focused on the challenge of dealing with situations that have to be investigated thoroughly which can take time. Holding ourselves to high standards of accountability, and how technology can support this.

Community focused on the need for a reinforced bond with communities in both the physical and cyber worlds. How we enable and support our communities will gain a collective approach to tackling threats at a local, regional, national and international level.

Leading policing with **empathy** was another significant discussion point, the next generation will be more interconnected than the last.

Values and **ethics** have to be clearly defined by policing in consultation with the community that protect.

Professionalism has to be set from the beginning of training and technology should be implemented to officers to give real-time and data driven upskilling

Perception vs reality has to have the gap closed to ensure a future of close, connected community enabled policing.



IALG Recommendations

- 1. Creating innovation teams of professionals. Seeking professionals from all over the globe to innovate on short term contracts paid from a global Police fund and then provide avenues to share this knowledge and technology to all participating organizations. To create a “subscription based” information sharing platform**
- 2. Recognize and integrate the values and concerns of the next generation, including their focus on climate change and addressing issues of polarization within organisational values**
- 3. Prioritise and foster health-oriented leadership by incorporating health-focused practices and principles into the training and development of police leaders**
- 4. Redefine success metrics by embedding 'Health and Wellbeing' performance indicators into the operational performance sphere, ensuring that the well-being of officers and the organization is prioritized**
- 5. The world is shrinking we need to explore ‘How we leverage the 200 plus IALG alumni to be more connected and drive police innovation globally**