

# DISRUPTION, AGILITY & INNOVATION IN POLICING.



WORLD  
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## Table of Contents

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Embracing Disruption & Change: Policing at a Crossroads	3
Survey Overview	4
The Future of Policing: Onward and Upward	6
Interviews: Dr. G.A.J.M. (Gijs) Van Kempen	8
Preparing for Change	12
The Trends Shaping the Future of Policing	14
Interviews: Dr Haji Amirudin Abdul Wahab	17
Interviews: Chief Constable Andy Marsh QPM	18
Challenges to Policing	19
Interviews: General Patrick Perrot	20
Interviews: Dr. Rick Muir	21
Attributes for Future Success	22
Conclusion	23

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# Embracing Disruption & Change: Policing at a Crossroads

## Lieutenant Major General H.E. Abdullah Khalifa Al Marri

Commander-in-Chief, Dubai Police

This year is characterized by disruption and change: governments worldwide are managing rising inflation, geo-political instability, and growing concerns around food and energy security - all amid an uneven recovery from a devastating pandemic. That said, the past months have also been marked by a global commitment to 'come together' to identify and redefine new priorities, put aside differences to set and implement common standards and make concrete, solid commitments to reimagine and articulate a greener, more sustainable future.

The policing sector has been at the forefront of these conversations around the safety and security of our planet and its future. Global and national conversations aimed at minimizing the socio-economic impact of a dynamic and turbulent year is at the core of preventative policing and has become the "new normal" in the policing sector. Increasingly, government, businesses and community organizations are innovating and collaborating in a two-way dialogue that represents an evolution and transition in community governance and responsibility. Police forces across the world are sharing and exchanging information, making concrete investments to strengthen the uptake of technology and enhance the capabilities of their police forces to counter the rise of the many new forms and adaptations of crime.

The World Police Summit (WPS) provides a platform for police practitioners, experts and academics across the world to exchange views and dialogue on the future of this important sector. The recommendations that have emerged from the Summit in the past, have influenced policies, approaches and initiatives of our colleagues around the world and provided us with interesting insights on how we can (and sometimes should) do things differently. This year, by capturing the reflections of some of the world's most renowned leaders in the policing



sector, and the views of policing practitioners and experts worldwide in a report that will shape and form the Summit's agenda, the WPS takes things one step further and allows us to co-create and shape, with partners and colleagues all over the world, the narrative on the future of policing.

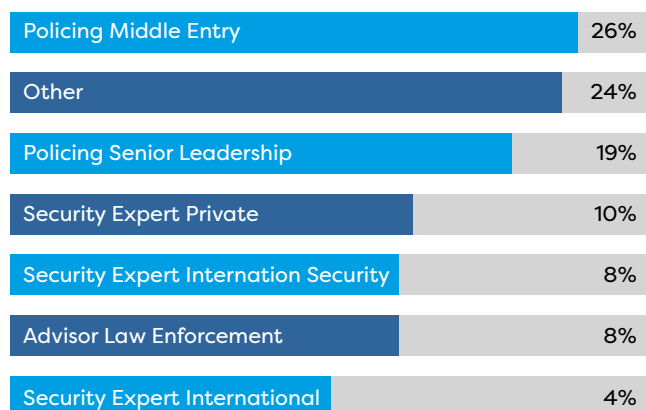
To a great extent, the survey shows that a paradigm shift is taking form in the policing sector. For the most part, we are both concerned and optimistic about the accelerating pace of change. Uncertainty about the future, the rise of new forms of innovative crime, and the future availability - or lack thereof - of talent are some of the disruptions that are on the minds of police forces worldwide. Countering that is a zoom on the adaptations that need and are being made to be ready and address these challenges with agility. This ranges from equipping police forces with the digital acumen, data quality and security, and ethical standards required to garner the trust of their communities; to a confirmation that the needed changes are, for the most part, already underway. Essentially, the survey asserts what we already know: ultimately, "good will triumph over evil".

# Introduction & Survey Overview

On March 11, 2020, the World Health Organisation declared the novel Coronavirus (COVID-19) a pandemic. Just under two years on, with the global economy still reeling from the devastating loss of life, disruption to livelihoods and supply chains, and preparing for recovery, the Russian invasion of Ukraine threw energy and food security - and prices - into turmoil. Recognising that in recent years, policing has taken center-stage on a myriad of issues directly related to the management of the pandemic alongside the day-to-day prevention and combating of crime, this report explores how ongoing trends, challenges and opportunities have impacted the future of policing. In presenting an objective review of the policing landscape and its outlook, the report proposes that in the future, successful policing is contingent on adopting a whole-of-society responsibility perspective, one that engages societal stakeholders to identify causation patterns, collaborate for the prevention of crime, and engage to capitalise on opportunities thereby reduce both costs and risks.

To achieve this, **trust** is fundamental to the success of this new policing formula. What the pandemic has taught us is that **agility** - speed in the decision and execution of response, resilience - in developing and sustaining systems and instruments to cope with change, and **communication** - sharing and exchanging strategic information and data were the differentiators of success during the pandemic and are directly correlated to the levels of public trust in government and its various institutions. Today, these same principles underpin the foundations of the most successful of police forces, and have given rise to a number of policing phenomenon, ranging from preventative policing through the departure from traditional policing models and the integration of analysts and experts into police forces, to the rise of community policing, and the engagement of police in community initiatives aimed at protecting and sustaining mental health.

**Figure 1:**  
**Survey Respondent Profiles**



With the objective of getting a pulse on the real time dynamics of policing, The World Police Summit (WPS) developed and ran a survey (see figure 1) through its database of WPS participants with a view of gaining their insights and perspectives on the key



## Survey respondent specialisations

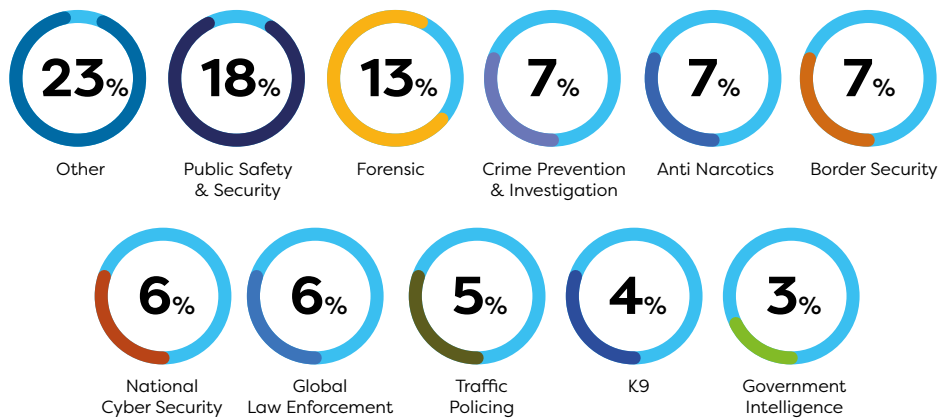


Figure 2.0

factors, trends and issues underway in the policing sector. Augmenting these insights are a series of interviews that were conducted with global leaders who reflected on the future of policing in their respective areas of expertise<sup>1</sup>. The respondents represented a mix of police specializations, from 23 countries, spread across different levels of grade and experience, with a stronger concentration of practicing senior police leadership (19% of respondents) and middle/ entry level officers (24%). Finally,

in terms of specialization, the majority of the respondents are specialised in “public safety & security” (18%), and “forensics” (13%). The majority of the remaining respondents were security experts in private companies (9%), advisors to a law enforcement organization (6%), or security experts in a law enforcement organization (6%) / international development organization (4%). The remaining respondents were spread across different areas (see figure 2.0).



# The future of policing: Onward and Upward

The underlying theme that has emerged from the survey is change. Without a doubt, as the world underwent and continues to undergo a series of crises over the past years, the police have emerged as first responders, crisis managers, and drivers facilitators of solutions. In this respect, the pandemic and the ensuing events continue to present police forces across the world with unprecedented decisions, and in some instances, trade-offs. **Prime among these decision points is the imperative to protect public health and safety, while maintaining the health, safety and well-being of police officers.**

Fundamentally, the systems and tools that are being put in place to support the dual objectives of safeguarding public and officer safety and health are shaping the very basis of the policing mission and how it operates. **Policing is no longer limited to fighting crime, rather, policing now entails the processing**

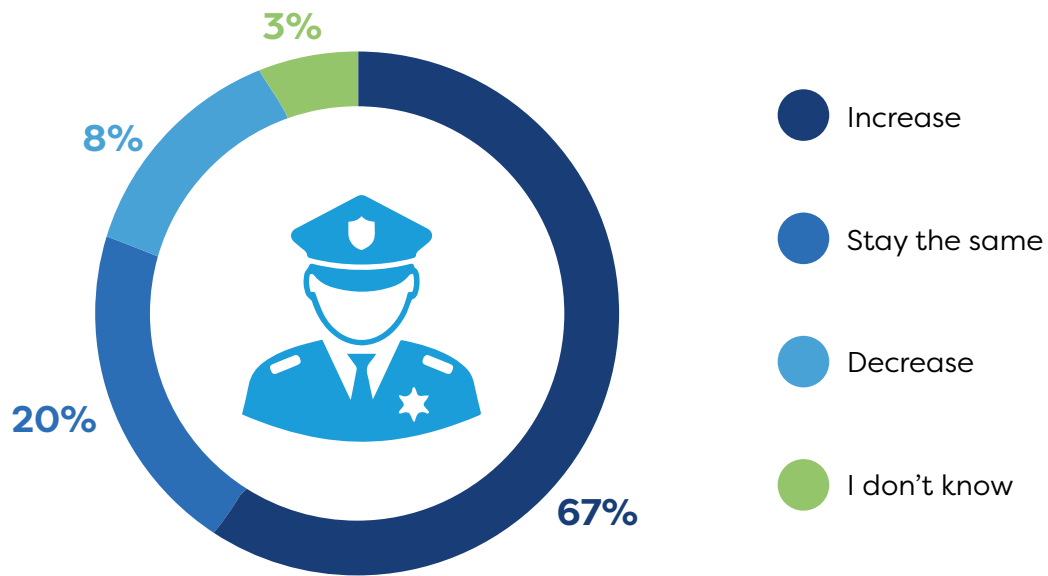
**and analysis of data for root analysis and causation, the manipulation of technology and artificial intelligence to predict crime, and collaboration with non-police stakeholders to combat crime both in the physical, digital and metaphysical worlds. Importantly, one of the fundamental shifts that have emerged as a result of the pandemic is the increase in the direct engagement of the police with citizens outside the scope of crime and their positive imprint on their day to day lives.** Today, police are on the frontline as first responders, while also fostering new partnerships and collaborating with communities to address the underlying causes of crime.

Against this backdrop, it is no surprise that the vast majority of the survey respondents believe that the role and responsibilities of police will likely increase in the future (see figure 3).

Interestingly, all of the practicing police respondents believe that the role of policing



**Figure 3:  
Survey Respondents Views  
on the Role of Policing in the Future**



will either increase or stay the same. 84% of middle-entry level police officers believe that the role of police will increase in the future, with 16% believing that it will stay the same. While the percentage distribution for senior officers differs slightly - with 67%

believing that it will increase in the future, and 33% believing that it will stay the same; the results indicate that 'on the field/ground' practitioners believe in the continued importance and need for effective policing.





# INTERVIEWS



## Hanneke Ekkelmans

Deputy Commissioner (HoD), Netherlands Police

**As trust in government wanes in most countries across the world, what are the immediate priorities for police to gain public confidence? What do we stand to lose if we do not regain public trust?**

The Netherlands police considers trust in its organization vital for its work. It provides 'the license to operate'. Higher trust results in more likeliness for citizen to cooperate with the police, to follow instructions, to provide information, and in more – and more diverse – people wanting to pursue a career in policing. Various studies show that three elements are essential for the trust of citizens in the Netherlands police. Different (groups of) citizen value these elements (and related 'perspectives on the police') differently. For building trust, it is necessary that the police is:

- **Connected:** the police is visible, approachable, open to criticism, and present (in this perspective "community policing" is important)
- **Fair:** the police treats citizens with respect and correctly, equally; the police is honest and explains the what, how and why of its actions (in this perspective it is all about "procedural justice")
- **Effective:** the police is effective and decisive in what it's doing (in this perspective the police is there to provide "law and order")

We call these elements the 'building blocks for trust' and they are a factor in what issues we address and how we communicate.

Additionally, the Netherlands police researched via qualitative interviews what the motives are of citizens with a low trust in the Dutch police. Social-economic factors are only of limited importance. The main reasons can be categorized as follows: 'low or no trust in government and politics in general', 'received a penalty or fine', 'disappointed after reporting a crime or notifying the police', and 'disappointed in the behaviour of the police on specific issues'. The police has initiatives to address the process

of reporting crimes (e.g. reporting results of surveys directly to those responsible) and is working on the specific issues that cause a lower trust (e.g. ethnic profiling, use of violence). We find it helpful to be transparent and proactive in our communication, to be open for criticism and to search for connection with our criticsasters.

**What are the key trends impacting the future of policing, and what will the "police force of the future" look like?**

With regard to COVID-19, the pandemic changed the environment in which both law enforcement and illicit actors operate. The pandemic has led to an increase in digital crime and cybercrime, and criminals have shifted their workplace from the physical world to the digital world, with COVID-19 being a catalyst for the dramatic increase of digital crime. As a result of national lockdowns and government advice, almost every organization (private and government) switched to remote working, and some have already announced that they will not revert to traditional forms of working. In considering the future police workforce, police organizations must learn from this experience by anticipating and preparing for future macro perils and be ready to adapt. Police organizations should also co-operate with other agencies and create strong knowledge-sharing networks that will help to address future threats, both anticipated and those that will take us by surprise.

If you look into the several elements of transforming the police force optimally, it is needed to focus on several building blocks for change:

- Leadership
- Health and Wellbeing
- Diversity and Demographics
- Organizational Design (Flexibility and Agility)
- Technology



What is needed in order to successfully prepare for the policing of the future?

### RECOMMENDATIONS ON LEADERSHIP

Police organizations should:

1. Adapt processes to identify future leaders based on existing skills, proven leadership ability and potential.
2. Recruit leaders from all levels and all members of the organization.
3. Increase leadership capacity through a supporting vision and drive for innovation.
4. Ensure early and continuous development of leaders.

### RECOMMENDATIONS ON HEALTH AND WELLBEING

Police organisations should:

1. Foster an environment and a culture that champions wellbeing and health.
2. Provide tools, resources and guidance to build individual and organizational resilience.
3. Adopt progressive and measurable strategies that value, support and promote wellbeing to encompass all stages of the working life.
4. Develop a risk detection and management system to ensure operational readiness.

### RECOMMENDATIONS ON DIVERSITY AND DEMOGRAPHICS

Police organizations should:

1. Ingrain diversity and inclusion strategically across all organizational levels and processes.
2. Represent local/national demographics and provide professional service to all communities equally.
3. Engage key players in educating the existing workforce to focus on diversity and inclusion.
4. Ensure all strategies include aspects addressing member diversity, inclusion and mental wellbeing.

### RECOMMENDATIONS ON ORGANIZATIONAL DESIGN (Flexibility and Agility)

Police organizations should:

1. Encourage collaboration across organisational boundaries to create a “shared consciousness” instead of knowledge silos.
2. Implement a flexible partnership ecosystem for agile project work, knowledge enrichment and pooling of expert skills.
3. Modernize their organizational design to attract and employ highly specialized individuals.
4. Foster individual responsibility and accountability.



## RECOMMENDATIONS ON TECHNOLOGY

Police organisations should:

1. Focus on hiring and retaining a workforce with technological and digital skills and adaptive capacity.
2. Augment their workforce to ensure pace and agility in a rapidly evolving environment.
3. Introduce just-in-time, innovative and targeted training to ensure an adaptive and digitally upskilled workforce.
4. Cultivate a blend of soft and digital skills meeting ethical, social and business demands.

[As we reimagine public safety, what are your top 3 recommendations to governments safeguarding national safety and security in the future?](#)

Make sure that a vision is developed on key challenges for government in the field of safety and security, in co-operation with institutions that are responsible for their respective part of public order and security. Focus on current as well as future key challenges, among which the **digitally transforming society, increasing societal discontent and constant crime change**.

The digitally transforming society generates fundamental questions around the role of government in general and about the role of the police specifically: What is the role of government in preventing or combatting new social problems in the digitizing world? How will the police function take shape in a digitally and physically interwoven world? What transformation must government and governmental institutions itself undergo to continue to play a role of relevance in a digitally transforming society? It is, therefore, important to pay close attention to the role of government in preventing or combatting new social problems in the digitizing world. Learn from each other in an international context by exchanging experiences, visions and design options. Work together with the police to develop a new vision of the police function that responds to the intertwining of the digital/physical world. Work on a step-by-step transformation of the government and its institutions to a form that fits these developments, with a lot of attention for the legitimacy of the use of digital technology by that same government.

An important trend is **increasing societal discontent**, connected with a 'knowledge crisis about the truth' and so-called 'soft subversive



systems'. What does growing distrust in government mean for exercising authority and public values by the police? How to prevent the police from performing a solely reactive role in being a 'societal fire extinguisher'? In a world in which it is increasingly unclear what constitutes 'the truth', it is necessary to pay a lot of attention to the credibility and transparency of government. After all, trust in government is crucial for the exercise of authority and the delivery of public value by the institutions that must guarantee public order and safety. Public trust prevents the government from being constantly under pressure from the population and executive agencies such as the police from being pushed into the reactive role of 'social fire brigade'.

The accelerated pace of **changes in crime** is a continuous challenge. How to deal with the increasing reliance on the police when it comes to digitally assisted crime, cybercrime and harmful and immoral behaviour online? How does government take a more proactive stance with regard to new forms of crime, and when and at what point does that make sense? How do we timely respond to new forms of crime that will increase when the next crisis unfolds and deepens? It is important to take a pro-active attitude towards the development

of new forms of crime. Governments should also continuously investigate the potential risks of 'doing harm' within the existing system. And make sure that the government and its institutions are so agile that they can respond in time by combating and preventing these new forms of harm on the basis of the acquired knowledge.



# Preparing for Change

Despite the clarity on the growing importance of policing in the future, there was some discrepancy between respondents on the level of preparedness for the challenges and opportunities that are likely to emerge. On the one hand, as indicated by the “Guidance Note on Police Planning During a Pandemic<sup>2</sup>”, the complexity, scale, and in many instances the lack of clarity as to how events will unfold and what the role of the police will be, presents multiple planning challenges.

The magnitude and scale of responsibility that the police have and will continue to shoulder has given rise to higher levels of preparedness, digital acumen, and innovation. While traditionally, at first glance, the above factors have been associated with increases in budget and fiscal spending, moving forward, it is clear that the key requirements for success are the commitment of the leadership and a willingness to diversify and integrate new skillsets and upskill existing police officers.

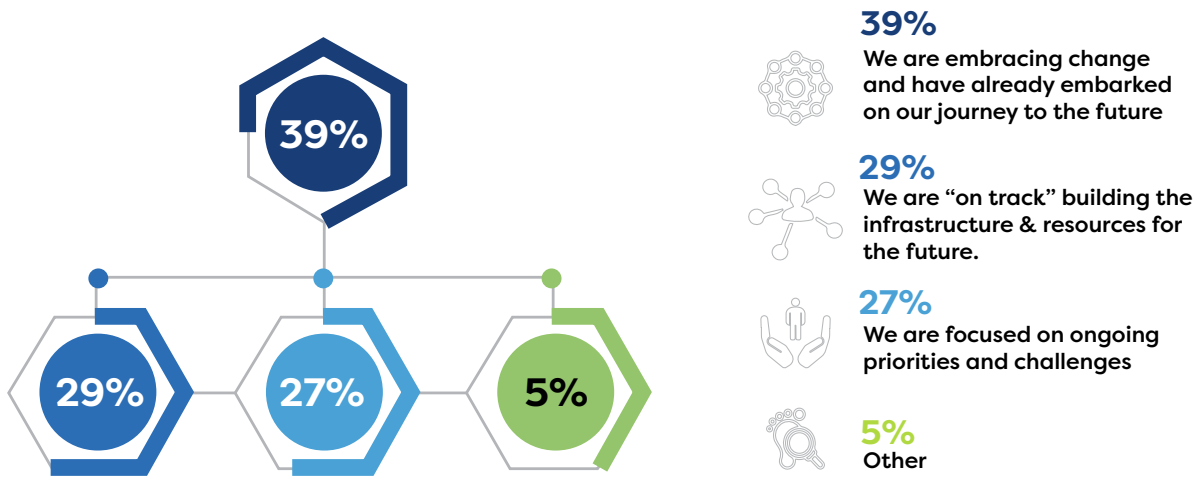
In this respect, the analysis of the survey findings imply that the private sector has higher levels

of optimism regarding their future readiness than senior police forces or their advisors on the ground. 57% of the private sector/ international organization experts that responded to the survey believe that their organization is embracing and readily preparing for change. On the other hand, senior police leadership are focused on immediate and upcoming priorities, whether by tackling the immediate issues and challenges, or ensuring that basic infrastructure is in place to keep things moving on track. This view is mirrored by both advisors to police units and middle-entry level management (see figures 4 & 5). Moving forward, these results suggest that strengthening the dialogue and knowledge exchange on future readiness between the public and private sector would yield interesting and impactful results for both parties concerned.

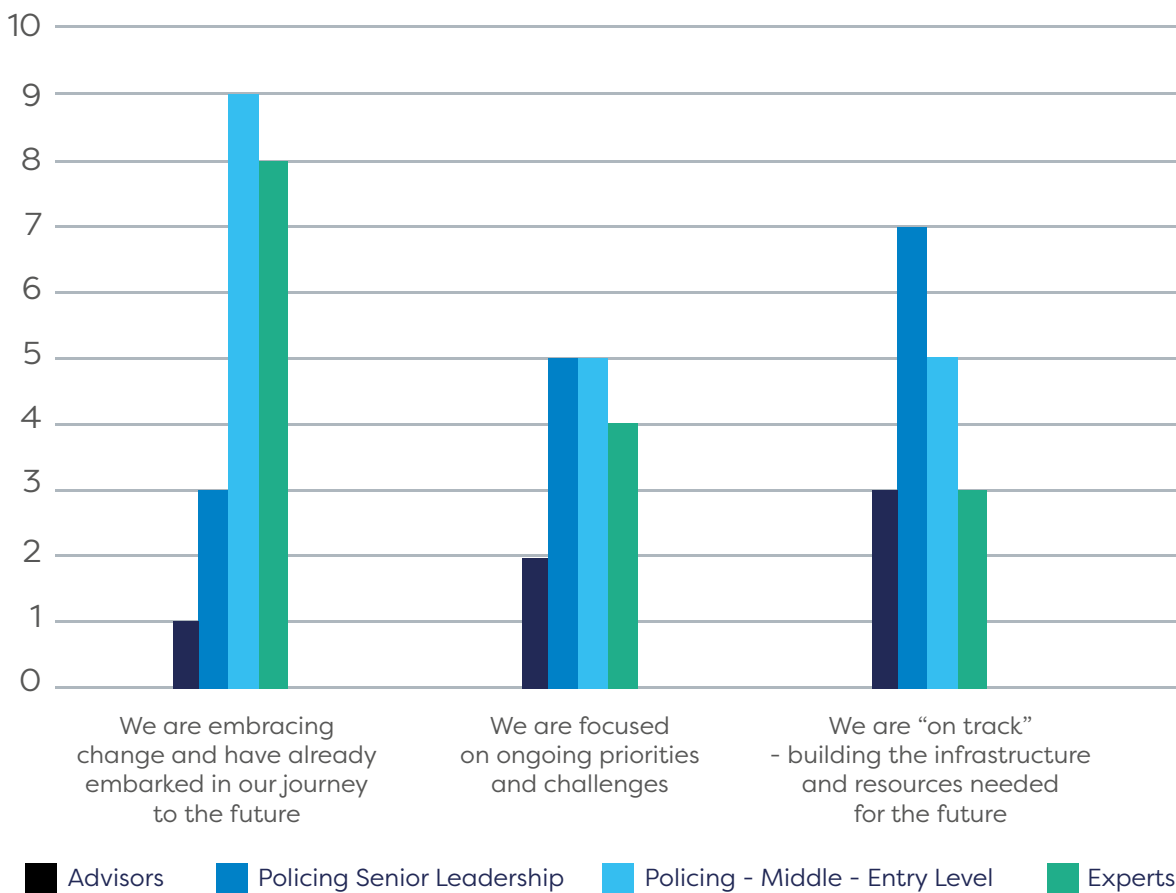
<sup>2</sup> United Nations, “Guidance Note on Police Planning During the Covid-19 Pandemic”, April 15 2020, <https://www.un.org/ruleoflaw/wp-content/uploads/2020/06/Guidance-Note-on-Police-planning-during-a-covid-19-pandemic-Final.pdf>



**Figure 4: Perceptions of Survey Respondents towards their Organisations**



**Figure 5: Perceptions of Survey Respondents - by grade - towards their Organisations**



# The trends shaping the Future of Policing

One of the key objectives of the survey was identifying the key trends shaping the future of policing. Beyond the immediate concerns posed by the pandemic and the current war in Ukraine, we argue that in the future, 6 key trends will shape and impact the future of policing. **In the first instance, two of the top trends in the future are the accelerating pace of change and the noticeable impact of climate change.**

An assessment of the events of the past couple of years shows that disruption and change have become a feature of

our times. A review of data over the past century shows that natural disasters have already increased ten-fold<sup>3</sup>, and are likely to continue as a result of climate change, and specifically global warming. Beyond the immediate “first responder” role that the police play during times of natural crisis, the long term implications of any natural disaster, be it in the displacement of people to the rise in crime during the initial period of destabilization are perhaps felt most profoundly by police.





## Technology and the rise of new ways of working is a key trend that will have direct bearing on the availability of talent in the policing sector.

Digitisation and automation of policing, as well as the rise of new, unknown forms of crimes, especially in the cyberspace requires new, different skill sets to those typically deployed by the police, and are likely drawn from the same pool of talent as other sectors already in competition for resources. Geopolitical tensions and shifts in socio-political structures will open new segways for international crime, and will in some cases support, in others, inhibit international police cooperation.

This is an important trend to consider, as reflected by the ongoing initiatives of international police organizations such as the Interpol.

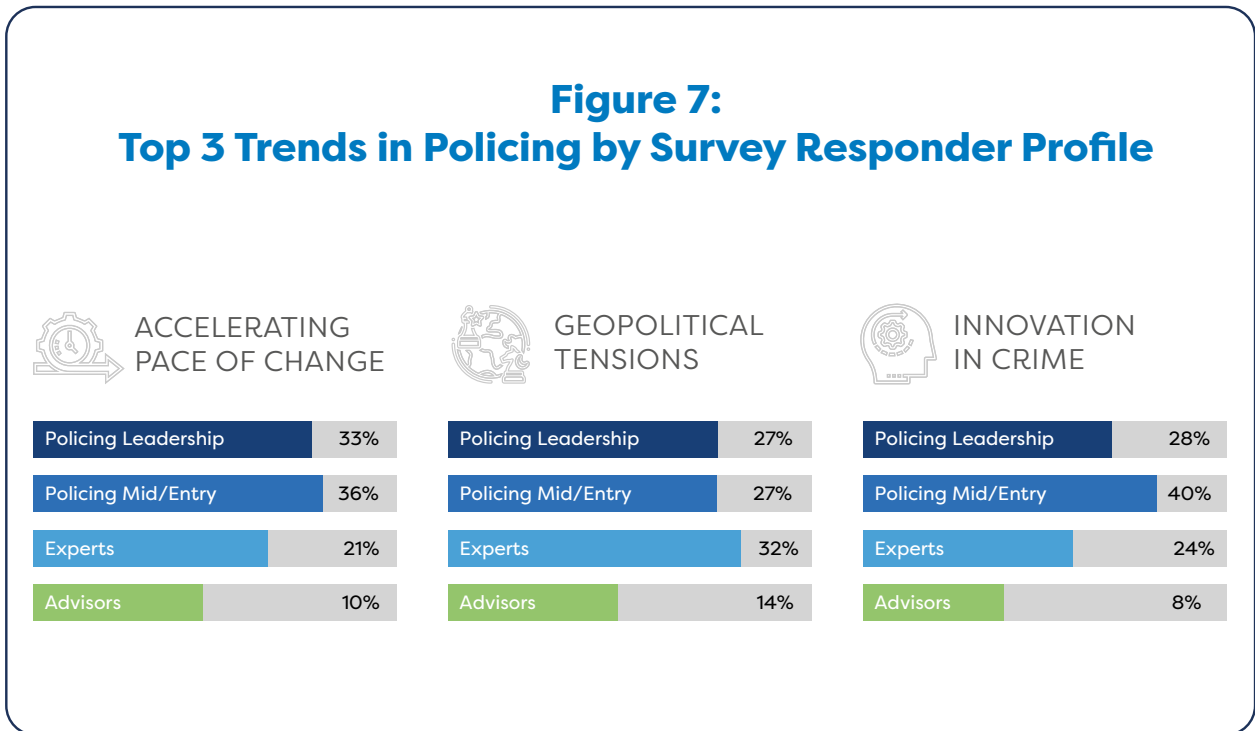
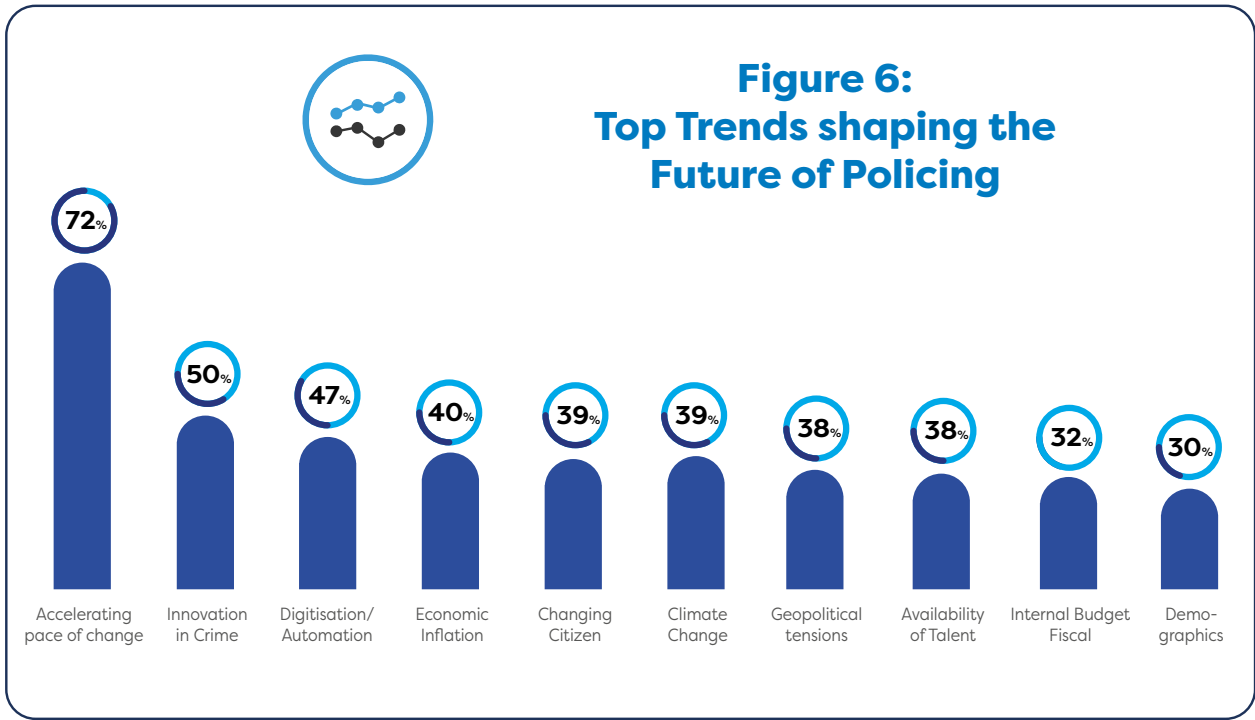
## Most importantly, as social polarization, communications and the power of social media is on the rise, citizen expectations of the police will evolve.

Given that the public interest is at the core of the policing mandate, police response to the needs and expectations of the citizens

that it serves constitutes a fundamental trend that underpins the future of policing. Finally, it is important to note that the power of the above trends is in the fact that they both impact, and are impacted one by the other. In most instances, each of these trends take place at the same time, magnifying the potential impact that it will have on policing and its future.

Reflecting the priorities set by current and predicted events, the “accelerating pace of change” is hands down, top of mind across all survey respondent categories. This is followed by concerns around “innovation in crime”, and digitisation/ automation of policing (see figure 6). **These trends give priority to focusing on scenario planning and agility in policing planning/ design/ implementation.**

Realizing that trends are likely impacted by both geographic location, area of expertise/ specialization and position within the organization, we also assessed respondent’s views on the top trends against each of these criteria (figures 7 & 8). Understandably, the accelerating pace of change is almost evenly spread - with “K9” being the least impacted by this category. Geopolitical tensions, again almost evenly distributed between profiles and specializations, has stronger implications for “anti-narcotics”, “border security”, as well as public safety and security<sup>4</sup>. Finally and interestingly, in addition to traffic policing, global law enforcement and “public safety & security” are less concerned with “innovation in crime” (figure 8).



<sup>4</sup> For the purpose of the analysis/ comparison, representation of the responses under “Public Safety & Security” have been made to scale





# INTERVIEWS



## Dr Haji Amirudin Abdul Wahab

CEO, CyberSecurity Malaysia

**In light of the increase in cyber threats in the digital age - how are police forces prepared to fight them and protect digital identities of the public?**

Cyberspace is borderless, anonymous and fast changing. Today, convergence of emerging technology require shared responsibility, technical skillset, process, and tools to combat threats and enhance cybersecurity. The future of policing is collaborative investigation in current digital age. In terms of workforce, as the police investigate typical cybercrime cases, they need to leverage on partners' capabilities to solve complex cases revolving cyber attacks. As the usage of tools developed by commercial partners are limited, police are recommended to leverage the expertise by obtaining partners' capability and facilities to overcome cybercrime cases.

**Recent research shows that cyber security is the top risk on the minds of global CEOs. What would you advise governments to do to stay ahead of the game?**

As the world today is increasingly digitalised and interconnected, new and converging technologies rapidly adopt advanced capabilities. Cybercriminals become more sophisticated in discovering possible attack vectors and methods.

Organisation must strategize to lessen impact of cyber-attacks and increase resiliency to resume business. Thus, a proactive and adaptive security approach is critical to address cyber risk, threats and attacks encompassing predictive, detective, responsive and corrective capabilities. An effective cyber resilience ecosystem require appropriate measures and control. Organisations need to be vigilant to identify and prevent cyber-attacks towards securing information and network, as well as mitigate potential damage through holistic approach (people, process, technology). It is vital to implement defence in depth measures to protect system of a business organisation. Each layer of an organisation (policies/procedures/awareness, physical, perimeter, network, host, application and data) must be protected. Government should also regularly conduct risk assessment in the

organisation to ensure the controls chosen are appropriate to the risks the organisation faces; review policies and procedures so employees understand their security obligations and apply encourage public-private partnerships to address growing cyber threats. Both government and the industry leadership are critical to fully utilize risk management models and develop resiliency plans. Hence, an organisation's approach to cybersecurity is continuous and needs to be adaptive, dynamic and innovative, encompassing people, process and technology.

**As we reimagine public safety, what are your top 3 recommendations to governments safeguarding national safety and security in the future?**

Government needs to ensure its cybersecurity approach is top-notch to prevent cyber threats and attacks. First, measure performance and effectiveness of the current cybersecurity environment to identify deficiency and improve. The governance and growth of the government's cybersecurity environment must be coordinated among agencies. Audit and monitoring exercises need to be conducted regularly to identify any loopholes and resolve them immediately. Second, enact strategic national plans and invite specialists or experts to reduce cybercrimes and expand existing cyber security systems, focusing on Critical National Information Infrastructure (CNII). In addition, policy and laws must be applied within the current digital environment. Obsolete policies require comprehensive review and revision if necessary. Third, keep abreast with advanced technologies and recruit expertise to learn and operate the new technology. Education, training and awareness are essential to ensure the public understands cyber threats and potential online risks (see figures 8 & 9).

We also explored the correlation between trends, geographic location<sup>5</sup>, and grade. In this view, the main correlation that can be drawn from the analysis is between trends and geographic region. The "accelerating pace of change" is a trend that resonates with leadership across regions (figures 9 & 10).

# INTERVIEWS



## Chief Constable Andy Marsh QPM

CEO, College of Policing

### Policing faces a twin set of problems:

External factors which are driving changes in the environment in which they police and the challenges to which they are required to respond, and internal factors affecting how they deliver policing in a complex and changing world.

### Changes in the Environment

There is a set of mega trends which will drive and define the environment we operate in over the next 20 years. These include changes in technology,

changing inequality and social fragmentation, reducing trust in institutions and governments, and an expanding and unregulated information space which risks increasing division allowing non-state actors to foment discord.

While some of these can be predicted, and the College of Policing has set them out in detail in our Future Operating Environment 2040 work (here), the pandemic has shown us that policing must be agile enough to respond to changes in our environment which are not only outside our control, but much less predictable.

### Policing a Complex World

Policing in the UK, and globally, faces perennial challenges to its ability to respond to the demands it faces now and the changes in the environment in which we operate. These challenges are centred on policing's ability to identify, protect and the support victims and our most vulnerable citizens at risk of harm; prevent crime, including by working with other public and private organisations and agencies; supervise and develop their workforce as effective problem-solvers and leaders; and protect the wellbeing of officers and staff.

Tackling these by boosting professionalism and improving leadership is critical to securing the changes we need to see in policing to equip services to respond to the needs of the 21st century. Building a police service that is inclusive, innovative and culturally competent is also a necessary condition to delivering that success.

The changes in our environment and our ability to change policing to respond to them are issues facing all of policing across the globe. By effectively collaborating and learning from each other we will be better able to respond in the most efficient and effective ways.



# Challenges to Policing

Like any other sector, policing faces a number of challenges - some of which are common to any government agency serving diverse populations and communities across multiple jurisdictions, and others that are specific to the sector and the nature of its work. **While digitisation and automation is a common public sector challenge, in policing it is complicated both by the speed and innovation in digital crime, and the importance of maintaining the integrity, security and privacy of the data in police possession.** The digitisation challenge requires a holistic approach that takes into account the need to integrate and align information exchange between departments, agencies and in the case of police, countries. Enabling while at the same time, securing the transmission is a priority that police must work on, while at the same time, identifying new forms of crime and the loopholes that allow them to overcome it.

**The second more profound challenge facing global policing is garnering citizen trust amidst a dynamic and shifting landscape.** Over the past years, trust in government, indeed in police, has been put into question. The Edelman 2022 Trust Barometer finds “a world ensnared in a vicious cycle of distrust, fueled by a growing lack of faith in media and government”<sup>6</sup>. Trust in government and the police are key requisites to maintaining law and order, and forming the community collaborations and partnerships that will be the earmarks of successful policing in the future.

**The final challenge is in visioning, preparing and developing the police force of the future.** Over the years, several initiatives have emerged that aim to further professionalize and standardize the policing sector. The difference in contexts, diversity of communities and their needs, notwithstanding the financial and resource capabilities of different forces, makes this a difficult and pressing challenge that must be addressed.

The key challenges that emerged from our survey findings reiterate the importance of these three, key challenges. In this respect, primary concerns are focused on “innovation in crime” (64%), as well as the quality, security and availability of data (62%, 62%, 55%). While budget cuts and talent skilling and development rank fairly high as an area of concern, contrary to other research levels of digitisation, police wellbeing, organizational culture, and conduct are areas that are seen to be slightly less concerning.

<sup>6</sup> 2022 Edelman Trust Barometer, <https://www.edelman.com/trust/2022-trust-barometer>





# INTERVIEWS



## General Patrick Perrot

Head of AI. Gendarmerie Nationale, France

[As governments increasingly revert to AI technology to collect, analyse and predict data; where do you stand on the controversy surrounding bias, and what are the stand-out examples of where these legal and ethical issues have been addressed?](#)

The issue of bias is often poorly explained because in reality there is no artificial intelligence without bias. Artificial intelligence consists in minimizing the bias and the variance of the data but it is a compromise between these two notions. It is therefore the search for a balance point. On the other hand, it is essential to work on the impact of the biases on this or that category of population so that the result is not harmful.

The main applications where biases could be prejudicial concern ethnicity, gender for example. In France we have 25 criteria that can be discriminatory, each of these criteria must be analysed. To date, facial recognition and more generally biometric methods are regularly questioned, but mainly because of a lack of knowledge on the part of lawyers about how AI works. Within the Gendarmerie, AI allows us to reveal biases and discriminatory aspects rather than revealing them.

[With an array of open-source AI libraries becoming available to the public, what are the key innovations in AI-based crimes in the future?](#)

The possibilities of imposture are the ones that are expected to grow the most considerably in the development of crime, especially around fakes. It is now possible to falsify images, text, voice and to modify the digital identity of an individual. We can also consider adversarial attacks as a short-term threat to cyber systems. It is a question of producing an optimized noise in order to modify the result of an artificial intelligence system. The French Gendarmerie is working a lot on these criminal possibilities which will be a real challenge in the future, especially within the immersive spaces that metavers represent.

[As we reimagine public safety, what are your top 3 recommendations to governments safeguarding national safety and security in the future?](#)

Developing a truly inclusive AI strategy that integrates research and ethics. It is absolutely essential to develop these two aspects in order for homeland security forces to use artificial intelligence.

It will be necessary to work on the predictive analysis of delinquency and on the analysis of criminal networks and organizations by graph. This is what we do in the French Gendarmerie.

# INTERVIEWS



## Dr. Rick Muir

Director, Police Foundation

Public trust & confidence is essential for effective policing, as good policing should be high on legitimacy and low on the use of power. Without high levels of public trust and confidence, the police can get caught in 'hard power traps', where they have to rely on more and more enforcement to ensure compliance. The alternative, which is much better, is for the police to focus on using soft power and promoting voluntary compliance. A strong relationship between the police and the public also means the public are more willing to share intelligence and to cooperate with the police as they do their work.

**What are the building blocks of public trust and confidence in the police? I would highlight:**

**Lawfulness:** the police operate within the law

**Procedural fairness:** the police treat all members of the public fairly and with respect

**Distributive fairness:** the costs and benefits of policing are distributed fairly throughout the population eg) some communities may feel they bear more of the costs, and gain too few of the benefits and this can undermine confidence

**Effectiveness:** the police are competent and do their job well

**Boundaries:** the police recognise that there are some areas where police interventions are not appropriate and respect those boundaries eg) the police should largely stay out of school discipline

**Dialogue:** the police should be open and transparent and be engaged in a continual dialogue with the public

**The top three recommendations for improving public safety in the future:**

**Focus on prevention:** far too much effort is put into reacting to crime once it has occurred, rather than preventing it in the first place. We need a public safety system as well as a criminal justice system. This ensures that there are government agencies that are responsible for and accountable for preventing crime and making sure that there is a systematic approach to prevention.

**Enhance trust and legitimacy:** public trust and support is the most important capability of any policing system and should be prioritised (see above)

**Learning and development:** ensure that policing prioritises the learning and development of its people, so that they have the skills required to deal with future challenges, so that they are part of a learning culture which continually raises standards and so that they are building and applying the evidence base about what works in enhancing public safety.

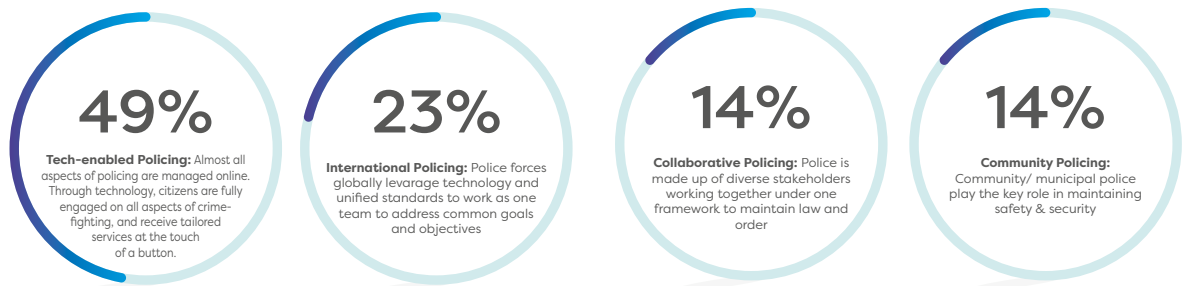
# Attributes for Future Success

Without clarity on what the future of policing looks like, it is difficult to assess what the attributes for success are. Our survey proposes different scenarios as to how policing will evolve in the future. Choosing between four options that are, by design, extreme, the majority of respondents believe that the future is predominantly digital, with technology enabling greater citizen engagement and direct involvement in policing. Emphasizing the importance of the trends and challenges

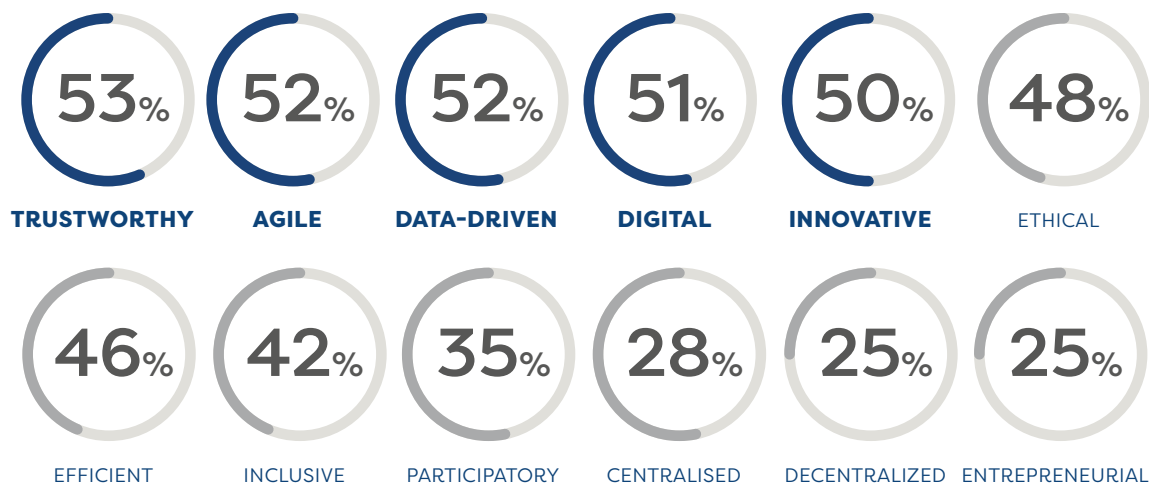
identified in previous sections, “international policing” with policing leveraging technology to transcend borders and collaborate on data exchange emerged as a strong and viable scenario for the future (figure 11).

Building on this, the main attributes of success for police in the future were identified as trust-worthy, agile, data-driven, digital and innovative (figure 12).

**Figure 11: Survey Respondent Views on the 4 different Scenarios for the future of Policing over the coming 50 years**



**Figure 12: Survey Respondents Views in the Top 5 Attributes for Success of Police in the future**





# Conclusion

Policing is at a crossroads. Managing the needs and expectations of multiple stakeholders while building internal capabilities and preparing for a constantly changing landscape and future.

This survey is in a series of invitations for a global dialogue by the World Police Summit to shape and construct a vision for the future of policing. These dialogues will be used to inform the World Police Summit agenda and will set the building blocks for the discussions and thought-leadership that will emerge from within it.

Join us in Dubai, United Arab Emirates on March 7-9, 2023, for the second edition of the World Police Summit.