INTERPOL STRATreport 2018

Thinking Globally, Acting Locally

4 – 5 September 2018

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STRATalks 2018

1. FOREWORD

STRATalks is a cutting edge global initiative in the field of strategic development for law enforcement. Since 2015, this yearly event has provided a forum for strategic thinkers in the global law enforcement community to challenge the status quo and generate innovative ideas. The outcomes produced make a direct contribution to the **INTERPOL Strategic Framework 2017 – 2020** through its forum for exchange of future policing trends and as a platform for facilitating dialogue in innovation and best practice.

Under the theme *Thinking Globally, Acting Locally*, STRATalks 2018 explored how law enforcement and INTERPOL can be better positioned for the years 2030 and 2040. One conclusion was clear; without progressive and innovative responses to new and emerging crime trends, there is a risk that some law enforcement functions and INTERPOL will become obsolete.

This dialogue was facilitated by **Professor Sohail Inayatullah**. Professor Inayatullah is the first Unesco Chair in Future Studies. He is an associate at Melbourne Business School, the University of Melbourne, and adjunct professor at the University of the Sunshine Coast. He is the Director of Metafuture.org, an international think tank focused on creating alternative and preferred futures.

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2. INTRODUCTION TO STRATALKS

STRATalks is a product of the **INTERPOL Innovation Centre**, a centralized hub focused on developing the most innovative and technologically advanced solutions for law enforcement. The directorate consists of four labs:

- The **Futures and Foresight Lab** examines how global developments could affect policing from an organizational, legislative and ethical point of view. It delivers critical thinking for sustainable long term development in law enforcement globally.

- The **Adaptive Policing Lab** researches emerging technologies, promotes innovation and strategic planning (including through the hosting of global events) and is currently preparing a "radar" of emerging technologies and policing innovations that will be available through a digital collaborative platform.

- The **Cyberspace and New Technologies** leads global police efforts to identify the latest developments in blockchain, darknet and cryptocurrencies. It also conducts research and test-bedding on new technologies and their use by criminals.

- The **Digital Forensics Lab** provides operational support in digital forensics to the member countries, explores innovative approaches to digital data and promotes digital forensic standards and operational procedures.

3. OVERVIEW OF STRATalks 2018

STRATalks 2018 (4 and 5 September) built on the successes of its previous editions. Over the course of 2-days of dialogue and debate, 37 country member representatives from the regions of Africa, Americas, Asia and South Pacific and Europe explored the **future of police cooperation at the local, national, regional and global level through the practice of foresight**.

3. OVERVIEW OF STRATalks 2018

The ability to adapt and respond to future challenges is a core component of effective global law enforcement, and forecasting was at the foundation of this year's STRATalks. Under the expert guidance of Professor Inayatullah, participants were tasked with the responsibility of leading this 2 day event through intensive focus groups, poster presentations, and innovative role play exercises.

Thought provoking outcomes highlighted the importance of futures thinking in strategic development and identified how we can apply forecasting tools to identify push and pull factors in future crime.

To encourage the exchange of ideas and points of view on specific issues facing global law enforcement for the future, the STRATalks participants divided themselves into groups and chose a specific subject to focus on:

- **National police visions in an international context**

- **The futures of policing and crime in an international context**

- **Major disruptions and capabilities required for effective law enforcement**

- **Defining INTERPOL 2030**

- **Defining INTERPOL 2040**

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The construct of each group was designed to maximize diversity in culture, experience, and subject matter expertise. Coupled with role play exercises and poster presentations, these methods of engagement produced meaningful outcomes.

A fundamental component which enables STRATalks to produce meaningful outcomes is the willingness of each participant to commit to transparency and a willingness to learn from the failures of the past and present as a means to strategize for a better future. The specific subject areas were the implications of **technological advancements, migration, demographic shifts, environmental degradation and political, economic, and trade developments**, on local, national, regional, and global police cooperation.

4. AN INTRODUCTION TO FUTURES THINKING

As a preemptive introduction to the concept of futures thinking, STRATalks participants were asked to respond to a series of questions relating to the most challenging aspects of today's law enforcement and how they envisaged this challenge in the future.

A general theme throughout was the recognition of the shift in crime levels from predominantly traditional areas such as breaking and entering, robbery, and delinquency being replaced by technology-enabled crime. As a consequence, the need for adaptive, dynamic law enforcement responses to crime is paramount.

Additionally, each participant was also asked to bring along a memento or an artefact from home that represents how they envision the future of global police cooperation. Whilst participants originated from diverse regions geographically and culturally, there remains a common thread in all the artefacts presented: that only through a coordinated effort, trust, and seamless information exchange can law enforcement be at its best.

5. USED FUTURES

To generate innovative ideas which lead to meaningful outcomes in strategic foresight, we must first ask ourselves the question - why do we fail at forecasting?

STRATalks participants identified the main drivers behind this challenge:

- **ASSUMPTIONS** drive forecasting and those assumptions can be wrong. In law enforcement, it is the hidden assumptions which are a source of failure for forecasting as we (1) use the past to predict the future, (2) assume that diversity automatically equals productivity, (3) fail to recognize the level of impact only one individual can make on a global level, (4) assume that existing governance structures and legal legislation are sufficient for the future, (5) assume that individual states will continue to see value in international cooperation, and (6) assume that INTERPOL will continue to exist.

- Our **PERSPECTIVES** drive our vision of the future and our culture informs our perspective. How do we plan for a common future when we all have different views of what the future will be?

- We are **LOST IN THE PRESENT** whilst we are in a period of **GALLOPING TIME.** The evolution of societal values and technological advancement are far exceeding our expectations of what we thought future challenges would be. Through George Orwell's 1984 we envisaged a future world of constant intrusive surveillance, yet we have realized a present reality where it is each individual which is capturing and sharing personal data openly and freely.

5. USED FUTURES

- **INSUFFICIENT RESOURCING** means that we are too busy to envisage a future and that we don't have time to plan for. We are prioritizing our resources on the challenges of today because these are the challenges we can see.

- **CULTURE EATS STRATEGY FOR BREAKFAST!:** Law enforcement is politically driven and domestic political drivers can result in ruling bodies 'thinking locally and acting locally'. The greatest future strategy can easily flounder in the hands of a narrow individualized focus which fails to recognize the benefits of cooperation and resource sharing.

> *"We are too busy fighting the alligator which is closest to the boat...and some alligators are easier to fight than others.."*

It is due to strategy stagnation we fail to develop effective forecasting capabilities. We are then in danger of planning for a **"used future",** one whereby we are investing in activities which are no longer effective forms of law enforcement.

STRATalks participants identified a 'used future' in policing as visual deterrents being redundant, as vehicle and foot patrols cannot protect against cyber threats.

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6. FUTURES PREPAREDNESS

Futures preparedness is a powerful predicator of organizations that will become outperformers. In industry, this is demonstrated by an increase in profitability. In the field of law enforcement, this is demonstrated by results - the ability to adapt and innovate, identify early warning signals, emerging issues, predicting disruptions, being at the forefront of change, and developing strategies which enable a dynamic response to serious crime threats.

To do so we must engage in **focused strategic thinking**, drawing on the principles of **causal layered analysis,** and using **back casting** to identify push and pull factors which may influence future law enforcement capabilities.

6.1 PREDICT DISRUPTORS

Recognizing the **form and frequency of potential 'disruptors'** is a vital component of forecasting and crucial to developing a strategy which is responsive to future needs. 'Disruptors' have the capacity to change the trajectory of policing therefore identifying and predicting the form in which disruptors may occur is a vital component in forecasting.

Yet how can we predict disruptions when technological advancements are reinventing the construct of society at such as rapid pace? STRATalks participants used the examples of 4D printing and microchip manufacturing to discuss and predict possible new ways of committing crime of which current policing strategies are unable to respond.

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6.2 WILLINGNESS TO CHANGE

To ensure an effective and efficient global law enforcement, we must not only have the ability to thrive in a changing environment but the capacity **to identify what level of change is needed and what level of change we will accept.**

- **NO** change : plan and train for a future that is the same as today
- **MARGINAL** change: change is discussed but only token effort is applied.
- **ADAPTIVE** change : plan and train for emerging technologies and disruptions
- **RADICAL** change: plan and train for a dramatically different world – for example, a world after jobs.

STRATalks participant analysis of change as it relates to international law enforcement:

If we choose to plan for a future with NO or only MARGINAL change, then INTERPOL will cease to exist.

The **present state** is in a period of **'marginal' change** in which planning fails to lead to execution and we are not utilizing our international law enforcement resources to their full potential.

The **desired state** is transitioning to a status of **'adaptive' change**, whereby we are identifying emerging crime responsive to future needs in law enforcement

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6.3 CRIME FIGHTING AS A METAPHOR

The metaphor used to define crime can shape the strategy for future solutions. If crime is viewed as a beast, the solution is to **CATCH** the criminals. If crime is viewed as a virus, the solution is to **INVEST** in education and crime prevention.

Through this visualization, the metaphoric definition of crime in future forecasting will play a fundamental role in future law enforcement strategies.

We can then create metaphor for the future which reflects what we wish to be. STRATalks participants drew the metaphor comparison between law enforcement as an old, blind, slow elephant to an octopus with its tentacles extracting data from multiple sources – it is smart, fast, complex, adaptable and dynamic.

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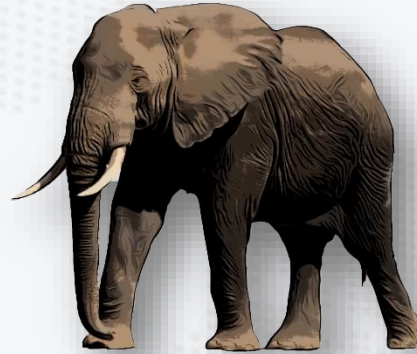
6.4 CASUAL LAYERED ANALYSIS

The application of a metaphor is a key component of the **CAUSAL LAYERED ANALYSIS (CLA)** technique. This technique is applied as a means to effectively shape the future by identifying and synchronizing changes across four levels to create a coherent and achievable new future. The four levels are:

• **LITANY**: what is visible?
• **SYSTEMIC:** what are the causes?
• **WORLDVIEW**
• **MYTH/METAPHOR**

The following is an example of CLA when applied to defining INTERPOL today and in 2030 & 2040.

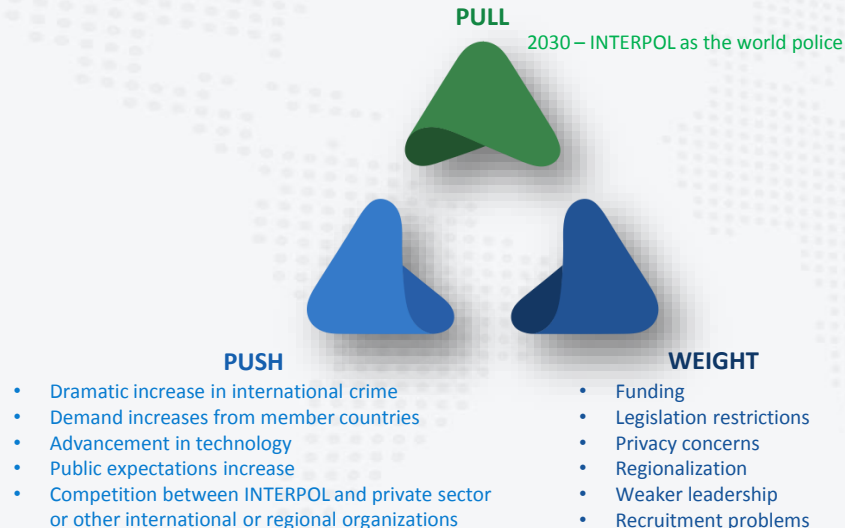| INTERPOL 2030		
	TODAY	**TOMORROW**
LITANY	i-24/7; red notices to catch criminals	i-24/7; red notices to catch criminals + predictive reporting
SYSTEMIC	Information infrastructure	Predictive, analytical platform
WORLDVIEW	International consortium in the world to combat global crime	Analysis of international data is comprehensive
MYTH & METAPHOR	Postal system	Spider's web

INTERPOL 2040		
	TODAY	**TOMORROW**
LITANY	Crimes solved	Crimes prevented
SYSTEMIC	National systems Limited international cooperation Law enforcement	Global systems
WORLDVIEW	National sovereignty Lack of unity Reactive	Shared values Proactive
MYTH & METAPHOR	1958 East German Trablant automobile	Porsche

6.5. THE FUTURES TRIANGLE

The **FUTURES TRIANGLE** is a future foresight method applied to identify plausible futures by mapping the push and pull factors which act as "power" vectors at the base of the triangle. If the power in one corner shifts, this impacts the dynamics of the entire triangle and influences whether the desired future can indeed be achieved. Within their designated groups, **STRATalks participants applied the FUTURES TRIANGLE method to their specific subject area**. The following identifies those push and pull factors which come into play when envisaging the future of INTERPOL being the "World Police" of 2030.

PULL

2030 – INTERPOL as the world police

PUSH
- Dramatic increase in international crime
- Demand increases from member countries
- Advancement in technology
- Public expectations increase
- Competition between INTERPOL and private sector or other international or regional organizations

WEIGHT
- Funding
- Legislation restrictions
- Privacy concerns
- Regionalization
- Weaker leadership
- Recruitment problems

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6.6. EMERGING ISSUES ANALYSIS

Identifying what are the weak signals and emerging issues and trends is a fundamental component in effective law enforcement. Weak signals at a local level have the ability to impact globally – such as growing inequality which leads to disenfranchised youth and radicalization. Weak signals which have the potential to greatly influence the future outcomes

The world we are policing today is a different world than yesterday. Through **environmental scanning**, issues are identified. Legislation and policy must then be changed to ensure that law enforcement is supported by the legal framework to respond to these issues.

The first warning of climate change was in 1912 in a New Zealand Newspaper, yet over 100 years later the international community has failed to develop a united response to this global environmental threat.

6. FUTURES PREPAREDNESS

6.7 BACKCASTING

Backcasting is an innovative exercise in which we visualize the future as the present, and then reflect on what events occurred for us to reach this point. It is through visualizing achievements that you create a foundation for that success. Through backcasting we define the characteristics of our preferred future. It is by visualizing ourselves in the future, having achieved our desired result and reaping its benefits, we then consider and reflect.

"We are already in the FUTURE...
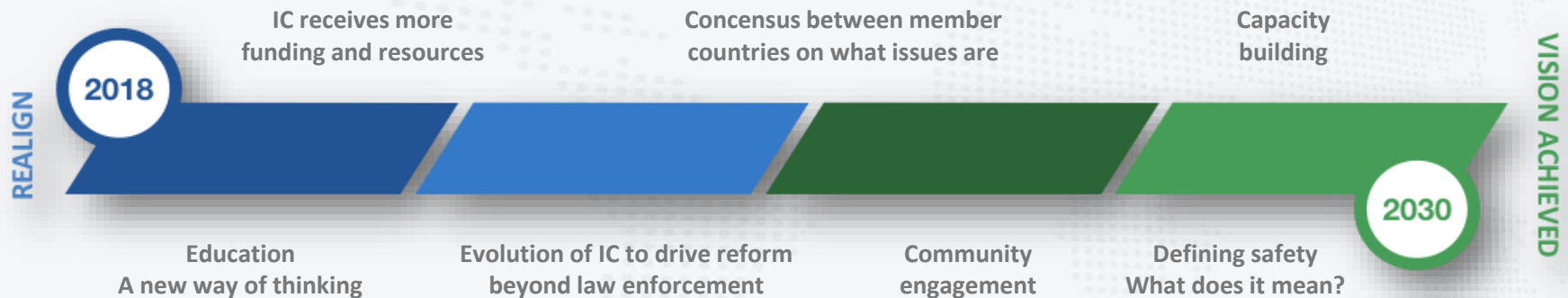*So how did we get here?"*

Looking back from our future state we consider the specifics of the environment and reflect on what has occurred in the past which led to this result. These events can be both positive and negative, within or outside of our control, yet equally they play an influencing role on the future achievement. It is our ability to predict these events and the subsequent response which enables us to reach the desired achievement.

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6.7. BACKCASTING

STRATalks participants created backcasting examples specific to the topic of their group. **How did STRATalk participants create an INTERPOL future through backcasting?** The diagram below provides an example of how the process of backcasting is achieved

REALIGN

2018

IC receives more funding and resources

Concensus between member countries on what issues are

Capacity building

VISION ACHIEVED

2030

Education
A new way of thinking

Evolution of IC to drive reform beyond law enforcement

Community engagement

Defining safety
What does it mean?

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6.7 BACKCASTING

Through this exercise of backcasting, STRATalks participants identified key areas in which law enforcement must evolve to support a safe and secure future. These elements included:

- The **modernization** of local and national policing capabilities through the skills development of existing staff, the recruitment of qualified staff, and the access to technical expertise.

- The **evolution** of legislation and governance in-line with technical developments, as without these supporting structures law enforcement will not have the legal framework to extract the most out of technical advancement.

- **Consensus between member countries** in the identification of issues and definition of 'safety' and 'security'

- **Ongoing commitment by INTERPOL and member countries**, as demonstrated by adequate funding and adherence to a clear mandate.

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As the first day laid the foundation to futures from the perspective of sharing ideas and methodologies for forecasting in law enforcement, the second day was the opportunity to apply forecasting specifically to the case of INTERPOL and envisage a future in which INTERPOL realises its full potential as a global law enforcement entity.

This main focus was how law enforcement and INTERPOL can be better positioned for the years 2030 and 2040.

Recommendations of STRATalks participants:

- INTERPOL must recognise that today there is **no united worldview of INTERPOL**. For some member countries, INTERPOL is their first call. For others, INTERPOL is the last call if all else fails.

- For **INTERPOL to realise its full potential** and apply its capabilities in the most effective manner possible. It must **reaffirm and focus on its mandate**, developing seamless information sharing that is realised across all levels of law enforcement – local, national, regional, and international. By aligning its focus and targeting concrete themes, INTERPOL will guard against over extension of its resources. To this end, INTERPOL will gain value currency.

"Effective law enforcement must be adaptive and innovative to respond to global safety and security issues…"

- And through this value currency **INTERPOL can realise its potential as a true global law enforcement influencer** who provides guidance to member countries to unite all parties around a common cause and ensure that supportive mechanisms of governance and legal legislation are in place to respond to evolving and emerging criminal threats.

- Data is a pillar which supports the global law enforcement narrative however **data alone is useless** without the experience and expertise of individuals who can extract this information and develop effective and accurate predictions for the future. Strengthening the interoperability of databases is not enough. The skills of NCBs must be enhanced to ensure that this data supports evidence based decision making.

"The fight against crime will not be possible without close cooperation with the private sector, other state entities and academia…"

"Capacity building and awareness that all country members are vital in the global chain of law enforcement. One weak link undermines the strength of the chain…"

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A Global Horizon Scan for Future Law Enforcement

As Thomas Edison wrote '*vision without execution is hallucination*'. It is this belief that whilst dialogue and debate may well lead to great ideas, without an effective and timely strategy and the commitment to its implementation, it is a waste of time, talent, and resources. The outcomes of STRATalks 2018 highlight that **international law enforcement is at cross-roads and must adapt or it will quickly become redundant and ineffective**.

To mitigate this risk a draft plan was produced for INTERPOL to start developing (depending on funding) a **Global Horizon Scan for Future Law Enforcement**. In this way, weak signals of possible change that have the potential to disrupt our current law enforcement systems can be identified and shared with INTERPOL member counties.

The Innovation Centre aims to conduct this horizon scanning in a cooperative manner, by the establishment of a **support group**. STRATalks will play an important role in this support group. Among other sources, **data will be collected from national scans** and other forms of information from the Member Countries, ensuring that all perspectives are included. Subsequent versions of the Global Horizon Scan will be **reviewed by INTERPOL internal partners** (e.g., Strategic Business Planning), **Member Countries and external partners experienced in the preparation of such scans** (global think tanks and/or international organizations such as World Bank, World Economic Forum, United Nations, Organization for Economic Cooperation and Development, European Union, etc).

It will be a "living tool", always subject to improvement with inputs from a continuous environmental scanning and adjustments from different forums, including STRATalks 2019.

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