



**Topic:** SIPR Future of Policing December 2020

**Host:** Scottish Institute for Policing Research

Inputs from David Crichton SPA Interim Chair, Gil Imery HMICS, Kirsty-Louise Campbell Police Scotland and Nic Pole from College of Policing.

### Intros from SPA, HMIC, Police Scotland

#### SPA

- What is policing expected to be for? Prevention and detection of crime is nested within the wider role to work towards community safety. Brings fundamental challenges – skills, funding, partnership working.
- Boundaries clear in law enforcement, no clear boundaries in community wellbeing – where does policing stop and where do other orgs responsibilities begin? And how / where does the 'handover' happen. If this is the expectation on policing, what's the appropriate skill and funding? Start with the individual – where is the appropriate handover and boundary and work back. There is a cultural 'stepping into the gap' in policing which perhaps doesn't help sometimes?
- There are some great pockets where local leaders are coming together to do good work that sorts this boundary out e.g. in child protection.
- BUT funding and resources aligned with this narrower expectation...so this needs to change.
- Key example of the boundary complexities - policing and public health: Fits and starts, the nexus is clear but the solution isn't.

#### Police Scotland

- Digital and online – way we are at the moment means amount of data generated from this is huge.
- Every minute 150k images are uploaded to Facebook, 45 million messages every minute worldwide sent on Whatsapp.
- Traditional crime type dropping – 27% - but a serious increase in cyber-enabled and cyber-dependent crime. Serious child abuse images rising. Very few offences now have no cyber-element.
- Under-reporting of cyber-crime is an issue.
- Interconnected nature of cyber-crime and threat across borders and networks; and the physical and online world means it's a challenge.



- What does this look like? How will it impact policing? How to anticipate, prepare and respond.
- Recently published cyber-strategy, Engagement strategy, Data digital and ICT strategy (infrastructure)

### HMICS

Wide range of suggestions for their inspection focus from a recent consultation:

- Op issues – detection, road safety, management of calls
- Corporate issues – budget, back office functions
- Demand management / resources
- Vulnerability and role of police in this

Wider focus on:

- Culture, diversity and inclusion
- Relationship between state and police and police and citizen. And the role this plays in police legitimacy.
- Policing experienced differently in different areas of society and in Scotland.
- There are big justice inequalities (wider than just policing)

Previously unhelpful attachment of performance to number of officers. Measure really should be 'how safe do citizens feel.'

### Transparency

- As much information needs to be available as possible to the public – open data publishing?
- Concept of self-assessment is growing, but not far advanced. Comparisons are still important to stop us becoming inward-looking; esp when we have a single force. Need reliable and publicly accessible information on assets, demand and resources to support this.

### Presentation on 2040 future operating environment (FOE)

College of Policing

<https://whatworks.college.police.uk/About/News/Pages/Policing2040.aspx>

*Worth remembering that policing isn't just about the Police so when reading this report this future operating environment for policing will also be a future operating environment for community safety practitioners working with the police. CSPs will also need to work in a future environment that expects an understanding of place, expects person-centred and needs-based services, a desire (rightly) for increased citizen participation and deliberative approaches. It would be interesting to consider what tension might emerge from both future operating environments and expectations.*



Foresight without action is a waste of time – needs to be connected to an organisation's wider planning activities and different depts.

1. Programme of horizon scanning
2. FOE – longer-term policing context. How might the FOE change? What might that change mean for policing today? (lots of asking: 'so what'? for policing)

About understanding emerging issues, not predicting, and what does that mean for how policing operates now?

Rate of change, degree of uncertainty came up a lot in interviews.

## 1. Trends

Trend 1: Rising inequality and social fragmentation

Trend 2: An expanding and unregulated information space

Trend 3: A changing trust landscape

Trend 4: Technological change and convergence

Trend 5: A larger, older, more diverse population

Trend 6: Harnessing artificial intelligence

Trend 7: Workforce automation

Trend 8: Economic transitions

Trend 9: Growing influence of non-state actors

Trend 10: Climate change, environmental decline and competition for resources

For each of the trends the report considers what's changing, why this change is important and what the implication for policing is.

<https://paas-s3-broker-prod-lon-6453d964-1d1a-432a-9260-5e0ba7d2fc51.s3.eu-west-2.amazonaws.com/s3fs-public/2020-08/Future-Operating-Environment-2040-Part1-Trends.pdf>

2. Scenarios – about better decisions not better predictions



Figure 4: unique and common elements of the scenarios



<https://paas-s3-broker-prod-lon-6453d964-1d1a-432a-9260-5e0ba7d2fc51.s3.eu-west-2.amazonaws.com/s3fs-public/2020-08/Future-Operating-Environment-2040-Part2-Scenarios.pdf>

<https://paas-s3-broker-prod-lon-6453d964-1d1a-432a-9260-5e0ba7d2fc51.s3.eu-west-2.amazonaws.com/s3fs-public/2020-08/Future-Operating-Environment-2040-Part3-Challenges.pdf>

3. Future challenges. There are signals of the future in the present e.g. 'eco-side', policing of public health (pandemic legislation), low traffic zones. Raises issues of how policing is resourced and governed. E.g. 'deep fake' video, dis-information...particularly relevant...will need new skills, police response to this esp when it doesn't reach a criminal threshold.

**“The future is already here, it’s just not evenly distributed”**

Balancing the benefits and risks of artificial intelligence in an emerging surveillance society

Policing digital disinformation

Building trust in a digital era

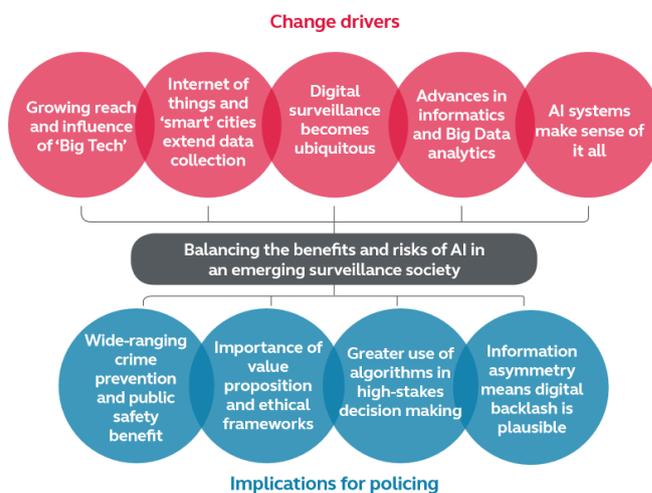
Shaping the future police workforce

Operating in conditions of increasing complexity

Under each of these challenges the 'change drivers' and the 'implications for policing' are considered.

6<sup>th</sup> challenge is how to turn foresight into action!

- Foresight is an important practice for organisational development and needs to be integrated.
- We need to move on from thinking about the future as being a distraction from the present where it isn't!

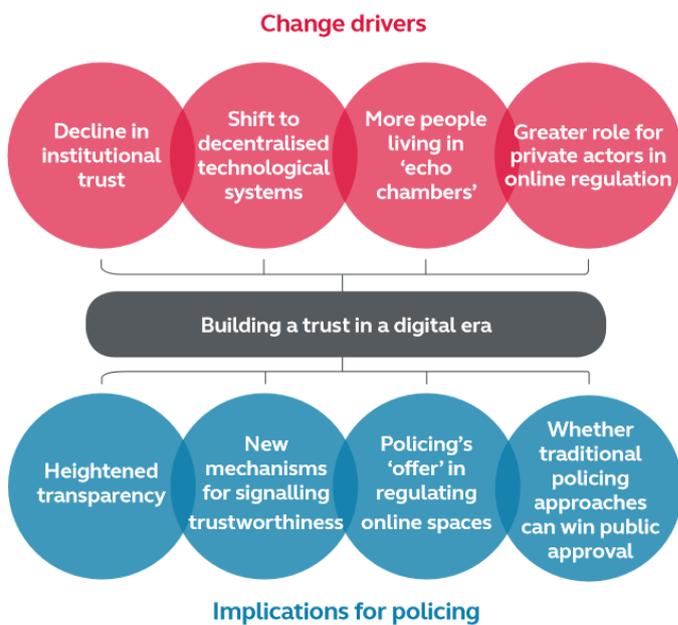
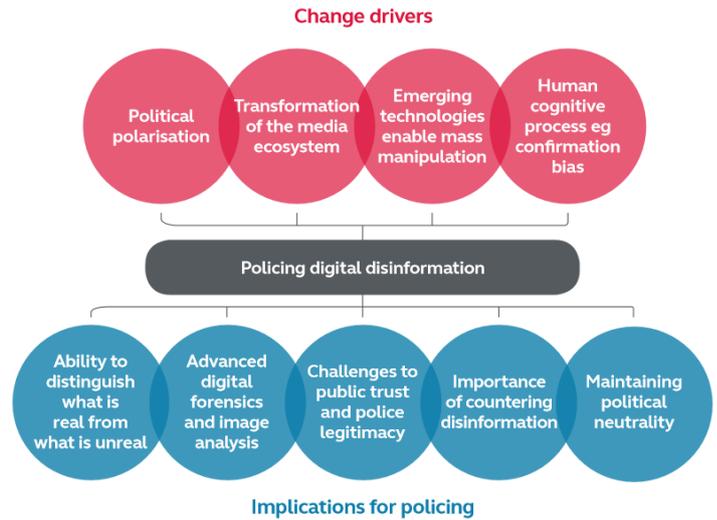


Challenge 1 questions for policing:

- What is the value proposition for using AI and 'human profiling' systems across different policing activities?
- How can policing ensure that it uses AI in a way that builds rather than undermines public trust?

Challenge 2 key questions for policing:

- If, as expected, tackling disinformation is going to require a mix of public education, police action and private sector expertise, how can this be organised and regulated with public interest considerations in mind?
- What role might police communications play in countering the effects of disinformation on social cohesion, police legitimacy and operational integrity?

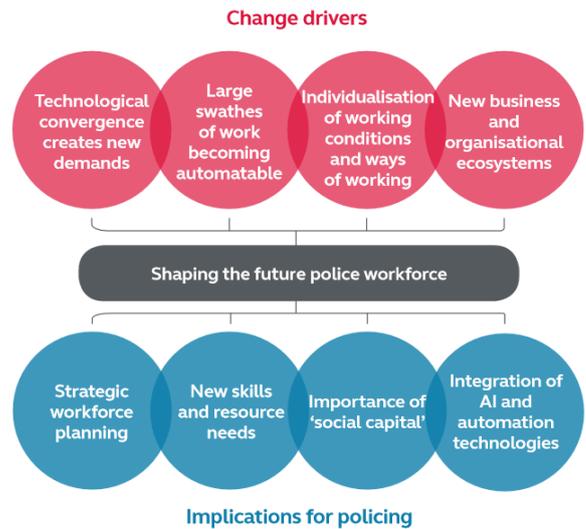


Challenge 3 questions for policing:

- Is policing's current approach to digital engagement capable of building public trust in the digital era?
- What is the future role of policing in regulating online spaces – both in terms of enforcing regulation and investigating breaches?

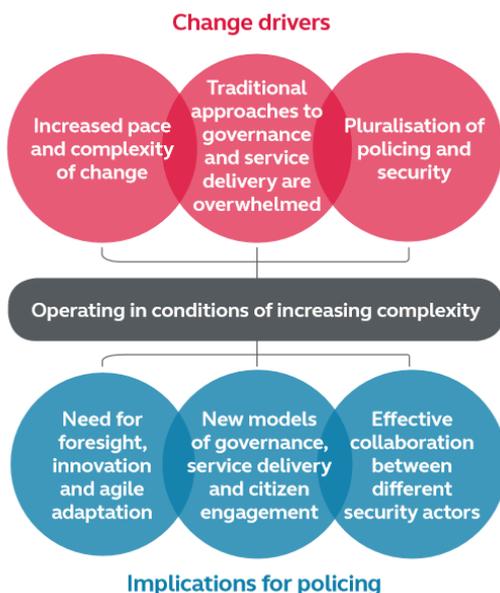
Challenge 4 questions for policing?

- How can policing build an agile and adaptive workforce capable of working flexibly across bureaucratic, jurisdictional and disciplinary boundaries?
- How can policing best harness the skills, expertise and resources that exist within its broader 'ecosystem' of partners?



Challenge 5 questions for policing:

- How can policing develop the incentives and governance arrangements that sustain a culture of regular, useful, impactful foresight and its subsequent use in decision-making?
- How can policing improve inter-organisational cooperation so that the whole system can be mobilised quickly to address complex problems?
- How can policing expand the leadership toolkit to include 'futures literacy'?



*This is an incredibly useful piece of work and one that it would be worth CSPs considering in terms of how this may affect the work of the partnership (working*

*with police as partners in this future policing environment). It's also useful to consider alongside what the FOE looks like for other partners in the CSP and how this could complement or give rise to tension with the future FOE for policing. The process of looking at the future, including what the short and longer-term impact of the Covid-19 pandemic will be is a collective process CSPs should undertake regularly.*