The 1st INTERPOL Future of Policing Congress

23 - 24 October 2024

Outcome Report

January 2025

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FOREWORD

In an era defined by rapid change and growing complexity, the ability to anticipate and prepare for the future is paramount. The unprecedented rate of change is driven by social transformation, technological advancements, economic challenges, environmental changes, and geopolitical shifts. Law enforcement stands at the forefront of these changes as navigating this complex and rapidly evolving landscape is essential to keeping our communities and societies safe.

As the stakes are high, the need for foresight has never been more critical. This outcome report of the INTERPOL Future of Policing Congress is a testament to the importance of foresight and preparedness. It offers a comprehensive view of the dimensions shaping our future — social, technological, economic, environmental, and geopolitical — and highlights their profound implications for the work of law enforcement globally.

As we look ahead, it is clear that the challenges will be immense, but so too will be the opportunities to innovate, collaborate, and build resilience. This report underscores the critical need for law enforcement to embrace change, develop future-ready capabilities, and strengthen international cooperation to address emerging threats and opportunities.

At INTERPOL, we are committed to empowering law enforcement agencies worldwide to navigate this evolving landscape so that they are equipped to ensure safer and more secure communities. This report serves as a valuable resource in that mission, offering insights, scenarios and strategies to inspire action and innovation.

I extend my gratitude to our member countries, partner organizations and our team in the Executive Directorate of Technology and Innovation for their dedication and vision in crafting this forward-looking report. I encourage all stakeholders to reflect on its findings and use them to shape a safer future for all.

Madan Oberoi

Executive Director of Technology and Innovation, INTERPOL

ACKNOWLEDGEMENT

EXECUTIVE SUMMARY

Law enforcement agencies worldwide face numerous challenges due to the profound impact of the ever-evolving social, technological, economic, environmental, and geopolitical landscapes. These potential future scenarios will significantly shape the evolution of crimes, data and evidence, policing duties, business models, and public trust. To effectively navigate this changing global context and be prepared for future challenges, INTERPOL organized the first-ever **Future of Policing Congress on 23-24 October 2024 in Incheon, Republic of Korea**.

The Congress brought together approximately 100 law enforcement leaders, industry experts, and academics to collaboratively explore how global megatrends and future scenarios will impact and transform the future of policing over the next 5 to 10 years. The discussions highlighted the need for law enforcement to be agile and demonstrate effective leadership to navigate the shifts effectively. Leveraging new technologies will be crucial as well for developing new tools, skillsets, procedures, organizational structures, and fostering greater international cooperation. These are all fundamental for law enforcement to adapt and prepare for evolving future challenges.

The key outcomes of the INTERPOL Future of Policing Congress include:

1. **Envisioning and shaping global policing futures:** Anticipating rapid shifts in global megatrends — spanning social, technological, economic, environmental, and geopolitical domains — is essential to shaping agile, forward-looking strategies that drive innovation and resilience for the better future of law enforcement.
2. **Harnessing transformative and breakthrough technologies:** Leveraging technologies like Artificial Intelligence (AI), quantum computing, and blockchain hold the potential to revolutionize crime prevention, detection, and investigation. Their ethical and strategic adoption will define the future capabilities of policing, amplifying the effectiveness of policing systems based on trust.
3. **Fostering interdisciplinary and cross-sector collaboration:** The future demands law enforcement to collaborate seamlessly with diverse sectors, disciplines, and nations or non-state actors, uniting expertise to address complex, global challenges and threats. Embracing interdisciplinary, cross-sector and transnational partnerships will enable collective intelligence to devise global solutions.
4. **Redefining policing roles and models**: Rethinking traditional policing models and integrating new policing frameworks — such as adaptive organizational structures, AI-powered operational strategies, and sustainable practices — will be crucial. Embedding agility into its evolution will enable law enforcement to tackle emerging threats with resilience and efficiency.
5. **Cultivating visionary leadership for global security:** Future policing requires leaders who can champion ethical decision-making, digital trust, and global cooperation. It will be essential to equip the leaders to effectively navigate complex dilemmas and drive transformative change to ensure safety and security in an interconnected and rapidly changing world.

Through this initiative, INTERPOL endeavours to explore compelling future scenarios and provide recommendations for a better and safer future.

INTRODUCTION

The world is undergoing profound transformations driven by interconnected megatrends. Global challenges such as climate change, economic uncertainties, regional conflicts, demographic shifts, and public health crises are reshaping societies and redefining priorities for communities and governments. These shifts are deeply influencing the foundation of policing, requiring law enforcement to adapt and evolve rapidly in response to a complex and ever-changing global landscape.

While digitalization and technological advancement have accelerated societal change – bringing opportunities for progress – they have also introduced new risks and threats. According to the International Telecommunication Union (ITU), approximately 67% of the world's population — 5.4 billion people — were using the Internet in 2023[1], a 45% increase since 2018. Alongside the digital economy's growth, the misuse of digital technologies has drastically altered the nature, scope, and impact of transnational crime. 86% of participants in INTERPOL's global survey on Vision 2030 conducted in 2023 affirmed the substantial impact of digitalization on law enforcement and global security. These shifts are reshaping the foundation of policing, challenging traditional roles, and demanding innovative approaches.

Fighting transnational crime in this fast-paced and ever-evolving global context requires not only unprecedented cooperation among law enforcement agencies but also a comprehensive review of policing strategies. Multi-dimensional trends are compounding these challenges, significantly impacting both regional and global law enforcement landscapes. While the digital economy holds vast potential, its secure and responsible use is paramount.

To address these complexities, the 1st INTERPOL Future of Policing Congress provided a vital platform for global leaders to collectively envision the future of policing over the next 5 to 10 years. By examining actionable strategies across social, technological, economic, environmental, and geopolitical dimensions, the Congress fostered a collaborative approach to navigating these challenges with resilience, inclusivity, and innovation.

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[1] International Telecommunication Union (ITU), Statistics, retrieved from: Statistics (itu.int)

METHODOLOGY AND PROCESS

INTERPOL has pioneered several initiatives to identify the current trends and find ways to leverage emerging technologies. Among them are INTERPOL STRATalks, the INTERPOL Young Global Police Leaders Programme, INTERPOL Vision 2030, INTERPOL Global Horizon Scan and Innovation Radar. These initiatives provide understanding of the changing operating environment for global law enforcement, that is heavily influenced by various contextual factors. They also identify how this operating environment will impact law enforcement, including measures that need to be taken to adapt to this future. These initiatives laid a solid foundation and provided a strong rationale for the Future of Policing Congress.

The Future of Policing Congress was designed to adopt the **STEEP framework**[2] as the basis of the discussions. The STEEP framework is a key tool for analyzing external factors that impact organizations or industries. It examines Social, Technological, Economic, Environmental, and (Geo)political factors, helping organizations understand their broader context and adapt to changing environments[3].

The INTERPOL Future of Policing Congress received inputs from **internal brainstorming sessions** with INTERPOL units, and various INTERPOL **events and workshops engaging experts from law enforcement, industry, international organizations, and academia** conducted through the course of the year. Internal brainstorming sessions were conducted with INTERPOL Directorates within the Executive Directorate for Technology and Innovation (EDTI), Executive Directorate for Legal Affairs (EDLA), Executive Directorate for Partnerships and Planning (EDPP), Executive Directorate for Resource Management (EDRM), and Executive Directorate for Police Services (EDPS).

In addition, the Future of Policing Congress gained from the insights received through **INTERPOL's in-person and virtual events** such as the 4th INTERPOL-UNICRI Global Meeting on Responsible Use of AI for Law Enforcement, INTERPOL STRATalks 2024 Annual Expert Meeting, the 4th edition of the INTERPOL Young Global Police Leaders Programme, the INTERPOL & Nanyang Technological University (NTU) Workshop on Future Impacts for Law Enforcement and the INTERPOL Innovation Centre Virtual Discussion Room (IC VDR) on Operating in a Zero Trust Environment in collaboration with Deloitte. These events and brainstorming sessions provided in-depth information and insights on specific aspects explored during the Future of Policing Congress.

The 1st Future of Policing Congress was structured to take place over three sessions, namely – Painting the Future(s), How will the future(s) impact the work of Law Enforcement, and How will Law Enforcement need to adjust and be prepared. The three sessions involved discussions that took place over 15 dimensions. In summary, this document is the culmination of the findings collected through diverse cross-sectoral INTERPOL events, brainstorming sessions, and ideation exercises that took place over the past year, leading up to the first ever INTERPOL Future of Policing Congress.

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[2] https://academic.oup.com/book/36951/chapter-abstract/322249033?redirectedFrom=fulltext
[3] https://pestleanalysis.com/what-is-steep-analysis/

SESSION 1

Painting the future(s)

The global landscape of policing is undergoing profound transformations in the digital era, bringing both challenges and opportunities. This session marks the first step in envisioning the future by exploring how global contexts are likely to evolve in the coming years. By examining the interplay of emerging trends, we can proactively prepare and develop strategies that address these shifts. Such foresight is essential not only for effective policing but also for fostering public trust and confidence in a rapidly changing world.

In this context, the Session 1 of the INTERPOL Future of Policing Congress explored **potential future scenarios** through the lens of five dimensions: Social, Technological, Economic, Environmental, and Geopolitical (STEEP Framework). Participants began in **subgroup discussions**, each focusing on one dimension and identifying key trends and scenarios with the support of **Table Facilitators**. Following this, the **World Café** format allowed participants to rotate across dimensions, contributing diverse perspectives and fostering cross-pollination of ideas. By the session's conclusion, a comprehensive pool of future scenarios was generated, providing a foundation for understanding how global megatrends may shape the evolution of law enforcement.

Please refer to the examples of future scenario cards available on the INTERPOL public website using the following QR code:

1.1. Social Dimension

In the face of evolving social contexts, new challenges are emerging, shaped by changing societal dynamics, migration patterns, demographic shifts, and an increasingly complex information landscape. The next decade will also see the maturation of Generation Z, the rise of smart cities, and the influence of non-state actors like technology firms in shaping safety and crime prevention. Digitalization and rapid innovation will redefine policing, extending responsibilities into virtual and even extraterrestrial realms, while trust dynamics will become more complex due to social polarization, privacy concerns, and digitally enabled misinformation. Furthermore, global trends such as mental health crises, pandemics, and the rise of digital nomadism will influence how law enforcement engages with communities and adapts to emerging societal needs. Human intelligence and its role in shaping society will also evolve with the influence of technology, particularly at the intersection of AI and human enhancement, including versions of Human–AI intelligence[4].

During the Congress, the following future scenarios were identified and assessed as high-impact and high-likelihood.

Social Dimension – Future Scenario Cards (high impact, high likelihood)

Displacement from climate crisis and conflict: Climate change and conflicts contribute to mass migration and displacement

Access to knowledge and IT: Access to information sources and technology becomes essential for reducing disparities and fostering inclusion, preventing the deepening of social divides

Social well-being through AI-driven policing: AI police units are established to support law enforcement investigations, enhancing public safety and social well-being

Food system peril: Disruptions to global food security and supply chains lead to widespread hunger and social unrest

Blurred realities: The line between truth and fiction becomes increasingly difficult to discern, complicating law enforcement efforts and social cohesion

Slow evolution of regulations: Slow regulation processes hinder timely responses to evolving social challenges

Over-dependency on critical infrastructure: As societies become increasingly reliant on essential infrastructure systems like water supply networks, their vulnerability also rises. This over-dependency exposes them to risks, especially as natural disasters and other disruptions to these systems become more frequent

Polarized people & places: Widening socio-economic divisions hinder collective action on global issues and threaten social stability

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[4] Extracted from the presentation of Dr. Ozcan Saritas during the 4th INTERPOL Young Global Police Leaders Programme (2024).

SOCIAL DIMENSION

Crisis of Confidence

Widespread erosion of trust undermines traditional institutions and digital platforms. This decline is driven by the rampant spread of misinformation and deepfakes, which make distinguishing fact from fiction increasingly difficult, and by growing concerns over privacy due to data breaches and the misuse of personal information. Amplified by social media echo chambers, polarization fractures social cohesion and deepens divisions, leaving communities more isolated and distrustful.

SOCIAL DIMENSION

The Hyperconnected Society

Superapps dominate daily life, consolidating vast data sets and integrating essential services, offering unparalleled convenience but also amplifying risks of cybercrime and data misuse. Social structures evolve with a resurgence of multigenerational homes, while globalized digital languages increasingly overshadow local languages, reshaping communication and contributing to the erosion of cultural diversity.

SOCIAL DIMENSION

Shifting Communities

Mass population movements driven by environmental pressures and conflicts significantly reshape community dynamics worldwide. Displacement intensifies resource competition and cultural tensions, challenging law enforcement to manage integration, maintain public order, and address rising cross-border crime while fostering community cohesion.

SOCIAL DIMENSION

The Fragmented Future

A mental health crisis and the rise of misinformation exacerbate social fragmentation, while the accumulation of space junk threatens critical satellite systems, disrupting communication and navigation. Cultural and linguistic erosion further weakens social cohesion, creating a fragmented world grappling with complex terrestrial and extraterrestrial challenges.

1.2. Technological Dimension

The coming decades will be marked by accelerated digitalization, hyperconnectivity, and exponential data growth, driving the convergence of AI, biotechnology, and smart materials, which will blur the boundaries between physical, digital, and biological realms. These technological advancements, including AI, quantum computing, and biotechnology, will transform policing by enhancing capabilities in crime detection, profiling, and prevention, while introducing ethical dilemmas and new threats such as deepfakes and synthetic media.

The fourth industrial revolution will reshape industries and global value chains, presenting opportunities but also risks of exploitation by criminals. As space technologies, Web 4.0, and biotechnological breakthroughs redefine societal dynamics, law enforcement would need to adapt by updating criminal justice systems, embracing e-evidence, and digitizing workflows to meet the challenges of this complex and rapidly evolving landscape.

During the Congress, the following future scenarios were identified and assessed as high-impact and high-likelihood.

Technological Dimension – Future Scenario Cards (high impact, high likelihood)

- **Integration of AI into daily life and society:** AI becomes ubiquitous, transforming work, social interactions, and decision-making processes
- **Rise of autonomous systems like drones and robots:** Self-operating machines play increasing roles in various sectors, presenting new opportunities and challenges for law enforcement
- **"Phygital" experiences:** Augmented reality is the first step in the phygital revolution, leading to complete immersion in digital reality in the long-term future
- **Quantum computing:** Quantum computing starts to widespread by 2030
- **Decentralized technologies and the changing role of the state:** Blockchain and other decentralized systems challenge traditional state authority in areas like finance and governance
- **Wearables and IoT**: Mobile phones are less used as wearable technology and IoT take over

TECHNOLOGICAL TRENDS

The Phygital Convergence

Physical and digital realities fully merge into "phygital" spaces, such as the XR, fundamentally transforming how people interact, work, and navigate daily life. These hybrid environments blur the boundaries between real and virtual worlds, introducing complex challenges related to digital identities, security, and the governance of virtual spaces.

TECHNOLOGICAL TRENDS

Human-Machine Vulnerabilities

The integration of human and machine systems, particularly in medical devices, creates profound risks. Ransomware attacks on critical systems directly threaten human lives, emphasizing the urgent need for robust cybersecurity frameworks and proactive measures to safeguard these life-sustaining technologies.

TECHNOLOGICAL TRENDS

Quantum Leap in Security

Breakthroughs in quantum computing revolutionize security and surveillance, enabling unprecedented encryption and data analysis capabilities. While offering transformative benefits, the rapid adoption of quantum technologies demands careful regulation to balance innovation with privacy and ethical considerations.

TECHNOLOGICAL TRENDS

Rise of Automated Decision-Making

Automated decision-making systems dominate various sectors, significantly increasing efficiency but also amplifying concerns about accountability, liability, algorithmic bias, and cultural sensitivity. These systems shape critical decisions, from healthcare to justice, raising questions about their fairness, transparency, and impact on diverse communities.

1.3. Economic Dimension

Economic and financial systems are increasingly shaped by digital technologies, with digital currencies expected to gain wider acceptance, presenting new challenges for law enforcement such as masking financial flows, rising online scams, and crimes involving virtual assets like money laundering and terrorism financing. Blockchain technology, while facilitating decentralized crimes, also offers potential for crime detection. A future marked by automation could shift crime patterns, requiring law enforcement to adapt. The illegal acquisition of data or "data laundering" is an emerging threat. This issue is compounded by concerns around the unregulated monetization of social media, which enables tax evasion and fosters new crimes. Moreover, evolving economic trends may redefine poverty as digital access and identity could become fundamental rights, further complicating the law enforcement landscape.

During the Congress, the following future scenarios were identified and assessed as high-impact and high-likelihood.

Economic Dimension – Future Scenario Cards (high impact, high likelihood)

- **Mistrust of the global financial sector:** Challenges with mobile payments such as security vulnerabilities and fraud risks will contribute to a broader sense of mistrust, uncertainty, and instability of the financial system
- **Automation and AI-driven job displacement:** Technological advancements lead to significant changes in the job market, potentially increasing unemployment and social unrest
- **New pandemics:** Future pandemics disrupt supply chains, labor markets, and trade
- **Impact of cryptocurrency and virtual assets on national economies**: Digital currencies and assets reshape financial systems, potentially destabilizing traditional economic structures
- **Unpredictable scenarios:** Unpredictable economic scenarios fueled by environmental issues, instability and other factors may impact and impact and change current economic systems
- **Attracting and retaining talent in public sector jobs:** Government agencies struggle to compete with high-paying private sector tech and cybersecurity jobs, potentially compromising public sector capabilities
- **Indebted and financial instability**: The threat of a long-term recession and high levels of public and private debt create economic vulnerabilities and potential for financial crises

ECONOMIC TRENDS

Sustainable Economies Take Root

New economic models centered on sustainable resource management reshape industries and global trade, driving innovation and environmental preservation. However, these transformations also introduce challenges, with resource scarcity and green technologies presenting opportunities for exploitation and ethical dilemmas in balancing growth with sustainability.

ECONOMIC TRENDS

Talent Gap in Public Sector

Public sector agencies face a critical talent shortage as private sector tech jobs outcompete them in pay and career growth. This talent drain challenges the ability of public institutions to address complex societal needs, particularly as emerging technologies reshape the workforce. The future will demand innovative approaches to attract and retain skilled professionals to ensure effective governance and public service

ECONOMIC TRENDS

Virtual Economies Redefine Value

The rise of virtual assets and digital currencies reshapes global resource and value exchange, driving financial inclusion and innovation. However, this transformation also introduces new vulnerabilities, with decentralized systems enabling novel forms of cybercrime, money laundering, and fraud. The future will be characterized by a dynamic interplay between technological progress and the need for robust governance to maintain economic stability in an increasingly digital world.

ECONOMIC TRENDS

Strained Social Safety Nets

Population shifts place unprecedented pressure on social benefit systems, exacerbating inequalities and challenges in resource allocation. These systemic strains heighten social tensions and economic vulnerabilities, reshaping societal dynamics and prompting the need for innovative solutions to support affected communities.

1.4. Environmental Dimension

Environmental issues[5] such as climate change, desertification, land degradation, resource scarcity, and environmental crime are emerging as significant concerns for law enforcement. The World Economic Forum's *Global Risks Report* (2024)[6] highlights that environmental risks are among those expected to worsen in severity, with the physical effects of climate change — such as extreme weather events — intensifying over the coming decades. These challenges strain public safety resources and capabilities, while public concerns over environmental degradation fuel calls for police to play a more integral role in the green transition.

According to UN estimates[7], 68% of the world population could be living in urban areas by 2050. As urban populations grow and pressures on resources escalate, adopting sustainable policing models and developing strategies to combat emerging environmental crimes will become crucial for maintaining societal stability. This will cause a strain on existing resources, potentially causing societal disruptions which could require law enforcement response.

During the Congress, the following future scenarios were identified and assessed as high-impact and high-likelihood.

Environmental Dimension – Future Scenario Cards (high impact, high likelihood)

- **Climate emergency as a challenge multiplier:** Climate change exacerbates various global challenges, including mass migrations, resource scarcity, and geopolitical tensions
- **Energy and resource scarcity:** Diminishing natural resources lead to increased competition and potential conflicts between nations
- **Adaptation of infrastructure due to rising sea levels:** Coastal cities and vulnerable communities face significant challenges in protecting against and adapting to rising sea levels
- **Going green:** Despite global commitments to environmental sustainability, practical implementation of green policies faces significant obstacles
- **Mass migration:** Mass migration rises, fueling resource scarcity, and global demographics reshape
- **Food insecurity:** Food insecurity intensifies due to extreme weather, resource scarcity and disrupted agriculture, straining supplying chains and increasing costs

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[5] Intergovernmental Panel on Climate Change (IPCC), "Climate Change and Land" (2020)
[6] World Economic Forum, The Global Risks Report 2024, Retrieved from WEF_The_Global_Risks_Report_2024.pdf (weforum.org)
[7] By 2050, 68% of world population will live in urban areas - 2018 World Urbanization Prospects

ENVIRONMENTAL TRENDS

The Climate Refugee Crisis

Surging numbers of climate refugees fleeing uninhabitable regions overwhelm border systems and strain national and regional capacities. These dynamics intensify cross-border tensions, resource competition, and societal unrest, necessitating innovative global strategies to balance humanitarian aid with long-term stability.

ENVIRONMENTAL TRENDS

Resource Extraction Beyond Earth

Humanity embarks on extracting critical resources like lithium, energy, and water from outer space and other untapped sources. This shift ignites geopolitical competition, raises environmental concerns, and introduces complex regulatory challenges, reshaping the dynamics of global resource management and conflict.

ENVIRONMENTAL TRENDS

Resource-Driven Geopolitical Tensions

Critical resource scarcity exacerbated by climate change intensifies geopolitical conflicts as nations compete for dwindling supplies of water, energy, and minerals. This struggle fuels cross-border tensions, regional instabilities, and resource-driven conflicts, reshaping international relations and challenging global stability.

ENVIRONMENTAL TRENDS

Infrastructure Under Siege

Extreme weather events necessitate massive adaptations to infrastructure, as vulnerable regions struggle to protect critical systems such as energy grids, transportation networks, and water supplies. These challenges leave communities increasingly exposed to disruptions, resource scarcity, and black- market operations, reshaping societal and economic stability in affected areas.

1.5. Geopolitical Dimension

Geopolitical factors such as political instability, regional conflicts, ultra-nationalism, and shifting global orders create complex challenges that demand coordinated cross-border law enforcement collaboration. Over the past 15 years, more than half of the global population has lived in proximity to significant political violence, driving an increase in crimes such as targeted attacks and civil unrest. Law enforcement is often the first responder to these incidents, with the rapid rise in protests and demonstrations becoming a critical area of focus. Geopolitical conflicts erode trust between nations, giving rise to a new international order that could redefine international police cooperation. Changes in governance structures — whether democratic, autocratic, or socialist — affect societal dynamics, altering the scope of policing duties. Furthermore, international conflicts are driving refugee crises, presenting challenges for border security and community integration. As global institutions and international organizations adapt to this evolving landscape, the role and structure of international law enforcement cooperation will face increasing uncertainty and transformation.

During the Congress, the following future scenarios were identified and assessed as high-impact and high-likelihood.

Geopolitical Dimension – Future Scenario Cards (high impact, high likelihood)

- **Social media as a soft power tool:** The scope of social media for spreading misinformation increases. As younger generations grow up immersed in digital platforms, governments and non-state actors manipulate public opinion and alter international relations
- **Growing influence of non-state powers and multinational corporations:** Large companies and non-governmental organizations increasingly shape global policies, challenging traditional state authority
- **Multipolar spheres of power:** New geopolitical alliances emerge, leading to a more complex global governance landscape and security environment
- **Rise of cyber warfare:** Digital attacks become a primary tool in international conflicts, blurring the lines between war and peace **Ongoing and "forever" conflicts impacting international law enforcement cooperation:** Persistent regional conflicts complicate cross-border law enforcement efforts and international cooperation

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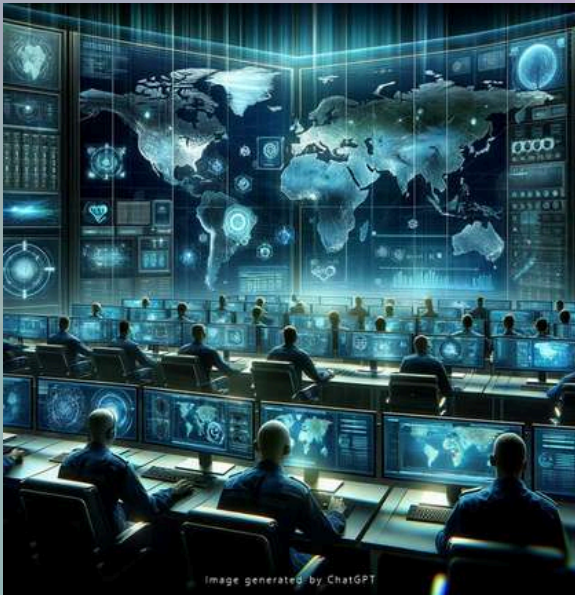
GEOPOLITICAL TRENDS

The Weaponization of Influence

Social media evolves into a dominant tool of soft power, manipulated by governments and non-state actors to shape public opinion, destabilize political systems, and influence international relations. As younger generations immerse themselves in digital platforms, misinformation campaigns and algorithmic manipulation exacerbate societal divisions and heighten geopolitical tensions.
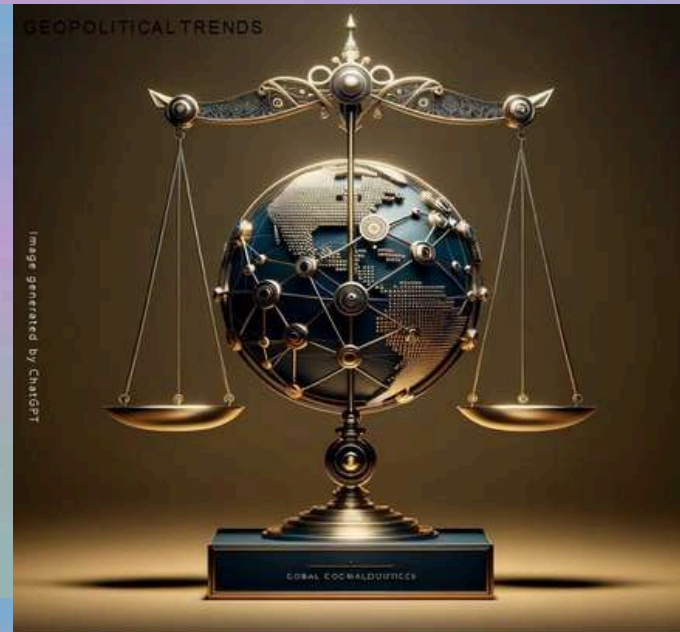
GEOPOLITICAL TRENDS

Fragmented Global Governance

The emergence of multipolar spheres of power and the growing influence of non-state actors, such as multinational corporations and NGOs, create a fragmented global governance landscape. Traditional state authority is increasingly challenged as alliances shift and transnational entities dictate policies. Persistent regional conflicts and the rise of cyber warfare further blur the lines between war and peace, complicating efforts to maintain global stability and cooperation.

GEOPOLITICAL TRENDS

Technocratic Dominance

Technology companies wield influence rivaling that of nation-states, shaping global policies, economies, and public opinion through their control of data and infrastructure. This shift challenges traditional governance structures, redefining the balance of power and raising critical questions about accountability, regulation, and the role of private-sector entities in shaping the future.

SESSION 2

How will the future(s) impact the work of law enforcement

The Session 2 of the INTERPOL Future of Policing Congress focused on examining **how future scenarios might impact key aspects of law enforcement**, including the evolution of crimes, data and evidence, policing duties, changing business models, and trust and citizen expectations. Participants began by contextualizing the scenarios identified during the Session 1 within their assigned focus areas, engaging in **subgroup discussions** facilitated by **Table Facilitators**. This was followed by a **World Café** session, where participants rotated between focus areas to provide diverse perspectives and enrich the dialogue. By the session's end, participants had collaboratively explored the potential implications of these future scenarios, laying the groundwork for strategic adaptations in law enforcement practices.

2.1. Evolution of New and Existing Crimes

The criminal landscape is becoming increasingly sophisticated, transnational, and complex, with new phenomena such as 'convergence crime', where different criminal activities intersect to amplify their impact. Law enforcement faces mounting challenges as non-state actors proliferate in both offline and online domains, requiring the development of national and global strategies to maintain public safety and security. Digital technologies will continue to accelerate the growth of cybercrime and Crime-as-a-Service models, enabling perpetrators to exploit anonymity and operate across jurisdictions. Beyond cybercrime, law enforcement will be increasingly called to address complex situations such as gender-based violence, environmental destruction, and the dissemination of online misinformation.

Cybercrime

As the digital world expands, cybercrime is projected to grow exponentially in scale, sophistication, and complexity, becoming an even more pervasive global threat. The rapid evolution of ransomware, transnational fraud, and large-scale data breaches will likely result in unprecedented financial and operational disruptions. Emerging technologies, such as AI and quantum computing, are expected to both empower cybercriminals and challenge traditional defense mechanisms. The Darknet will remain a hub for illicit activities, increasingly leveraging decentralized systems and virtual assets to evade detection.

Terrorism

The future of terrorism will be shaped by its actors' ability to exploit next-generation technologies and digital platforms. Social media will likely evolve into even more potent tools for recruitment, coordination, and spreading extremist ideologies. Emerging domains, including the Extended Reality (XR) and advancements in unmanned aerial systems, might create virtual and physical arenas for training, planning, and weaponization. Breakthroughs in life sciences, coupled with the misuse of chemical, biological, radiological, and nuclear materials, could escalate security risks.

Organized and Emerging Crime

Organized crime is expected to expand its operations with unprecedented adaptability, leveraging emerging technologies, legitimate enterprises, and corruption to evade detection and maximize profits. The global drug trade will likely diversify with synthetic drugs and illicit supply chains evolving in response to market demands. Human trafficking and migrant smuggling could intensify, driven by geopolitical instability, climate change, and economic inequalities. Furthermore, online child exploitation and the proliferation of child abuse material could increasingly rely on anonymizing technologies and decentralized platforms.

Financial Crime and Corruption

The future landscape of financial crime will be shaped by increasing digitization and globalization, creating opportunities for criminals to exploit virtual assets, privacy-enhancing technologies, and cross-border loopholes. Financial crimes such as money laundering and large-scale fraud will grow more sophisticated, leveraging AI to outpace detection efforts. Corruption is expected to become more entrenched in regions with weak governance, further eroding public trust and perpetuating systemic inequality.

The rapidly evolving criminal landscape, fueled by technological advancements and globalization, has profound implications for law enforcement operations. Two of the most significant impacts identified during the Congress include:

1. Public Disorder

The emergence of new technologies, mass migrations, and evolving crime trends are destabilizing public order across nations. The anonymity and scale offered by digital platforms enable widespread dissemination of misinformation, incitement to violence, and coordination of criminal activities, leading to civil unrest and protests. Simultaneously, mass migrations — driven by geopolitical instability, climate change, and economic disparities — could strain public safety systems, exacerbating resource scarcity and cultural tensions. Law enforcement agencies face increasing demands to maintain public order while balancing humanitarian and security considerations. Proactive measures, such as predictive analytics, community engagement, and rapid deployment of resources, are essential to address these challenges effectively.

1. Prosecution Challenges

The digitalization of crime has transformed evidence collection and prosecution, posing significant hurdles for law enforcement. Cybercrime, convergence crimes, and the rise of digital anonymity hinder the identification and attribution of perpetrators. Traditional investigative methods are often inadequate in the face of encrypted communications, the Darknet, and synthetic identities. Law enforcement agencies would need to adopt innovative approaches, such as AI-driven forensic tools, blockchain-based evidence authentication, and real-time data analysis, to address these challenges. Moreover, close collaboration with legal experts and technology partners is necessary to develop frameworks that ensure the admissibility of digital evidence in court while safeguarding privacy and human rights.

Strategic Recommendations

1. **Invest in Technology and Training**: Equip officers with advanced tools and skills to handle digital crimes and public order disruptions effectively.
2. **Strengthen Community Relationships**: Foster trust and cooperation with local communities to enhance intelligence gathering and maintain social cohesion.
3. **Enhance International Collaboration**: Share data, resources, and best practices across jurisdictions to combat transnational crimes and address systemic challenges.
4. **Modernize Legal Frameworks**: Adapt laws and regulations to address emerging crimes, digital evidence management, and the ethical/responsible use of advanced technologies.

2.2. Data and Evidence

As digitalization accelerates and permeates every aspect of life, most crimes now leave a digital footprint, making data and e-evidence one of law enforcement's most valuable assets. As communities increasingly embrace digitalization across work, social interactions, and public services, ensuring safety in the virtual world has become a critical priority. The rapid expansion of the Internet of Things (IoT) has exponentially increased the volume and variety of data available, offering novel opportunities for investigators and law enforcement.

n today's interconnected world, criminals frequently operate across multiple jurisdictions, exploiting gaps and inconsistencies between countries and regions. Effective international law enforcement cooperation relies on robust information sharing, enabling agencies to build a cohesive understanding of criminal activities, trends, and networks. This enhances their ability to prevent, detect, and respond to transnational threats.

INTERPOL's global survey on Vision 2030 confirmed that member countries overwhelmingly recognize the significance of information sharing in combating modern crime. Efficient data sharing hinges on understanding key elements such as data sources, types, and residency requirements. These sources include national and regional law enforcement agencies, third-party data (e.g., private sector, academia, NGOs, international organizations), and open-source intelligence. Survey results indicate that approximately 78% of respondents prefer integrating third-party data as a primary source for analytics by 2030, compared to only 22% who favor relying solely on law enforcement data. This demonstrates a growing recognition of the value of diverse data sources in enhancing analytical capabilities and operational effectiveness.

Facilitating access to relevant external datasets is essential for effective law enforcement responses. By leveraging these datasets, law enforcement agencies can improve their ability to tackle evolving crimes, enhance cross-border cooperation, and address the challenges posed by the increasingly digital nature of crime.

The increasing reliance on digital data and evidence has far-reaching implications for law enforcement, requiring fundamental shifts in expertise, collaboration, and operational frameworks. Two critical impacts identified are:

1. Expertise-Building in Data Acquisition and Analytical Competence

The exponential growth of digital evidence demands a tech-driven police force equipped with advanced cognitive and analytical skills. Traditional investigative approaches are no longer sufficient to manage the sheer volume and complexity of data generated by IoT devices, social media, and online platforms. It is crucial to invest in structural changes to develop expertise in areas such as data analytics, machine learning, and AI. This includes creating specialized units for digital forensics, enhancing training programs, and fostering continuous professional development to ensure officers are adept at extracting actionable intelligence from diverse datasets.

2. Cross-Collaboration with Technology Companies

The growing influence of big tech companies in the data ecosystem underscores the need for global collaboration to standardize data sharing between public and private sectors. Effective cooperation with tech firms is essential to access critical datasets and develop tools for managing and analyzing digital evidence. However, this partnership requires overcoming challenges such as data privacy concerns, regulatory differences, and varying levels of trust across jurisdictions. Establishing standardized frameworks for collaboration, supported by robust legal and ethical guidelines, will ensure that data-sharing practices are secure, equitable, and effective. By aligning the interests of law enforcement and private sector stakeholders, organizations can improve operational efficiency and address transnational crime more effectively.

Strategic Recommendations

1. **Capacity Building**: Implement specialized training programmes in data science and AI, and recruit personnel with advanced technical skills
2. **Global Standards:** Develop internationally recognized protocols for data sharing to ensure consistency and accountability across juridictions
3. **Private-Public Collaboration**: Establish trust-building initiatives and cooperative frameworks with tech companies to access critical data while respecting privacy and security concerns.
4. **Invest in Technology:** Equip law enforcement agencies with cutting-edge analytical tools to manage and analyze digital evidence efficiently.

2.3. Evolution of Policing Duties and Roles

According to the World Economic Forum's *Future of Jobs Report*[8], approximately 23% of all jobs worldwide are expected to change within the next five years. The roles and responsibilities of law enforcement will also undergo significant transformation as technology reshapes societal, economic, and legislative landscapes. With the increasing digitalization of policing functions, tasks traditionally performed by officers, such as issuing parking tickets or managing traffic, are being automated. This shift allows police to focus on more complex duties while acknowledging that digital tools, including AI and automation, will redefine many operational aspects.

As communities evolve, the scope of policing is expected to move beyond physical patrolling to address emerging challenges in areas like cybercrime, virtual environments, and digital property protection. Whether the focus of future policing remains centered on violent crimes or broadens to address harm and vulnerabilities, these decisions will often be guided by societal priorities and government directives.

Despite these changes, the core mission of policing — to protect life and property, maintain public order, and enforce the law — remains constant. However, the digital age requires an expanded understanding of fundamental concepts such as "property," "assault," and "responsibility." Investigative duties now increasingly involve digital traces left by crimes, necessitating advanced tools for online forensics, AI-driven insights, and expertise in recovering evidence from devices and cloud systems. Challenges such as cryptographic advancements, deepfake technologies, and privacy concerns demand that law enforcement adopt innovative approaches to keep pace with a rapidly changing environment. Preparing for this future will require global cooperation, strategic foresight, and the adoption of disruptive technologies to address the evolving needs of policing by 2030.

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[8] Future of Jobs Report 2023 Insight Report, World Economic Forum (2023). https://www.weforum.org/reports/the-future-of-jobs-report-2023/

The transformation of policing duties and roles, driven by rapid technological advancements and evolving societal expectations, has profound implications for law enforcement. Two key impacts identified are:

1. *Increased Operational Scope*

The scope of policing is expanding to address emerging challenges across social, technological, and environmental dimensions. As the nature of crime evolves — spanning cybercrime, digital property protection, and virtual environments — it is necessary for law enforcement agencies to integrate advanced technologies such as AI, automation, and data analytics into their operations. This broadening scope demands structural changes, including the adoption of new operational models, enhanced training programs for digital literacy, and greater accountability in using innovative tools. The shift also necessitates increased international collaboration to address transnational crimes effectively.

2. *Leadership Challenges in Navigating Technological Transitions*

The successful integration of emerging technologies into policing systems hinges on visionary leadership. Leaders should prioritize the responsible and ethical use of tools like AI and automation while fostering a culture of trust among officers and the public. Strong leadership is required to address the challenges of managing workforce transitions, where traditional roles are redefined, and new skillsets are required. Moreover, they have to navigate public concerns about privacy, surveillance, and algorithmic bias to ensure technologies are deployed in a transparent and responsible manner.

Strategic Recommendations

1. **Enhance Leadership Development:** Implement leadership programmes to emphasize ethical decision-making, strategic foresight, and adaptability to evolving challenges.
2. **Redefine Operational Models**: Develop frameworks that integrate technology with community-focused approaches to balance innovation and public trust.
3. **Strengthen Partnerships**: Foster cross-border partnerships to address transnational crimes and share best practices in adopting new technologies across sectors.
4. **Prioritize Ethical Governance**: Establish policies and oversight mechanisms to ensure transparency and fairness in the deployment of advanced tools like AI.

2.4. Changing Business Model

The business models of law enforcement organizations are undergoing significant evolution, driven by the imperative of stakeholder engagement and data sharing. Modern policing increasingly demands collaboration with a wide range of stakeholders, including communities, private sector entities, academia, civil society, and international organizations. These actors enable access to diverse data sources, enhancing the ability of law enforcement to track and prevent sophisticated and complex crimes. Collaborating with technology companies, financial institutions, and social media platforms is especially critical to address the complexities of modern criminal activities.

However, this shift also necessitates moving away from traditional hierarchical structures toward more networked and flexible approaches that facilitate cross-sector and cross-border collaboration. The emphasis on stakeholder management not only enhances the operational capacity of law enforcement but also fosters trust and transparency. Community engagement initiatives, such as community policing, have demonstrated the effectiveness of involving local residents in crime prevention, building stronger community relations, and improving public trust in law enforcement.

At the same time, national, regional, and international police cooperation is becoming an essential aspect of evolving business models. The transnational nature of crime demands coordinated responses across jurisdictions and levels of policing. INTERPOL provides vital tools, like the I-24/7 network, to facilitate real-time data sharing and collaboration, enabling law enforcement agencies to respond rapidly and effectively to threats that transcend borders. Technological advancements, including secure communication networks and shared databases, are key to fostering seamless cooperation. These innovations not only improve operational efficiency but also promote the sharing of best practices and the dissemination of cutting-edge innovations in policing, creating a more unified and effective global law enforcement community.

In summary, the changing business models of law enforcement organizations are defined by proactive stakeholder engagement and multi-level cooperation. Adapting to these shifts is critical for navigating the complexities of modern crime and ensuring that law enforcement remains effective in a dynamic global landscape.

The evolution of law enforcement business models to meet the demands of modern crime has significant implications for resource management and partnership development. Two critical impacts identified are:

1. Shifts in Resource Allocation

As technological advancements, evolving regulations, and cross-border enforcement challenges reshape the operational landscape, law enforcement agencies face growing pressure to innovate their resource allocation strategies. Emerging priorities, such as evidence collection in digital environments, require substantial investments in technology and training. At the same time, recruitment and retention of qualified personnel are becoming increasingly complex as law enforcement competes with private sector opportunities in tech and cybersecurity. Shifting public expectations, including the demand for transparency and greater community engagement, also require the reallocation of resources toward public trust-building initiatives. Balancing these competing demands requires a comprehensive and adaptive approach to resource management that ensures efficiency and effectiveness in addressing modern crime challenges.

2. Collaborative Partnerships

The complexity and transnational nature of contemporary crime underscore the importance of collaborative partnerships as a cornerstone of law enforcement operations. New models of cooperation between agencies, the private sector, and civil society are essential to streamline interagency communication and cross-sectoral coordination. Partnerships with technology companies, financial institutions, and international organizations provide law enforcement with access to critical data and tools for combatting sophisticated crimes. However, fostering these collaborations requires overcoming challenges such as data privacy, regulatory gaps, and varying levels of trust between stakeholders. Establishing standardized frameworks and trust-building initiatives will enhance the effectiveness of these partnerships, enabling law enforcement to operate as a unified force against transnational threats.

Strategic Recommendations

1. **Innovative Resource Management**: Develop flexible resource allocation frameworks that prioritize technology, workforce development, and community engagement.
2. **Strengthening Partnerships**: Foster trust-based collaboration with private and public sector stakeholders through transparent agreements and shared objectives.
3. **Cutting-edge Training Programmes:** Update and develop cutting-edge trainings for officers to handle the latest technological tools and cross-jurisdictional cooperation effectively in line with the changing business model.
4. **Global Standardization:** Create harmonized protocols for data sharing and joint operations to facilitate seamless collaboration across borders and sectors.

2.5. Trust and Citizens' Expectations

Changing social expectations and heightened public scrutiny are set to redefine the future of policing. Technological advancements, while offering opportunities, also risk deepening existing societal fault lines and polarization. Hyperconnectivity accelerates the spread of misinformation, synthetic media, and algorithmic echo chambers, eroding trust in public institutions and creating significant challenges for law enforcement.

Retaining public trust impacts all facets of policing, from recruitment and budgeting to collaboration and operations. Officers need training to align with evolving social expectations, and diverse recruitment strategies will ensure that law enforcement reflects the communities they serve. At the same time, increased scrutiny highlights the need to prioritize officer well-being and mental health to sustain long-term effectiveness.

As an external study[9] have shown, digital trust is becoming a cornerstone of law enforcement's ability to operate effectively, requiring measures to safeguard sensitive data and protect the integrity of digital systems. Trust was also identified as a critical issue in international law enforcement cooperation, particularly regarding data sharing. Without trust, collaboration with private companies and other stakeholders remains limited, hindering operational success.

Trust, as outlined in the *State of Digital Trust 2023*, is built on confidence in the integrity and legitimacy of activities, processes, transactions, or collaborations[10]. Establishing secure digital infrastructure is crucial for fostering trust among the public and stakeholders alike. Equally important is the ethical and inclusive use of new technologies, which builds confidence in law enforcement's ability to address modern challenges. By safeguarding sensitive data, ensuring system integrity, and maintaining ethical practices, law enforcement can strengthen public trust and adapt to the accelerating pace of technological advancement.

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[9] World Economic Forum, "Earning Digital Trust", (2022)
[10] ISACA, 'State of Digital Trust 2023: an ISACA Global Research Report,' 2023; World Economic Forum (WEF) 'Rebuilding Trust and Governance: Towards Data Free Flow with Trust (DFFT) White Paper,' 2021.

The evolution of social expectations and the increasing need for public trust in law enforcement have critical implications for operational strategies. Two key impacts identified are:

1. Education and Community Engagement

Fostering meaningful community engagement is essential to building and maintaining public trust, especially in an era of heightened demand for transparency and accountability. Law enforcement agencies would need to adopt proactive strategies to educate communities about their work and create opportunities for dialogue and collaboration. Programmes such as community policing and outreach initiatives can bridge gaps between law enforcement and the public, fostering mutual understanding and trust. Furthermore, as public expectations shift, law enforcement can embrace digital engagement platforms to reach online communities effectively.

2. Raising Standards around Emerging Technologies

The rapid adoption of emerging technologies in policing presents both opportunities and challenges. Strategic resource allocation is required to integrate these technologies effectively while addressing ethical concerns related to cybersecurity, human rights, and data integrity. It would be crucial for law enforcement agencies to develop frameworks that ensure the responsible use of technologies such as AI, facial recognition, and data analytics. This includes workforce development initiatives to train officers on the ethical implications of technology deployment and the protection of sensitive data. Establishing robust standards and transparent practices will be critical in maintaining public confidence and ensuring that technological advancements are utilized responsibly.

Strategic Recommendations

1. **Invest in Community Education Programmes**: Develop initiatives to educate communities about policing practices and encourage dialogue on public safety priorities.
2. **Adopt Digital Engagement Strategies**: Use online platforms to engage with communities, fostering transparency and trust in both virtual and physical spaces.
3. **Strengthen Ethical Governance**: Establish policies and oversight mechanisms for the responsible use of emerging technologies, addressing concerns around privacy, bias, and data security.
4. **Workforce Development:** Implement training programmes to ensure officers are well-equipped to strengthen public trust, enhance community engagement and navigate the ethical and operational complexities of technology integration.

SESSION 3

How will law enforcement need to adjust and be prepared

The Session III of the INTERPOL Future of Policing Congress focused on exploring **how law enforcement can prepare for the future** by addressing key areas: Equipment and Tools, Skillsets, Processes and Procedures, Organizational Structure, and International Cooperation. Participants engaged in **subgroup discussions** to reimagine best practices and future strategies for these areas, guided by table facilitators. In the **World Café** segment, participants rotated between focus areas, collaboratively sharing their views and fostering cross-pollination of ideas. By the session's conclusion, participants had developed insights to guide the adaptation of law enforcement to future challenges.

3.1. Equipment and Tools

Digital transformation in people, processes, and infrastructure is pivotal for enhancing police effectiveness in an increasingly complex and technologically driven landscape. To meet these demands, it is important that law enforcement organizations invest in equipment and infrastructure that enable officers to prevent and respond to evolving criminal threats. Regular training programs are essential to ensure the effective adoption and responsible use of new tools. By utilizing digital platforms and immersive technologies like virtual reality, law enforcement can enhance training outcomes and familiarize officers with advanced equipment in realistic scenarios.

Future policing will also benefit from innovations in personal and operational technology. Digitally enabled personal equipment, such as body-worn cameras, wearables for wellness monitoring, and "smart handcuffs" with voice recognition, can enhance officer safety and efficiency. Operational technologies, including portable biometric devices, 3D scanners, drones, and robots, offer expanded situational awareness and rapid response capabilities.

At the same time, the selection of tools and equipment should also consider their impact on community perceptions. The technologies deployed by law enforcement shape public attitudes toward policing and influence levels of trust and acceptance. By integrating community-focused strategies and thoughtful technology adoption, law enforcement can strengthen relationships with the public while addressing the challenges of a rapidly changing crime landscape.

START

STOP

CONTINUE

What shall we **start** doing?

- Data fusion centers
- Big data analytics capabilities
- Global regional networks and channels
- Greater data driven policy
- Interconnected data systems
- Invest in technology as enablers
- Psychological support programmes regarding implementation of new tech (change management)
- Vetting private partnerships to reduce risks
- Use of robots in high-risk situations
- Update of existing crime and criminal databases
- Long term tech strategy - AI, robotics Introducing environmentally friendly tools in view of climate change like electric and autonomous vehicles
- Engagement with the public
- Creating a crime reporting system for major data flow

What shall we **stop**?

- Analog and paper data entry
- Siloed approach
- Discrimination and isolation of certain law enforcement agencies
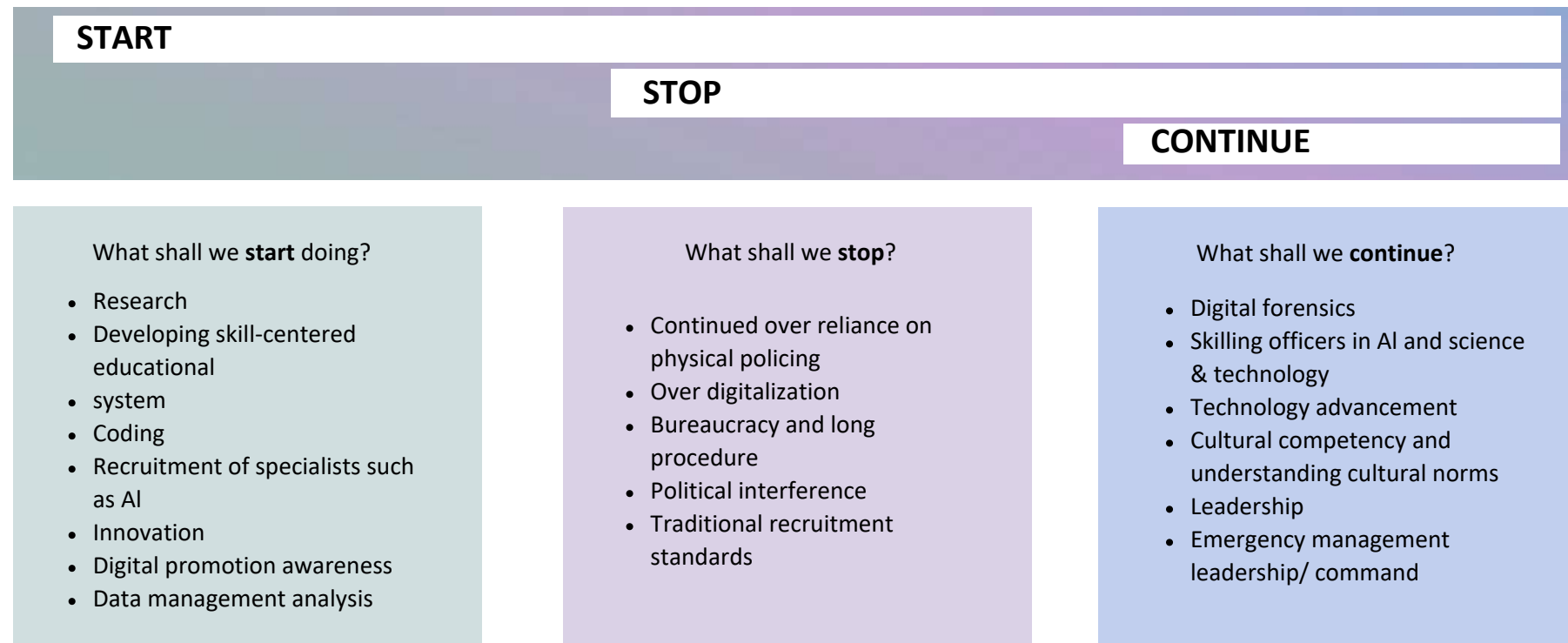
What shall we **continue**?

- Ongoing risk assessment
- Strengthening community dialogue
- Drones for crime scenes Body-worn cameras
- Fostering interoperability agencies
- Sensors, AI and data cleansing
- Research and development
- Sharing of best knowledge
- Better data analytics
- Combining human interface with machine intelligence

3.2. Skillsets

The skillsets required for future police officers will vary depending on their roles, but certain core capabilities are essential to adapt to evolving challenges. Digital literacy and technological proficiency are increasingly critical, with officers needing skills in digital communication, data security, and technology usage tailored to their duties. Specialized expertise in areas like cybercrime, digital forensics, cryptography, and AI-enabled policing will also be in demand as law enforcement tackles the complexities of modern crime. Alongside these technical skills, future officers would need to embody core values such as resilience, integrity, and accountability to navigate the heightened demands of policing, including exposure to violence and the dynamic challenges of public trust and technological adaptation.

Strong interpersonal skills and emotional intelligence are equally vital for fostering trust and engaging with increasingly diverse communities. Officers should be adept at de-escalating conflicts, building community relations, and navigating cultural differences, as crime transcends borders and societies grow more interconnected. Recruiting and retaining qualified personnel will require innovative strategies to attract tech-savvy Millennials and Generation Z candidates, with a focus on work-life balance, mental health support, and flexible arrangements. Police training academies will need to modernize curricula, emphasizing e-evidence handling, psychological skills, and continuous learning to ensure officers are equipped to meet future challenges. Digital learning technologies, while promising, should address issues like digital fatigue and ensure meaningful socialization opportunities for recruits.

START

STOP

CONTINUE

What shall we **start** doing?	What shall we **stop**?	What shall we **continue**?
• Research • Developing skill-centered educational • system • Coding • Recruitment of specialists such as AI • Innovation • Digital promotion awareness • Data management analysis	• Continued over reliance on physical policing • Over digitalization • Bureaucracy and long procedure • Political interference • Traditional recruitment standards	• Digital forensics • Skilling officers in AI and science & technology • Technology advancement • Cultural competency and understanding cultural norms • Leadership • Emergency management leadership/ command

- Cyber fraud at recruitment level
- Knowledge and response on technology facilitated abuse
- Multicultural skills and diversity
- Retraining current officers
- LGBTQ+ security
- Psychological training (stress/anger/anxiety/fear)
- Different levels of skillsets
- Fintech Digital literacy at recruitment level
- Lateral progression upscaling

- Improving digital literacy knowledge of managers
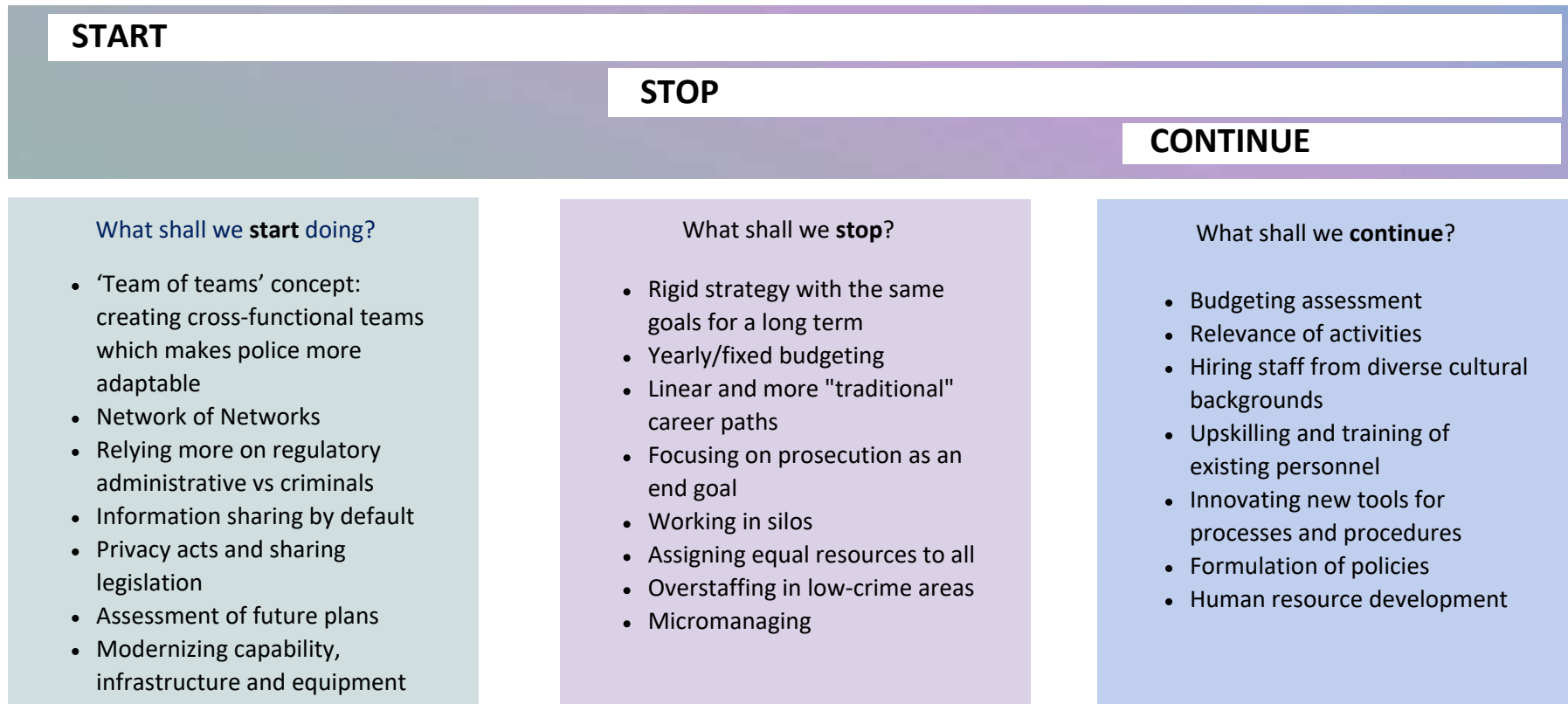- Team management
- Mental health trauma-informed awareness
- Research
- Local communities to participate in stability and application of law
- Traditional crime analysis
- Basic awareness
- Improved collaboration
- Adaptability
- Training and education
- Best practices for international cooperation
- Social skills
- Psychological training
- Communication and language skills

3.3. Processes and Procedures

To meet the growing sophistication, complexity, and trans-nationalization of crime, policing is likely to need new policies, procedures, and organizational structures. It is also important to focus on people, for instance by providing staff with the necessary reskilling or upskilling, or by co-creating with end-users of new systems. Especially to enable more effective and timely cooperation, law enforcement organizations may need to connect to the skills, expertise and resources that are available within different units and to a broader 'ecosystem' of partners, including volunteers, public services, and private sector expertise. To address the talent shortage and attract necessary technical skills, police organizations could have the choice between developing talent in house or outsourcing.

Will policing remain a job for life in the future, or if it will follow broader labor market trends towards more flexible and varied careers? Some police chiefs have reported an increasing trend of mid-career officers leaving policing for private sector roles. On the other hand, in many police organizations there are now more entry routes for experienced professionals at inspector and superintendent level. Further breaking silos between organizations in the security realm - including the police, armed forces, customs, and border control - could provide greater flexibility and continuity to policing careers. This flexibility could even be extended at the international level, by enabling more officers to be seconded to organizations in other countries.

START

STOP

CONTINUE

What shall we **start** doing?	What shall we **stop**?	What shall we **continue**?
• 'Team of teams' concept: creating cross-functional teams which makes police more adaptable • Network of Networks • Relying more on regulatory administrative vs criminals • Information sharing by default • Privacy acts and sharing legislation • Assessment of future plans • Modernizing capability, infrastructure and equipment	• Rigid strategy with the same goals for a long term • Yearly/fixed budgeting • Linear and more "traditional" career paths • Focusing on prosecution as an end goal • Working in silos • Assigning equal resources to all • Overstaffing in low-crime areas • Micromanaging	• Budgeting assessment • Relevance of activities • Hiring staff from diverse cultural backgrounds • Upskilling and training of existing personnel • Innovating new tools for processes and procedures • Formulation of policies • Human resource development

- Automation and digitalization of criminal procedure and processes
- Joint planning with other governmental agencies
- Allocating resources to priority areas
- Joint training and skilling with prosecution teams and judiciary
- Hiring out of industry and allow alternate career entrance
- Outlining budgeting requirements
- Ambiguity tolerance
- Tolerate failure: the future is uncertain so many things you start may not continue
- Not complicating things Integration of systems for criminal justice actions
- Review of criminal procedure and law to include offenses related to AI

- Ongoing assessment of relevance of activities
- Fast technological adaptation
- Implementing technology neutral laws
- Transparency of investigation work and best practices
- Engaging with more stakeholders
- Strengthening cooperation and collaboration with justice actors
- Being agile
- Sharing information materials via channels on digital basis
- IT departments on frontlines

3.4. Organizational Structure

The demands of modern policing are evolving at an unprecedented pace, prompting organizations to reimagine their structures to harness innovation, technology, and data effectively. Future policing models are expected to transcend traditional boundaries, integrating into a broader public safety ecosystem that includes governmental bodies, private firms, and non-state actors. This interconnectedness will become increasingly vital in a hyperconnected world where crime operates seamlessly across local, national, and international levels. Simultaneously, the growing emphasis on environmental sustainability is driving efforts to align law enforcement operations with global initiatives to mitigate climate impacts, fostering trust and accountability within communities.

To address these challenges, future law enforcement organizations are likely to adopt dynamic, agile, and resilient structures, moving away from rigid hierarchies. Emerging models could feature cross-functional, matrix-based teams designed to respond swiftly to technological advances and evolving criminal threats. By prioritizing adaptability and innovation, organizations can strategically position resources and enhance collaboration across borders. Advanced governance frameworks, decentralized decision-making, and environmentally sustainable practices are anticipated to redefine the role of law enforcement, shaping a safer and more inclusive global society. These forward-looking changes are expected to play a transformative role in equipping law enforcement agencies to navigate an era of rapid change and complexity.

START

What shall we **start** doing?

- Investment in technology & capacity
- Restructuring integrating AI
- Identifying gaps in implementation
- Creating steering group to lead the project
- Technology integration embracing audience technology
- More use of technology
- Open communication
- Public awareness of trends
- Telling our story better
- Engagement officers on the parading shift to policing Incorporation of AI in the policing field
- Acceptability and reliance - developing flexible organization that can quickly adapt to changing social dynamic, public expectation and emerging threats
- Conducting global visit assessment
- Agile system development
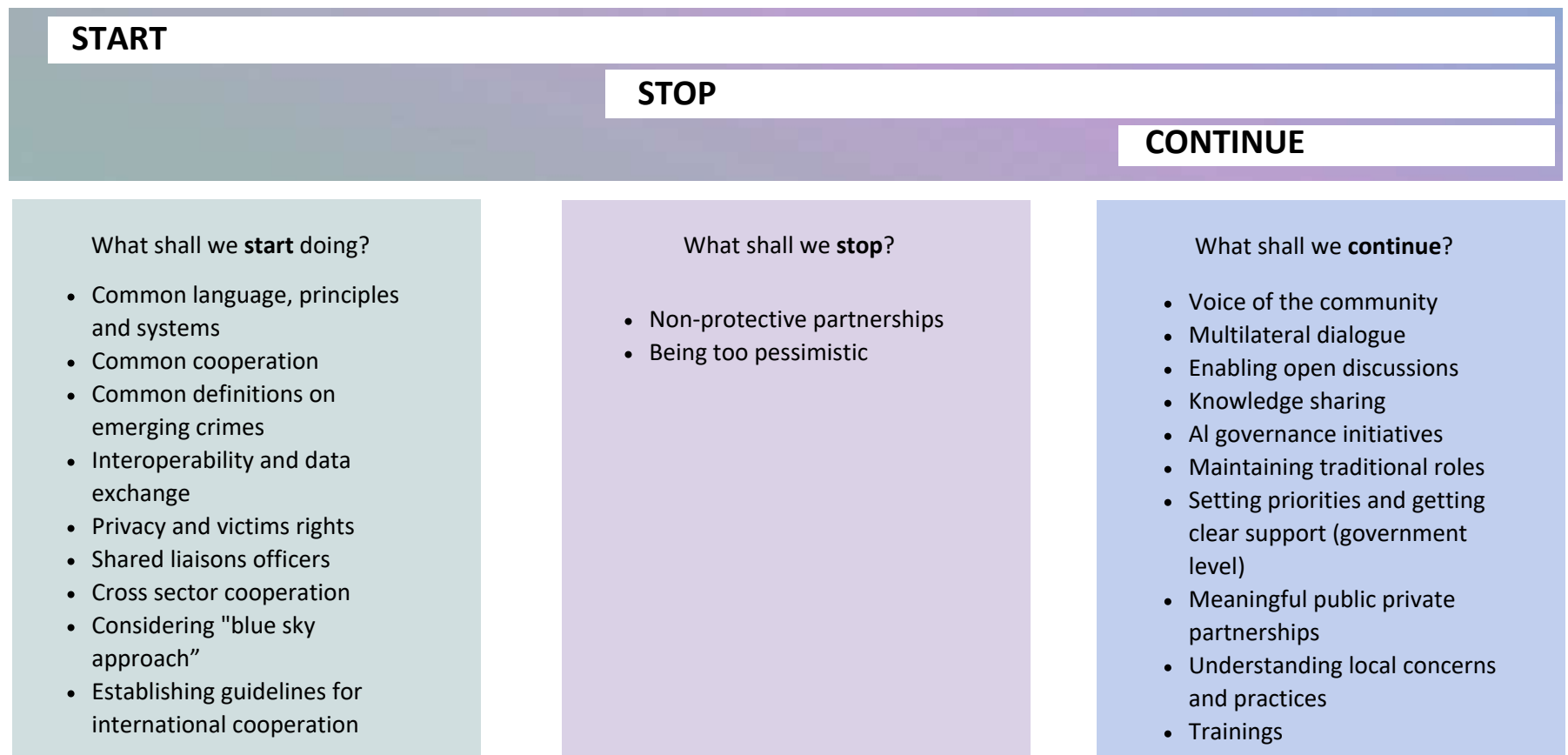- Organizations' specialties

What shall we **stop**?

- Individuality and siloed approach
- Handwriting report
- Thinking of output over outcomes
- Mundane repetitive tasks that can be automated
- Decentered recruitment
- Traditional training
- Pretending that we can do it alone
- Rigidity accepting reality on the ground

What shall we **continue**?

- Developing collaboration among all countries
- Foresight translation in strategy
- Community engagement
- Strategic collaboration
- Using and utilizing intel from civilians or the public
- Upgrading HR and focusing on the capacities on high tech
- Continuing capacity building to all severing members
- Public Private Partnership
- Collaboration with knowledge partner
- Systems integration training
- Engagement with diverse actors to find solutions on emerging crimes
- Innovation and information sharing

3.5. International Cooperation

As crime grows more transnational and complex, international law enforcement cooperation remains indispensable for combating cross-border criminal activities. With no overarching multi-jurisdictional global enforcement entity, effective collaboration between national and regional law enforcement agencies will be essential. However, the evolving landscape raises critical questions about the roles and structures of international policing, including priorities for information sharing, investigative support, and operational capabilities. The rise of regional organizations and non-police actors, such as technology firms and financial institutions, further diversifies enforcement roles, creating both opportunities and challenges. To lead in this multi-layered policing environment, law enforcement organizations should adopt digitally-enabled, networked, and agile models that emphasize stakeholder collaboration over traditional hierarchical approaches. INTERPOL's role as an orchestrator of global security architecture will become increasingly pivotal in aligning strategies to combat transnational crime effectively.

START

STOP

CONTINUE

What shall we **start** doing?	What shall we **stop**?	What shall we **continue**?
• Common language, principles and systems • Common cooperation • Common definitions on emerging crimes • Interoperability and data exchange • Privacy and victims rights • Shared liaisons officers • Cross sector cooperation • Considering "blue sky approach" • Establishing guidelines for international cooperation	• Non-protective partnerships • Being too pessimistic	• Voice of the community • Multilateral dialogue • Enabling open discussions • Knowledge sharing • AI governance initiatives • Maintaining traditional roles • Setting priorities and getting clear support (government level) • Meaningful public private partnerships • Understanding local concerns and practices • Trainings

CONCLUSIONS

The 1st INTERPOL Future of Policing Congress underscored the critical need for collective action to secure the future of global law enforcement. A key message from the Congress is that the future is not only about adapting to change but actively shaping it, with an understanding that this requires a two-way learning process. It is crucial that law enforcement organizations embrace new skillsets, ideas, and perspectives to effectively navigate rapidly evolving challenges, leverage transformative technologies, and foster innovative approaches that redefine policing in a rapidly changing world.

Among various factors, AI has emerged as one of the cross-cutting themes influencing every dimension of future policing. From reshaping skillsets and operational processes to redefining organizational structures and fostering international cooperation, AI serves as both an enabler and a challenge. It offers unprecedented potential to combat new and existing crimes, but it also requires robust governance, ethical vigilance, and an adaptive mindset to address the complexities it introduces.

The Congress underscored that interdisciplinarity, integration, and a commitment to innovation are essential to building a future-ready law enforcement ecosystem. The actions taken by law enforcement today will not only shape the trajectory of policing but also determine the security of global communities for years to come.

The key outcomes of the INTERPOL Future of Policing Congress include:

1. **Envisioning and shaping global policing futures:** Anticipating rapid shifts in global megatrends — spanning social, technological, economic, environmental, and geopolitical domains — is essential to shaping agile, forward-looking strategies that drive innovation and resilience for the better future of law enforcement.
2. **Harnessing transformative and breakthrough technologies:** Leveraging technologies like AI, quantum computing, and blockchain hold the potential to revolutionize crime prevention, detection, and investigation. Their ethical and strategic adoption will define the future capabilities of policing, amplifying the effectiveness of policing systems based on trust.
3. **Fostering interdisciplinary and cross-sector collaboration:** The future demands law enforcement to collaborate seamlessly with diverse sectors, disciplines, and nations or non-state actors, uniting expertise to address complex, global challenges and threats. Embracing interdisciplinary, cross-sector and transnational partnerships will enable collective intelligence to devise global solutions.
4. **Redefining policing roles and models:** Rethinking traditional policing models and integrating new policing frameworks — such as adaptive organizational structures, AI-powered operational strategies, and sustainable practices — will be crucial. Embedding agility into its evolution will enable law enforcement to tackle emerging threats with resilience and efficiency.
5. **Cultivating visionary leadership for global security**: Future policing requires leaders who can champion ethical decision-making, digital trust, and global cooperation. It will be essential to equip the leaders to effectively navigate complex dilemmas and drive transformative change to ensure safety and security in an interconnected and rapidly changing world.

The Congress also highlighted the critical role of trust and inclusivity in driving progress. As law enforcement navigates a rapidly changing world, prioritizing strong relationships with communities and fostering collaboration across public, private, and international sectors will be essential. By leveraging the insights shared at the Congress, the global law enforcement community can embrace a future that balances technological advancement with ethical responsibility, ensuring a safer, more resilient, and agile approach to policing. The dialogue initiated here marks the beginning of a collective journey toward a safer future, driven by sustainable and transformative change.

INTERPOL