Strategic Research Agenda for the Police
2023-2026

THE THIRD STRATEGIC RESEARCH AGENDA FOR THE POLICE

POLITIEACADEMIE

Strategic Research Agenda for the Police 2023-2026

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Colophon

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Introduction

1. Introduction

This is the Strategic Research Agenda for the Police 2023-2026. This agenda contains the strategic knowledge themes of the police for the research carried out by the Police Academy and the research outsourced to and carried out by third parties.

Introduction

The Strategic Research Agenda is an instrument for the police to '*bring more focus and coherence to research conducted for, by or on behalf of the police and to improve their impact on education, policy and professional practice*'. The agenda enables the police, the Police Academy and other parties to work together on knowledge building and knowledge transfer for the benefit of the police organization. The broad domain of policing is taken into account, with special attention to new and expected developments, and a wide range of scientific disciplines are called upon. The agenda has a guiding and facilitating role for research practice. Knowledge and expertise that the Police Academy does not have in-house can be outsourced to academic and professional universities and other research institutions through the Knowledge & Research Committee (CKO[1]) of the Police Education Council. Other knowledge institutions can also contribute by their own research.

In accordance with the Police Act 2012, the Minister of Justice and Security sets the Strategic Research Agenda at least once every four years on the advice of the Police Education Council. Based on this agenda, the director of the Police Academy annually determines the research programme of the Police Academy and the scientific research to be outsourced.

Two Strategic Research Agendas have now been drawn up by the Police Academy. The first agenda covered the period 2015-2018, the second covered the period 2019-2022. The first agenda formulated eight themes divided among four categories, after consultation with stakeholders and an analysis of developments in relevant domains and existing knowledge. These themes were divided on the basis of expertise among the Police Academy and scientific research to be outsourced to third parties via the CKO. The second agenda was largely based on the strategic knowledge needs of the police. Formulating one's own knowledge needs in 2019 was an important step in the movement from supply-oriented research to needs-oriented research. Both agendas have been of added value for better identifying the knowledge needs of the police and for programming research conducted for, by or on behalf of the police.

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1   In addition to the police, the CKO includes the Police Academy, representatives of the Public Prosecution Service, scientific researchers, a police union and the Regional Mayors, chaired by an independent chairman.
    A representative of the Ministry of Justice and Security is an advisory member. The outsourcing takes place under the responsibility of the director of the Police Academy.

The Strategic Research Agenda 2023-2026

The experiences and lessons learned from the previous agendas have been applied in drawing up this new agenda. This has led to a new design of the Strategic Research Agenda 2023-2026.

More focus and coherence

The first important observation of the stakeholders is that the previous agendas lacked sufficient focus; the police and their knowledge partners prefer to opt for a specific number of themes, whereby targeted investments can be made in structural knowledge building and impact. Because we are working towards a longer time horizon than the four-year agendas for the purpose of structural knowledge building, we have chosen to recalibrate the themes of the current agenda, and looked at the subjects that will remain relevant in the coming years. This has led to a selection of four strategic knowledge themes, which are described in Chapter 2: the police organization, social interaction, police capacity and power to change.

Secondly, the Strategic Research Agenda guides and facilitates scientific research by and for the entire police force. In practice, the agenda mainly guided the research by the Police Academy and the research outsourced via the CKO. However, the research landscape within the police has expanded considerably in recent years and the police collaborate with various knowledge institutions in all kinds of areas on police-relevant research. The new Strategic Research Agenda 2023-2026 for the police takes this into account and facilitates dialogue and co-creation with external knowledge institutions. The contributions made by external knowledge institutions toward the knowledge needs of the police, because they work with similar knowledge

themes, are addressed in Chapter 3. How the long-term lines of research of the Police Academy – mainly implemented in the new Centres of Knowledge - contribute to structural knowledge building on the strategic knowledge themes of the police force is described in Chapter 4.

More interaction and dynamics
The new strategic knowledge themes of the police are deliberately formulated in an open manner and are an invitation to enter into discussion with scientific researchers about the required research. Thirdly, it has been found that all parties involved need more interaction and dynamics in the operationalization of the research themes. To achieve this, we will work with Knowledge Platforms from 2023. The Centres of Knowledge of the Police Academy act as a spider in the web. We bring together research buyers and researchers at the Knowledge Platforms to identify researchable issues within the strategic knowledge themes and to coordinate programming. The aim of the tables is to translate the knowledge needs around a specific issue into relevant and interesting questions for scientific research and to examine the use of this knowledge in practice. These ambitious Knowledge Platforms, which enjoy much support by the police and their stakeholders, are discussed in Chapter 5.

Free space and more flexibility
In addition to research conducted within the context of the Strategic Research Agenda, there is space to conduct other police-relevant research. As the police, we must not only look from the inside out, but also from the outside in. The police view scientific researchers as strategic partners because they can make a crucial contribution to building new, reliable knowledge that helps the organization move forward. It is of great social importance to subject the police and the functioning of the police to scientific research. Society, the safety of which is one of our greatest social concerns, benefits from a well-functioning police force. Scientific researchers can and must make a substantive contribution to the social debate about the police and their functioning.

The programming of research on the strategic knowledge themes is recalibrated annually based on current events and acquired knowledge. This allows the police to respond flexibly to social changes, while achieving structured knowledge accumulation on relevant knowledge themes.
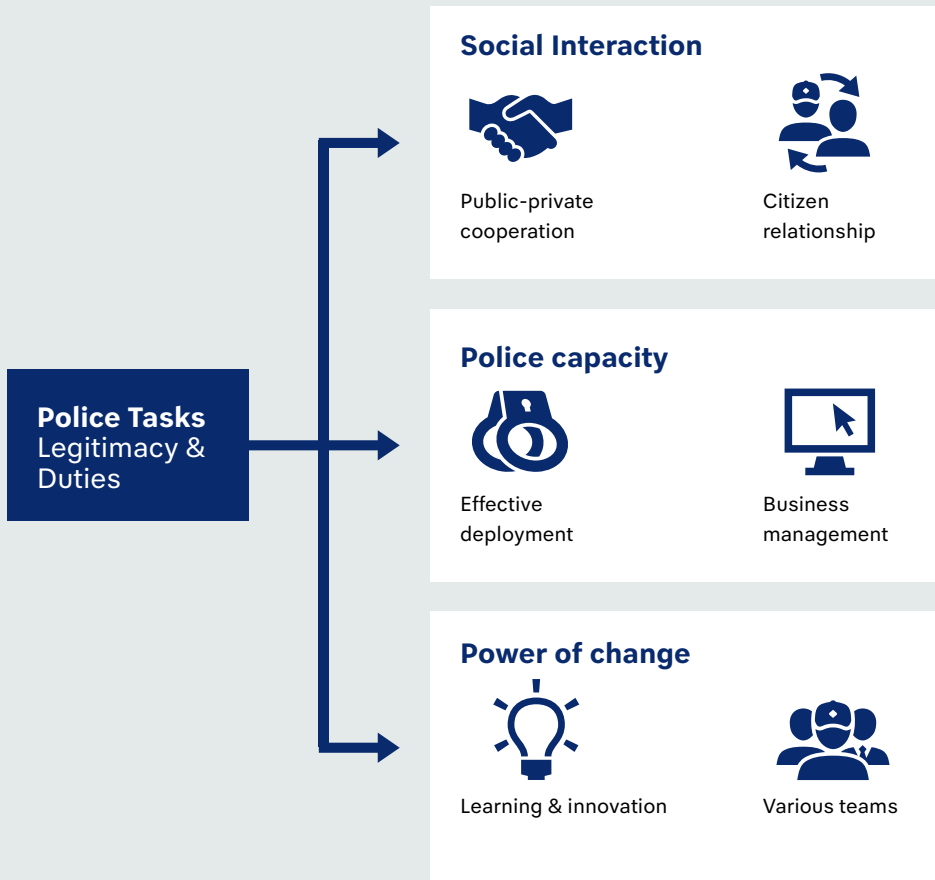
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Strategic
knowledge themes

2. Strategic knowledge themes

In 2019, the police formulated their strategic knowledge needs for the first time. This was an important step towards structured knowledge building and improved implementation. In anticipation of the Strategic Research Agenda 2023-2026, the police reassessed and updated their strategic knowledge needs in 2022.

The police have organized their knowledge needs for the coming years according to four strategic knowledge themes: 'police organization', 'social interaction', 'police capacity' and 'power to change'. These four themes need to be examined as to what is going well and where, on reflection, improvements could be made, among other things in view of our current era and complex social challenges such as digitalization, social unrest and sustainable employability. Under the knowledge theme of police organization, the subjects of legitimacy and police tasks are central. Social interaction specifically concerns public-private partnerships and relationships with the public. The subjects in the knowledge theme of police capacity are effective deployment and business operations. Power to change within the police involves building knowledge on the learning culture, innovation and the strength of diverse teams. These themes also fit into the Security Agenda 2023-2026 of the Ministry of Justice and Security, and include subjects such as undermining (subversion), digitized crime, connections to society and intelligence.

Strategic knowledge needs

Police Tasks
Legitimacy &
Duties

Social Interaction

Public-private
cooperation

Citizen
relationship

Police capacity

Effective
deployment

Business
management

Power of change

Learning & innovation

Various teams

Theme 1: Police Organization

The world is constantly changing. Organizations and private individuals are faced with new online threats. The Covid-19 pandemic has also drastically changed our living environment and given rise to new tensions. As a police organization we need to keep pace. How do the police ensure that they take the action required and that the way in which this is done inspires confidence, without taking on too many tasks, but simultaneously creating clarity for chain partners and the public? This is one of the themes needing to be scientifically researched.

Legitimacy

Which police actions contribute towards legitimacy in society? What does it take to be a reliable and professional police force?

Having the basic functions of the police in good order - such as providing assistance and preventing social disruption - contributes to the legitimacy of the police. Public sentiments are changing rapidly. How should the police deal with change in this area? In the event of a burglary, the public and organizations know where to find the police, but how do they assess our assistance in the event of a cyber-attack? Currently, only 5 percent of cyber cases lead to arrests. If we want to be a similarly effective police force in the virtual domain, major steps must be taken.
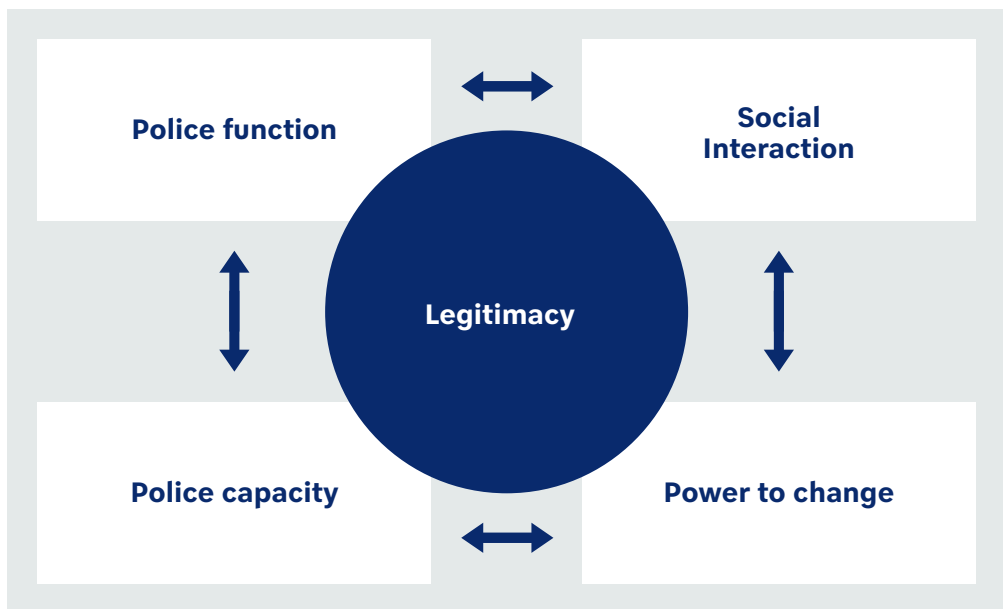
Tasks

What tasks can the police be responsible for?

Increasing threats of excessive force have put the security system under more pressure than ever. The result is an overloaded system needing monitoring and protection. The police as a frontline organization are the first to be confronted with social problems that other government partners do not yet have a suitable answer for. If partners are unable to perform their specialist

tasks, the police are often placed under additional burden. The police are not (always) sufficiently equipped for this. It's important to get the basics in order and that the police take on those tasks for which they are responsible. The Inspectorate of Justice and Security has indicated that the police need an integrated vision of task performance.[2] What are the police responsible for, what can be set up together with public-private partners and what is the role of citizens?

Theme 2: Social Interaction

The police want to be locally anchored in society in order to know what is going on. A police force that knows and understands what is going on can work on that basis in a context-driven and problem-oriented capacity. This means realising sustainable solutions together with citizens and partners by tackling problems together. Presence on the street and being accessible and close-by are crucial conditions for our effectiveness and legitimacy. In the digital domain, on the other hand, criminal processes extend beyond physical national borders, and we must act in a different way. Social interaction means paying attention to what citizens expect from the police and to what the police expect from citizens. Transparency and communication are of great importance. Citizens play a role, as do our partners. Defining roles, exploring the boundaries of legal powers and identifying shared responsibilities in the security domain are necessary to outline the part for which the police are accountable.

Public-private cooperation

What are effective ways of collaboration and how can they be guaranteed? The police use public-private partnerships (PPP) as a means to achieve safety results. "Cooperation provides knowledge and thinking power and there is room for unforeseen ideas (1 + 1 = 3)," the PPP vision states. Within this vision, work and responsibilities are divided and each party is accountable for its share. Parties explore opportunities together and become acquainted with each other's room for manoeuvre. That space changes due to trends and developments. Public-private partnerships help the police to be flexible in their role and to adapt to changes in society. This theme is also about uncovering effective ways of working together. Increasingly, private organisations playing a role in investigations. This has consequences for the work of the police and leads to more coordination of processes. Another issue is data ownership. The police need an adequate policy theory that guides the collection and analysis of information. What knowledge do the police need to achieve goals? How can that information be collected and who is best able to do this?

Citizen relations

How can the police involve citizens in tackling safety problems?
The relationship between citizens and police is complex and multifaceted. Not only do the police ultimately serve the public, they are also largely dependent on citizens to properly perform their tasks.[3]

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2   In line with the wishes of the Dutch House of Representatives and the recommendation of the WRR, the Ministry of Justice & Security will look in depth at a reassessment of the police function, its interpretation and the performance of tasks by the police in this respect.

3   This also concerns citizens' expectations of the action of the police (legitimacy).

At the same time, the same citizens are becoming increasingly independent. Supported by technology and widely available knowledge, they are increasingly taking on tasks that were previously the responsibility of the police, such as enforcement, investigation and assistance. On the one hand, the police are committed to making citizens resilient to traditional and online crime and helping them become aware of their own role, such as in the case of drug use. On the other hand, the police aim to involve citizens more in the daily activities of their organization. The question is how this is best done by the police.

Theme 3: Police capacity

In times of increasing social unrest, hardening between various groups in society, tightness on the labour market and understaffing within the basic and investigation teams, there is a great need to use the scarce police capacity efficiently. The scarcity is caused by a combination of expanding operational strength and the simultaneous retirement of many police employees. An increasing demand for large-scale deployment to maintain public order and monitor and secure the contribution to the system has a direct impact on the connection with society. Context-driven and problem-oriented collaboration is seen as an urgent issue. However, because the emergency aid process entails enormous capacity pressure, the police are unable to focus on other priorities. Moreover, due to the constant withdrawal of capacity for other activities, the work of the basic teams is deteriorating. However, tackling problems at the front should reduce the number of incidents at the back. It is therefore essential to organize processes better and to make smart use of new technologies, so that crime can be tackled more effectively.

Effective deployment

How can crime that is not bound by national borders be effectively tackled?
An increasing amount of attention is being paid to the effectiveness of tackling safety problems. Tackling online crime as well as undermining (subversion) and public safety require new working methods, and possibly also new powers. In order to intervene in the systems of undermining, it is crucial to map its 'fertile ground', and to consider vulnerability analyses of local communities and their institutions. 'The police must raise their collection of knowledge and analysis to a higher level in order to gain a clear picture of undermining,' said the Schneiders committee, which has investigated bottlenecks within the National Unit. Knowledge questions that have emerged are: what are examples of successful interventions outside criminal law? How do you ensure that your employees are sufficiently equipped for these and what is the role of our safety partners? According to the Justice and Security Inspectorate, police officers alone are not equipped to effectively implement an administrative approach to undermining; this is a joint task.

Business management

How can police work be organized more efficiently?
An integrated assessment framework is needed to make and justify well-founded capacity choices. A framework that also takes into account the perspective of business operations. Can we deliver good results by using people and resources differently?

Where possible, the police thereby use innovation and technology. The question here is how citizens respond to the digital approach and whether the police will not become vulnerable and dependent on market parties and countries. The use of technology in police work also has consequences for the employee, both as a professional and as a person. Questions about the

professional space required and the handling of ethical issues need to be further investigated. In order to be able to respond to developments and new forms of crime that affect the police organisation, business operations must be flexibly organized. There must be room for the human dimension, where local needs do not match centrally organized processes. In the area-based police development agenda, this has been translated into 'organizing small on a large scale'. A good definition of the human dimension is still lacking. If you need to scale up in teams, you must also be able to scale up in terms of business operations.

Theme 4: Power to change

An analysis of a large number of police-relevant studies conducted in recent years has shown that too little research has been conducted into the police organization's own actions. Self-reflections at an organizational and individual level are not self-evident and furthermore, successes are rarely shared more widely. The studies included in the analysis also paid little attention to diversity. New developments provide new work and require different skills and training. Police colleagues must learn digital and analytical skills and gain knowledge about cooperation partners and network management. This includes questions such as: how should we deal with cyber threats coming our way and how as the police do we adequately deal with internal prejudices? How do you prevent internal polarization? How do you ensure that police colleagues with a migration background or another background feel at home in the organization?

Learning culture

What is needed at the level of the employee, the team, the organization and leadership to promote a learning culture?
The police aim to be a continuously learning organization. This requires knowledge about how the police can learn and innovate. To further strengthen the learning organization to help it adequately respond to new developments, a learning culture is required which pays attention to self-reflection and collective learning processes and which stimulates individual learning. For this, conditions must be created at the level of the organization and coaching leadership must be promoted. The police can learn from partners by exchanging lessons learned. Researchers can also provide insight into effective ways of learning and development.

Innovation

How can successful experiments and innovations be widely implemented?
Scaling up successful projects is a theme that the police have struggled with to date and which has received has a lot of attention in the portfolio plans. For this theme, it is important to discover how successful pilots can be shared with other teams and units. Units and basic teams experiment with how they can organize work differently. Small-scale research indicates that these experiments are often successful. They lead to better results and to higher employee satisfaction. However, thorough evaluations (meta-evaluation) and monitoring are lacking.

Diversity of teams

What mix of employees within teams is needed?
In order to tackle the growing number of complex issues and new developments facing the police, there is a need for teams with a diverse composition. In line with the findings of the Schneiders committee, researchers from different disciplines could strengthen the operational teams. Based on their expertise they can contribute towards greater insight into the underlying systems of crime. The documentary 'The Blue Family' has accelerated the need for change with regard to safety and inclusivity within teams. How do we combat exclusion, discrimination and

racism within our own force? Experience also shows that the presence of diversity among those involved, both inside and outside the police organization, creates space for new, innovative and creative solutions. Diverse teams consist of people with a mix of different backgrounds, expertise, genders, education (including technical) and executive and non-executive colleagues. A development has already been initiated within the force to supplement investigation teams by forensic specialists and intelligence employees. Research is needed to find out whether this works and how it can be used more broadly. Diversity within our teams will help us further develop into becoming even more of a police force for everyone, both in the internal and the outside world.

In the coming chapters we will demonstrate how the lines of research of the Police Academy contribute to structural knowledge building on the knowledge needs of the police, and specifically towards strategic knowledge themes of the police organization, social interaction, police capacity and power for change. The knowledge agendas of other knowledge institutions can also contribute to this knowledge accumulation. The main strategic knowledge partners are briefly mentioned in the next chapter.

3

Knowledge building for the Police

3. Knowledge building for the Police

Various parties contribute, through research, to structural knowledge building for the police, including on strategic knowledge themes. The Police Academy itself conducts practice-oriented research in Centres of Knowledge. Research can be outsourced to third parties through the Police & Science programme. In addition, other knowledge partners can contribute to the knowledge needs of the force.

Lines of research of the Police Academy

Most of the Police Academy's research is conducted within the new Centres of Knowledge. In its Strategic Agenda 2022-2026, the Police Academy formulates the ambition to strengthen its position in the research landscape and to increase its added value within the police knowledge ecosystem. The Centres of Knowledge provide more connection, focus and value within practice-oriented research. This movement is in line with developments within universities of applied sciences that face similar challenges. The focus within the Centres of Knowledge is on knowledge building and knowledge dissemination around professional and professional development, in line with the operational task areas of the police (community policing, criminal investigation, intelligence) and on human behaviour in the police context. This connection leads to four Centres of Knowledge: 'Local Police Work', 'Criminal Investigation', 'Digitalization, Intelligence & Technology' and 'People & Police Organization'. In the Centres of Knowledge, the Police Academy develops new knowledge and insights into co-creation with practice, education and other knowledge institutions, by conducting and initiating practice-oriented research.[4] This research also contributes to structural knowledge building on the strategic knowledge themes of the force. This is discussed in detail in the next chapter.

Because the Police Academy knows what it is like to conduct research within the police organization, it is also a natural partner for external knowledge institutions that want to conduct research within and together with the force. For further impact, the researchers at the Police Academy can use their unique position with regard to police education and police practice, while maintaining the independence of research (nearby distance). The Police Academy also uses the broader knowledge infrastructure of the police within the knowledge management process.

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4   The Police Academy has shared Lectorates at HAN University of Applied Sciences, Amsterdam University of Applied Sciences, Saxion University of Applied Sciences, Avans University of Applied Sciences, NHL Stenden University of Applied Sciences and there are professorships at the VU Amsterdam, the University of Humanistic Studies, the University of Groningen and the Open University. A lecturer from the Police Academy also has an appointment at TNO.

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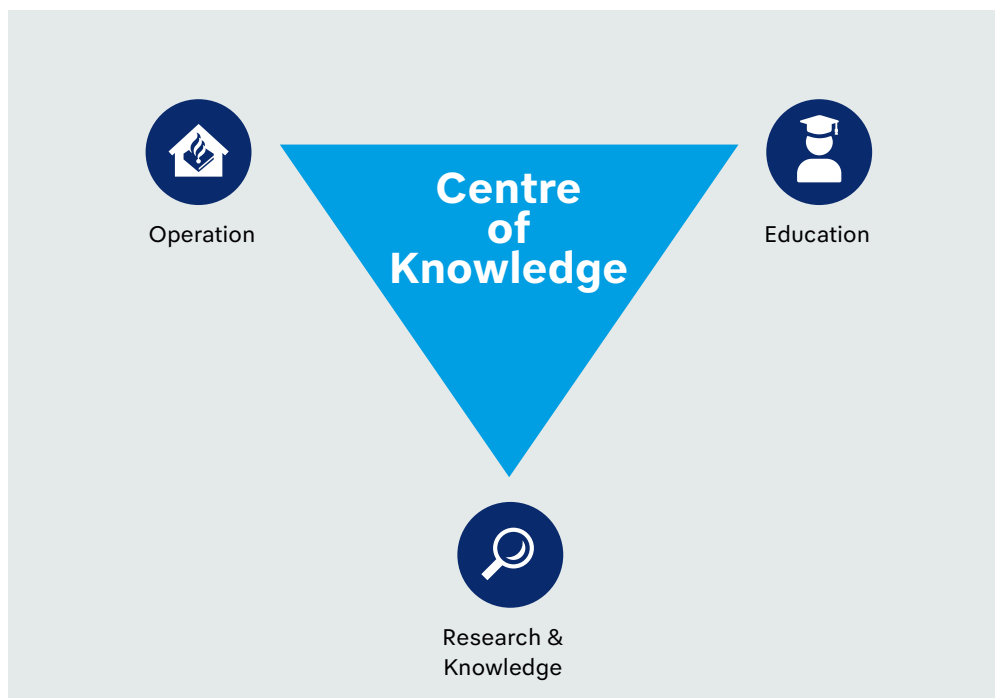
Research Programme Police & Science

The research that is outsourced to academic and professional universities and (commercial) knowledge institutions via the Knowledge & Research Committee in the context of the Strategic Research Agenda forms the Police and Science research programme. This programme supplements the strategic knowledge themes where the Police Academy itself has little or no expertise in-house and/or when it is desirable for an external party to conduct the research. The research programme is updated annually on the basis of a so-called call: this is an open registration for scientific research on further developed research themes. The research programme falls under the final responsibility of the director of the Police Academy and is financed through an annual contribution from the Ministry of Justice and Security. There is systematic coordination between the annual programming of the Police Academy and the call from Police & Science.

Research agendas of knowledge partners

In addition to other police researchers - such as the Analysis & Research teams of the police units where practice-oriented and applied scientific research is conducted with partners on local and national issues - external knowledge partners also contribute to the strategic knowledge needs of the force, particularly where the same prioritized knowledge themes exist. The force aims to have the Centres of Knowledge of the Police Academy increasingly function as a spider in the web for joint knowledge building and knowledge transfer.

The police cooperate with other knowledge institutions in various ways to build knowledge and in this capacity, are involved in various external research groups, expertise centres and knowledge platforms. This involves collaboration with both individual researchers and commercial research agencies, but also with almost all Dutch academic and professional universities. In the context of the Strategic Research Agenda, we make a distinction between formal collaborations with other knowledge partners (this concerns joint knowledge agendas for which the police sometimes act as co-financier or for which an earmarked budget has been made available) and parties that conduct research within the police, based on their own knowledge agenda. Joint knowledge agendas have been drawn up with, among others, the Dutch Organization for Applied Scientific Research (TNO), the National Study Centre for Crime and Law Enforcement (NSCR), the Centre for Security and Digitalization (CVD), the Cyber Science Centre (CSC) and the Leiden University (LEI)[5]. In the near future, together with these knowledge partners, the police will explore whether the research programmes can be more closely coordinated. The Scientific Research and Documentation Centre (WODC[6]), the Association of Universities of Applied Sciences (VH) and the Strategic Centre of Knowledge for Subversive Crime (SKC) have their own knowledge agendas within which a lot of police-relevant research is conducted. As the police, we also want to benefit from the insights that arise from this. For a brief overview of the various partnerships and associated research agendas, please refer to the appendix.

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5 New collaborations can also be entered into during the term of this agenda.
6 In addition to the WODC's annual programming, the Directorates General of the Ministry of Justice and Security also have their own knowledge agendas. See, for example, Knowledge Agenda 2023-2025 of the Directorate General of Police and Security Regions.

4

Contribution
Police Academy to
knowledge building

4. Contribution of the Police Academy to knowledge building

The lines of research of the Police Academy contribute to structural knowledge building on the strategic knowledge themes of the police, and on the more operational knowledge needs of the force.

Within the Police Academy, research is conducted in four Centres of Knowledge: 'Local Police Work', 'Criminal Investigation', 'Digitalization', 'Intelligence & Technology and People & Police Organization' - on the basis of long-term lines of research. Furthermore, knowledge is built up in the joint Line of research 'Learning & Development' and knowledge is bundled in the separate Line of research Undermining (subversion). The lines of research themselves and the link with the strategic knowledge themes are described in more detail in this chapter. The figure below shows which knowledge themes are contributed to by the Police Academy. The research conducted by external knowledge institutions in the Police & Science research programme is complementary to the research of the Police Academy itself and supplementary to the strategic knowledge themes.

Knowledge building	Police organization Legitimacy Tasks	Social Interaction PPS / Citizen relationship	Police capacity Effective deploy-ment of business management	Power to change Learning & Innovation Diverse teams
Lines of research Centre of Knowledge Local policing	●	●		
Lines of research Investigation Centre of Knowledge		●		●
Lines of research Digitalization, Intelligence & Technology Centre of Knowledge	●		●	●
Lines of research Centre of Knowledge People & Police Organization	●			●
Line of research Learning & Development				●
Line of research Undermining (subversion)		●	●	

Centre of Knowledge Local policing

The Centre of Knowledge Local policing conducts research into area-based policing, care & safety and conflict and crisis management within the lines of research: 'connected police work', 'context-oriented work', 'people and groups in vulnerable situations' and 'violence and danger management'. The Centre of Knowledge contributes to knowledge building on the strategic knowledge themes of 'police organization' and 'social interaction'.

Police Organization

The first two lines represent the Centre of Knowledge's view on local police work and the practice-oriented research that is emphatically embedded in it. This involves building up knowledge on the knowledge theme of police organization, because researchers generally look at the police task.

1. Line of research : 'Police work connected'

The police are at the heart of society, on the frontline of social problems. Their social function requires that they maintain a connection with the changing living environment of citizens, understand which social problems fuel incidents and adapt to new tasks in a timely manner. They work together with citizens and other parties in the neighbourhood on issues such as safety and quality of life. It is important to realize that the relationship between citizens and security partners is continuous and inevitable. The focus within this line of research is on the ability of the police to shape that relationship in such a way that connection can arise, also known as relational craftsmanship. An important theme here is investigating social segregation as a decisive barrier to effective police work. How can the police identify polarization in neighbourhoods, prevent escalation and restore broken relationships?

2. Line of research 'Context-oriented work'

Police work in the neighbourhood must relate to local problems, but that is not easy. Increasingly, the local arena is influenced by global developments. Drug crime is a compelling example of this so-called 'glocalization', ranging from rip deals in the port of Rotterdam to XTC waste dumps in the Brabant countryside. The reception of asylum seekers is also a 'glocal' theme, in which global and national developments in districts and neighbourhoods acquire their own

dynamics. Examples range frrom the dire situations in Ter Apel, to the nuisance caused by asylum seekers who have exhausted all legal remedies at stations.

Context-oriented working raises a number of questions. How do police officers within and outside police work tackle emerging and complicated problems together? How can the police contribute to increasing citizens' resilience to subversion? And how do the police get a grip on the digital world that increasingly influences local police work?

Social Interaction
The last two lines of research of the Centre of Knowledge are content-related and pertain to current and urgent issues in society. Here, knowledge is built up on the theme of social interaction, given the great focus of research on cooperation with citizens.

3. Line of research 'People and groups in vulnerable situations'
The police task is often also a care task. Operational police personnel frequently come into contact with citizens with psychological and/or addiction problems that cause a nuisance and (feelings of) insecurity among the public. These are people with misunderstood behaviour who cause a nuisance, need assistance, are unable to cope or behave dangerously or criminally. This line of research examines how the police collaborate with other parties in the neighbourhood to deal with these problems.

The police also have to deal with violence in dependency relationships. The Centre of Knowledge conducts research into violence in dependency relationships in the family, within institutions and as a result of human trafficking. The police, together with other parties (such as Veilig Thuis and the GGD), are tackling this issue. The Centre of Knowledge focuses specifically on dealing with these vulnerable victims and on prevention options. Decentralizations in the social domain give rise to local differences in the approach to numerous security and crime issues, including the tackling of misunderstood behaviour and violence in dependency relationships. This raises new questions about cooperation between the police and local partners.

4. Line of research 'Violence and danger management'
Because of their power to use force, the police may and in some cases must sometimes use force, for example in daily interactions with citizens and in more infrequently occurring large-scale disturbances. This is accompanied by various issues surrounding ethics and legitimacy and sometimes raises tensions, for example tensions related to the necessary contextual focus and potential relational and social effects.

In the violence and danger management Line of research we try to formulate answers to questions such as: what can the police and individual police officers do? What is fair and ethical in the use of force and danger management? As the police, how do we continually communicate carefully to citizens? What are the advantages and disadvantages of current and new means of force within the contexts in which police officers carry out their work?

Centre of knowledge Criminal investigation

The Investigation Centre of Knowledge conducts research into generic and specialist investigations within the lines of research: 'citizen investigations', 'knowledge mobilization', 'criminal investigation', 'forensic investigation and police interviews'. The Centre of Knowledge's research is in line with the strategic knowledge themes of 'social interaction' and 'power for change'.

Social Interaction

As more and more partners emerge in the investigative field, attention is paid within the Centre of Knowledge to working in (new) security coalitions. Increasing self-reliance and accountability mean that an increasing number of parties are playing an active role within the safety domain. Criminal investigators work together with various public and private partners. Preventing and detecting crime requires new forms of cooperation, where utilizing everyone's expertise is crucial. The relevant lines of research contribute to knowledge building on the knowledge theme of social interaction.

1. Line of research 'Citizen investigation'

Citizens have more options than in the past to conduct investigations themselves and both solicited and unsolicited, act as partners of the police. Technological progress means that citizens can access increasing amounts of information and organize themselves in permanent and fluid forms of cooperation, both in the online and in the physical world. The police must relate to this phenomenon. Roles that citizens (can) fulfil within these new relationships vary from supporting the police (citizen participation) to leading/taking initiative (police participation). Research into citizen participation in the Centre of Knowledge mainly focuses on general trends, specific case studies and underlying drivers. Based on these general and case-specific developments, the Centre of Knowledge conducts research into new relationships and forms of cooperation between the police and citizens in investigations. By assessing these forms of collaboration, new boundaries are explored and researched.

2. Line of research 'Knowledge mobilization'

Police work cannot be seen separately from its dynamic social context, in which technological changes in particular occur in rapid succession. Although criminal investigation keeps up with it professionally, these changes are not happening fast enough

to keep up with social developments. As a result, criminal investigation is increasingly dependent on knowledge osmosis, whereby knowledge and expertise are (temporarily) absorbed into the own organization. The research focuses on the question of how such working methods can be used in investigations and on the contribution that these forms of collaboration make to practice. Research by the Centre of Knowledge focuses not only on internal police cooperation, but also on sustainable forms of cooperation with private parties. This knowledge mobilization increases the effectiveness of a repressive approach and opens the doors to alternative forms of settlement outside the criminal justice chain, with the aim of increasing the social effect of interventions.

Power to change
The Centre of Knowledge also focuses on the further development of the criminal investigation profession. Investigation takes place within a criminal law framework, and the quality is regularly the subject of social debate. This concerns both the quality of investigative skills (such as the police interview or drawing up an official report or forensic reports), and the quality of the investigation process as a whole. The lines of research below are in line with the knowledge theme of power for change, as this revolves around specific craftsmanship development and innovation.

3. Line of research 'Criminal Investigation'
The investigative profession is always developing. High-quality knowledge and expertise are and remain necessary within investigations. This is the case in the technological and digital field, with regard to forms of collaboration with various partners, but also in terms of professional content. This line focuses on specific questions from investigation and educational practice, with the core focus on craftsmanship and innovation.

4. Line of research 'Forensic research'
Due to technological developments, the field of forensic investigation is rapidly changing. New techniques are constantly being developed, allowing traces to be analysed faster and more accurately. The digitalization of society has led to new crimes and a huge amount of digital traces. In addition, new techniques make it possible to integrate trace information faster and better into the investigation process. Research within this line focuses on traces and rapid analysis results at the crime scene, the dynamics and reliability of (digital) traces, and the understandability of forensic reports.

5. Line of research 'Police interview'
In the international academic world, the term 'investigative interviewing' is increasingly used for police interrogations. The purpose of a police interview is to collect as much information as possible from people for a criminal investigation. The detective has a neutral, ethical and investigative attitude and facilitates the suspect in giving an explanation. Scientific research shows that detectives with this attitude receive more reliable information than through a 'traditional interrogation', which is usually strongly focused on obtaining a 'confession'. Since interviewing suspects, victims and witnesses is one of the basic elements of investigation, it is important to draw on international insights gained in this area in Dutch investigation practice.

Centre of Knowledge Digitalization, Intelligence & Technology

The Centre of Knowledge is concerned with technological developments (such as sensors and AI), as well as with the increase in the diversity of threats (such as cyber fraud or armed drones) versus the associated challenges such as scarcity of police resources, personnel, reliability of the available intelligence and the adoption capacity of technology.[7] The Centre of Knowledge addresses these challenges through five lines of research: 'ethics & law', 'intelligence-driven policing', 'technology use', 'digitalization' and 'policing and the innovation process within the police'. The lines of research are in line with the strategic knowledge themes of 'police organization', 'police capacity' and 'power to change'.

Police Organization
The first line of research focuses on police organization, because it concerns maintaining the legitimacy of police work when using new technology and innovations.

1. Line of research 'Ethics & law'
All research within the Centre of Knowledge takes into account the ethical and legal framework of technology use, including privacy. Police work affects fundamental values of society and the rule of law. This creates the need to use new technologies and innovations in a responsible and fair manner. The following challenges are recognized:
• Data ethics: How can a conscious decision be made about how the police handle data?
• Algorithm/AI ethics: How can ethical and police values be consciously taken into account when developing investigation and intelligence analysis methods?
• Legislation: Which data may be used and when, who is responsible for the data chain, with whom may it be shared and how?
• Awareness: How can awareness about the ethical and legal implications of new technology be increased in the police organization?

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7   There is good coordination between research within this Centre of Knowledge and the TNO research that takes place within the Science & Technology agenda of the police (see also appendix).

Police capacity
The following two lines of research contribute to knowledge building on police capacity, because the research revolves around more effective use of police capacity thanks to technological development.

2. Line of research 'Intelligence-driven police work'
Intelligence within the police is more than collecting data. You must then analyse those data and interpret these within the context of how the criminal (or other target group) works. Only then will you understand the situation and be able to make the right decisions and take action. The line of research 'intelligence-driven policing' focuses on strengthening the competence of the police through intelligence for a safer society. Not only for the purpose of investigation (or another operational task), but also for the ability to stay one step ahead of criminals. Specifically, we look at available detection options (collection of data using sensors, AI and crypto communication), anticipatory intelligence (methods and models that enable the intelligence component to stay one step ahead of criminal organizations, including using the help of dynamic steering) and making intelligence products actionable.

3. Line of research 'Technology use'
The aim of using technology for police work is to explore and further develop the potential of new (key) technologies and innovations at an early stage for application in police work. This line of research focuses on developing innovative technology with our partners, applying it in operational practice and then trying to implement it sustainably. The focus is on research into nanotechnology (sensing & lab-on-a-chip devices), robotics (in the air, on land and in the water), computer and data science technology (big data analysis, 'machine learning', ' deep learning', software development & AI) and evaluating the use of new technology & innovation.

Power to change
The following two lines of research contribute to knowledge building on the police's power to change. On the one hand these concern the development of digital skills, and on the other the capacity to innovate.

4. Line of research 'Digitalization and policing'
Digitalization is the development that means that automated working plays a role in everyday life in more and more places and in more and more different ways (Stol & Strikwerda 2017). Digitalization is causing a shifting position of the police. The starting point of the line of research 'digitalization and police work' is social change ('digitalization'). Within the Centre of Knowledge we look at how police work is developing in this respect, or alternatively how it should develop in order to be successful ('police profession'). The focus is firstly on digital fitness (source: Police Academy Strategic Agenda 2022-2026). Digital fitness includes: digital awareness (what does digitalization require of my behaviour?), digital hygiene (how do I ensure that I am digitally resilient and work safely?), digital skills (what skills do I need to do my job well?), and personal knowledge management (how do I deal with large amounts of information?), personal growth (how do I use technology to develop myself?). We investigate how the police ensure that the right knowledge is in the right place at the right time. Secondly, the focus is on digital developments. We investigate how the police is organized to stay informed of the latest digital developments on the one hand and how to respond adequately to them on the other.

5. Line of research 'Innovation process'
The Centre of Knowledge also looks at the process itself of putting technology into practice. In practice, innovations do not always land automatically. It is therefore important to conduct specific research into the implementation process of the police. This concerns elements such as scaling up (how are technologies and innovations applied more broadly in police practice), increasing the readiness level (how can you use the implementation of innovations as an accelerator to increase the willingness to innovate), the absorption capacity (of the implementing organization and the users) and the use of alternative implementation strategies.

Centre of Knowledge People & Police Organization

Within the People & Police Organization Centre of Knowledge, the police officer and the police organization are central. The Centre of Knowledge focuses on strengthening and renewing the police profession by enriching the police professional and organization with research into human behaviour in the police context, the social significance of this behaviour, and the development of perspectives for action. The Centre of Knowledge has four content-related lines of research: 'integrity', 'professional resilience', 'diversity' and 'impact on police education'. The integration line contributes to transdisciplinary research. The Centre of Knowledge contributes to knowledge building on the strategic knowledge themes of 'police organization' and 'power to change'.

Police Organization
The first line of research focuses on the police organization, because it concerns the ethical conduct of police officers. This behaviour affects the legitimacy of the police organization.

1. 'Integrity' line of research
Integrity concerns the meaning of rules and frameworks for police officers and their effect on behaviour, responsibility and self-reflection. In addition, it is about being able to use a moral compass during interactions with others where moral issues manifest. This line of research firstly looks at system and function: research into the meaning of integrity for the police organization, the purpose of disciplinary investigations and the function of the various responsibilities involved. Secondly, the subject of ethical employees is examined: research into motives and motivations for dereliction of duty and into the resilience of those involved during and after an internal investigation. Finally, integrity in 2022 is examined. Society is changing rapidly; the police are confronted with new social issues. It is therefore logical that views on integrity are also changing. Research can help the police keep up with developments in this regard.

Power to change
The following lines of research contribute to knowledge building on the police's power to change, as the research revolves around the resilience and craftsmanship of police employees and the associated police education.

2. Line of research 'Professional resilience'
The professional resilience line of research focuses on providing insight into and improving the professional resilience of police officers. Biological, psychological and moral aspects of resilience are examined in conjunction. This line of research concerns self-regulation in stressful situations. There are various research questions that can be clustered into practical perspectives, such as prevention and the effectiveness of care interventions, aftercare and reintegration, but all research questions are linked to research into explanatory mechanisms.

3. Line of research 'Diverse Craftsmanship'
This line of research focuses on police officers in interaction with each other and with citizens around the themes of diversity and inclusion and associated craftsmanship. How do people deal with differences and similarities in visible and invisible characteristics? Can and should everyone participate? And what attitude, knowledge and skills does a police officer need? Within the Centre of Knowledge, research is conducted into the ability of police officers to deal with diversity as professionals, both in society and in the organization itself. This craftsmanship emerges as a common thread in the Police for Everyone realization plan: in promoting safe, inclusive and diverse teams, in professional checking, in tackling discrimination and in the Diverse Craftsmanship Network and in the 'Allies'-project methodology.

4. Line of research 'Impact for police education'
The impact of research can be defined as the influence of both the research process and the research results on education, practice and society. Good practice-oriented research has an impact on professional practice, society, education, professionalization and knowledge development within the research domain. This line of research focuses specifically on the valorization of knowledge developed within the subjects of professional resilience, integrity and

diverse craftsmanship in police education. Attention is paid to success factors and obstacles to impact as well as to the learning capacity of Centres of Knowledge. There is a relationship with the line of research 'Learning & Development' described below.

5. Line of research: integration
The integration line helps the police contribute to transdisciplinary research. This creates space for developing a new people-oriented discipline. The social sciences, natural sciences and the study of law come together in a new field, specifically aimed at the police. This integration line provides a synthesis of various research questions and results, which is necessary to do justice to pressing practical questions from the police about the functioning of people in their rich and layered social contexts.

In addition to the research specifically conducted in Centres of Knowledge, the Police Academy has two special lines of research surrounding 'Learning & Development' and 'Undermining'.

Line of research 'Learning & Development'

Since the Police Academy is the educational and knowledge institute of the police, a special line of research also focuses on the subject of learning & development. All Centres of Knowledge contribute to this by research. As an employer, the police want employees to learn and develop in a continuous process of starting competence, professional competence, personal development and career development (Corps Vision and Learning and Development Strategy). Despite all kinds of initiatives to counter this, like other government organizations, the police are sometimes seen as an organization which is (i) closed to the outside world, (ii) centrally hierarchical and (iii) bureaucratic (driven by rules and standards), where learning and development do not take place as a matter of course. The line of research builds knowledge about this learning process and complies with the strategic knowledge theme 'power to change'.

Power to change
Learning presupposes openness, a crucial condition for the power to change. A development-oriented culture (learning culture) is necessary to allow not only the individual, but also the organization to learn. The focus on the learning of the individual and the learning organization leads to a number of focus areas for research within the learning & development domain, in line with the Corps Vision and Learning & Development Strategy:

- Attention is paid to formal learning, non-formal learning and informal learning.[8]
- Attention is paid to learning at individual, team and organizational levels and the mutual relationships between these three levels (synergistic learning).
- Attention is paid to the conditions for learning (formal, non-formal, informal; individual, team and organization).Attention is paid to results/effects of learning & development and research is conducted into these effects (evidence-based practice and practice-based evidence).

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8 Formal learning is organized according to an officially established curriculum or curriculum with final objectives. Formal learning takes place in a structured form with a teacher who has didactic skills, provides instruction and supervises. Non-formal learning includes a wide range of learning forms between formal and informal learning and takes place at work or as close as possible to work practice. With non-formal learning there is often a preconceived plan and organizational form. Informal learning can take place anytime and anywhere in practice.

Line of research 'Undermining'

There is a separate line of research on undermining within the Police Academy, which emphasizes bringing together all available knowledge and to a lesser degree less independent knowledge building.[9] Tackling subversion and organized crime in the Netherlands has received a lot of media attention and administrative priority in recent years. However, conceptual clarification is needed. The concept of undermining has become a catch-all concept and is used for various phenomena. This research programme aims to contribute to the precision and delimitation of the concept on the basis of two questions. The line of research complies with the strategic knowledge themes of 'social interaction' and 'police capacity'.

Social Interaction

The first question relates to the chain approach and cooperation with other safety partners, or social interaction. How can we clarify and sharpen the concept of undermining (subversion) and distinguish it from the concept of organized crime?

There is a lot of discussion in academic circles about the concept of organized crime. The broad view now is that organized crime can best be understood as a network of groups, each of which has its specific place in the system. Sometimes they compete with each other and sometimes they need or support each other. It is a system of organized anarchy rather than of tightly

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9   This concerns a collaboration between the Police Academy, Leiden University and JADS. In addition to universities and colleges, employees from municipalities, the police, the Public Prosecution Service and the tax authorities are involved, as well as social sectors including companies and banks.

managed organizations.[10] Subversion concerns the effects of organized crime on society. Organized crime has various manifestations, and the disruptive effects of each form can be examined. Drug crime, the mainstay of organized crime in the Netherlands, has major effects in society on a criminal, social, economic and institutional level. The distinction between organized crime and subversion is a distinction with practical implications. Tackling organized crime as such is primarily a task of the investigative authorities, such as the police, the Public Prosecution Service and the FIOD. Tackling undermining, on the other hand, is primarily a responsibility for public administration, in which municipalities have a crucial task.

Police capacity

The second question is about effective police deployment thanks to technological development, or *police capacity:* How can we further strengthen and deepen concrete efforts to reduce this criminal drug world and what role does data science play in this? As is known, the Dutch police have been able to obtain a large amount of data about the criminal drug world in recent years, thanks to access to crypto telephones. For the first time in their history, the police gained a thorough insight into the organization and working methods of criminal drug organizations. Because there are millions of messages involved, it is impossible to analyze them without the help of data science and AI. Within the police, people are now talking about 'data-driven investigation' as a new paradigm. We also see that crypto data is used in criminal proceedings and that it is admitted by the court as valid evidence. Data science and AI are therefore of indispensable importance in investigations. The most important question that arises is whether, with all the available data, the criminal justice chain is still adequately organized and institutionally embedded. Do new sources of information not place too great a burden on the work? Is the analysis and processing fast and broad enough given the possibilities? Is the criminal justice chain sufficiently connected to digital developments? Should new forms of collaboration not be developed to keep up with these developments, both public-public and public-private?

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10 See, for example, Snelders 2021 and Tops et al. 2018.

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Getting started with
knowledge platforms

5. Getting started with knowledge platforms

To give a dynamic interpretation of the Strategic Research Agenda 2023-2026, the Police Academy will bring researchers and police together at knowledge platforms from 2023 on. The aim is to translate the strategic knowledge themes into researchable issues.

The new strategic knowledge themes of the police are deliberately formulated in an open manner and are an invitation to enter into discussions with various parties about the required research. In order to ultimately meet the precise and prioritized knowledge needs of the force and the competent authority, the Centres of Knowledge of the Police Academy, acting as spiders in the web, bring research buyers (representatives from practice, policy and education) to the table with internal and external researchers. The police were inspired by the National Educational Research Agency which, by using its Knowledge Platforms, ensures a dynamic and iterative process surrounding knowledge development and access.

The aim of our Knowledge Platforms is to translate the knowledge need around a specific issue into relevant and interesting questions for scientific research and to look at the use of this knowledge in practice (valorization). The Knowledge Platforms ideally start with a state-of-the-art on the relevant subject. This examines what is already known and what still needs research. The participants then work together to make a good problem analysis and it is up to the researchers to translate this into relevant research questions. Initiated research then takes into account the knowledge already acquired and current developments.

Knowledge Platforms as a network structure

The Knowledge Platforms form a (partly new) network around a specific knowledge theme. Lector of Impact on Practice-Oriented Research Harry van Vliet of the Amsterdam University of Applied Sciences identifies a number of preconditions for the proper functioning of such knowledge networks.[11] A first condition is to provide a (physical and digital) *infrastructure* for meetings with the help of a permanent organizational team. The four Centres of Knowledge of the Police Academy periodically organize physical meetings with the participants in the network. A second condition for effective collaboration concerns accurate demand articulation. Representatives of the police - units (practice), portfolios (policy) and police education - sit at the Knowledge Platforms to formulate which knowledge questions exist. It must then be determined whether research can specifically contribute to this knowledge need. Not all knowledge questions require new research or are suitable for scientific research. Customers and researchers jointly determine on which knowledge questions research can be conducted.

A third important condition (human capital) is that the participants are substantive and/or practical experts on the subject in question. The police officers are aware of developments pertaining to the subject and are able to formulate relevant knowledge questions, the researchers are leaders in their field and know what it is like to conduct research within the police and its context. A knowledge table ideally also has a chairperson who can clearly make the connection between police needs and scientific research. A fourth condition for an effective network is the presence of *leadership*. Ideally, participants act as ambassadors of the network and connect people who can link their own network to this movement. This increases the effectiveness of the network and can be coordinated with other initiatives to increase knowledge transfer.

Clarity about finances is the fifth condition for a well-functioning network. It must be clear from the outset what the (entire) budget(s) is/are for research and how much money and/or capacity must be reserved for the implementation of research results. On the one hand, those who require research must reserve resources to act upon the results of the research. On the other hand, for research capacity, researchers from the Police Academy and other police researchers are initially looked at. In addition, the (public and closed) calls from Police & Science can be focused on a specific topic based on the results of the Knowledge Platforms. This can be used to finance research by other external knowledge partners. The knowledge institutions with which the police have a partnership (joint knowledge agendas) and/or that regularly conduct research within the police (own knowledge agendas) are also invited by the Police Academy to contribute to knowledge building based on joint research themes. Finally, good formal and

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11 'Lectoral speech 'The preview. About impact, valorization and impact' (2020)

informal agreements (shared norms and values) are a sixth condition for a successful network. The participants at the knowledge table serve each other and each contribute based on their role and responsibility to developing, sharing and implementing new knowledge by initiating research.

In addition to a permanent core of participants, the issue of whether other disciplines or experts should join - temporarily or otherwise – is examined. In addition to the competent authority, citizens and/or civil society can also be invited to see which issues deserve priority from their perspective. In this way, as the police, we not only look from the inside out for relevant investigations, but we also encourage people to look in from the outside.

Appendix

Appendix: research agendas knowledge partners

Science & Technology agenda (TNO)
In 2018, the police entered into a partnership with TNO in the Police Knowledge Building programme. The knowledge building is based on the Science & Technology agenda of the police and has four core themes - police work of the future, police employee of the future, police data and intelligence and technology in the operation - and two intersecting themes of technology exploration and changing police organization.

Research programme 'What works in Policing (NSCR)'
In mid-2020, the police and the Ministry of Justice and Security entered into a five-year commitment with the NSCR in the form of the research program 'What Works in Policing – towards Evidence-Based Policing in the Netherlands'. Within this collaboration, evidence-based research is conducted in the field of crime and law enforcement issues into the police function and its social value.

Research programme 'Centre for Security and Digitalization (CVD)'
In mid-2020, the CVD declaration of intent was signed by the Municipality of Apeldoorn, ROC Aventus, KMar, Saxion University of Applied Sciences, University of Twente and the Police Academy for a period of five years. The centre conducts demand-driven research into the development and implementation of new technologies for practical security problems and the practical aspects of digital transformation for the police on the themes of subversion, cyber, ethics, new investigation techniques, (big) data science and block chain technology.

Research programme 'Cyber Science Centre (CSC)'
The CSC was founded in 2016 and is a partnership between NHL Stenden University of Applied Sciences, the Open University and the Police Academy. The centre conducts research into security issues surrounding behaviour and digital security.

Police Studies 'Research Programme (LEI)'
The police and the Faculty of Governance and Global Affairs of Leiden University have just signed a five-year cooperation agreement focused on the broader theme of police studies. The research team will delve into the themes of governance of policing, cross-border and international cooperation, diversity & inclusion, undermining and monitoring & security.

Research programme 'Scientific Research and Documentation Centre (WODC)'
The WODC of the Ministry of Justice and Security conducts independent scientific research itself or has this done by external parties. They draw up their own research programme for this purpose every year. On an annual basis, the WODC conducts many investigations that deal with

police-related subjects or in which the police cooperate (for example by supplying data). Research themes are asylum & migration, crime & security, investigation, combat & prosecution, justice & legal assistance, punishments & measures and Evaluations of legislation & policy.

Strategic Research Agenda HBO 2022-2025 (VH)

In 2021, the Association of Universities of Applied Sciences presented the Strategic Research Agenda for HBO 2022-2025 to the Minister of Education, Culture and Science. The agenda has 12 research themes, including the theme of safety. Within this theme, research is conducted into subversion, cybersecurity, forensic investigation and the role of the security professional.

Strategic Centre of Knowledge for Subversive Crime (SKC)

The Strategic Centre of Knowledge for Subversive Crime (SKC) will be opened in 2022. The SKC works to understand subversion, in which organized crime tries to abuse society and its legal economic structures for illegal activities. The SKC looks for trends, patterns and threats within organized crime, the scope is both within and outside the Netherlands.