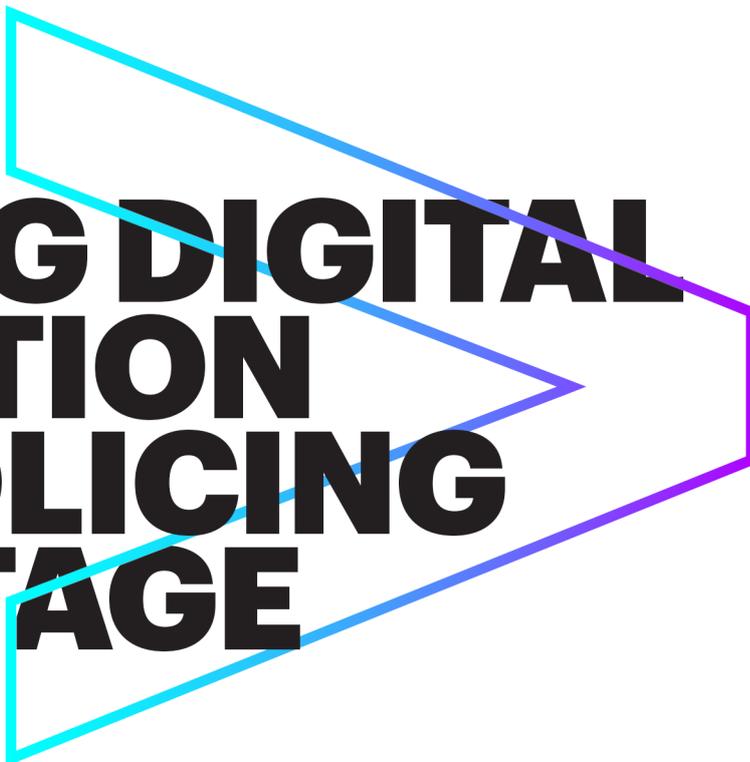# TURNING DIGITAL DISRUPTION INTO POLICING ADVANTAGE

DISRUPTIVE TIMES

The impact of digital disruption is being felt across every industry and all walks of life. Digital technologies continue to change the way we shop, travel, run our finances, communicate and even spend our leisure time. They are upending traditional business models and established processes, inspiring and enabling new market entrants with different capabilities and thinking to come forward with new approaches and structures.

Public safety is not immune from the impact of digital. **A recent Accenture survey** of 165 technology leaders within police, justice and intelligence agencies across nine countries (United States, Australia, Finland, France, Germany, Japan, Norway, Singapore and the United Kingdom) found that financial constraints, increased citizen expectations, and the need to modernize operations are the three biggest challenges facing police leaders today. Such demands are driving public safety agencies to use digital technologies.

But new technologies should not be embraced in isolation. If public safety agencies are to not only ride the digital wave successfully but also gain maximum benefit, they must examine each element of their own organisation and how that will need to change as well as adopting new technologies. Digital requires public safety agencies to question established processes, develop new operating models and reshape traditional workforces. In this way, public safety agencies can turn digital disruption into digital transformation—and help to provide a service that is even more proactive, preventative, and aligned to citizens' needs and expectations.

EMBRACE THE "NEW"

Many public safety agencies are struggling to keep up with the pace of innovation from emerging technologies—our survey shows 42 percent are not currently considering the use of a data analytics platform and 45 percent said they were not even aware of video analytics. But, more positively, public safety leaders have a high awareness of advanced analytics and predictive modelling (90 percent), intelligent process automation (86 percent), and biometrics or identity analytics (73 percent).

Yet having a keen awareness of digital technologies is not the same as full-blown adoption. Although a majority of public safety respondents (85 percent) believe their senior leaders are willing and ready to adopt and support these next-generation technologies, significant barriers exist to implementation— notably outdated IT legacy systems, lack of internal skills, and an inability to hire the talent required to realise impactful technological change. As a result, only half (53 percent) of public safety respondents said they had adapted their organisational models to take advantage of new technologies.

Some public safety agencies are ahead of the rest. Nearly two-thirds (61 percent) of respondents said they were implementing or piloting advanced analytics and predictive modelling. In the field, police forces like **Seattle Police Department** are currently implementing a Data Analytics Platform (DAP) to improve their level of insight around the workforce, enabling the force to make better informed decisions. The technology is providing them with enhanced reporting and analytical capabilities to address important issues, including examining the use force in resolving incidents across their various precincts.

Here in the United Kingdom, the **London Metropolitan Police Service** (Scotland Yard) has piloted predictive analytics technologies to gang crime in the city. West Midlands Police is using analytics to better understand criminal networks and provide officers with actionable insights and intelligence to support police investigations.

Although the use of data analytics solutions is relatively high, our survey suggests video analytics has far more limited use. In addition to the 45 percent that were completely unaware of video analytics, less than one-third (30 percent) said they were piloting the technology—in spite of its proven ability to provide reliable and accurate policing insights. Public safety agencies in France, Singapore and elsewhere have seen the benefits of video analytics in the policing of urban areas and public events. In other industries video analytics technology is being coupled with technology advances, such as drones, to extend capabilities and advantages still further.

With an estimated 21 billion devices connected to the Internet by 2020, the Internet of Things (IoT) is another technology set to transform public safety. In our survey, two-thirds (66 percent) of survey respondents said they are aware of IoT, but less than a quarter (22 percent) are either piloting or implementing IoT-related projects. Linking devices and using sensor-based data will become more critical as our cities become "smarter". IoT can help to create the truly connected officer—with equipment based sensors and geotagging automatically sending situationally relevant information to the officer. For example, the City of San Francisco has recorded a 35 percent reduction in firearms-related violence since deploying streetlight sensors, which detect gunfire and alert authorities to incidents. Further, devices such as body-worn cameras can be activated or video footage could be relayed to a control room to create more informed and effective officers and improve officer safety.

These technology advances mean digital can no longer be ignored—a sentiment supported at the highest levels of policing leadership. In the UK, the recently announced **Policing Vision 2025** cites digital policing as a change agent and details why the police need to make better use of digital intelligence and transfer all material in a digital format to the criminal justice system. Developed by the Association of Police and Crime Commissioners (APCC) and the National Police Chiefs' Council (NPCC), the vision proposes that police forces and their partners work together in a consistent manner to enable joined up business delivery around policing support services and community safety.

Going forward, there are many emerging technologies that will also bring benefits to public safety agencies, for example, artificial intelligence (AI) and robotics. Already, the Dubai police department has announced it expects robots to support day-to-day policing efforts by 2020 and although the UK may not have such an aggressive plan to integrate AI, it would be unrealistic to think it will never happen.

THREE STEPS TO DISRUPTION

Taking full advantage of digital disruption is not just about the introduction of digital technologies. Digital is helping to accelerate a move to a more proactive policing model which has the potential to bring far-reaching changes: from day-to-day policing processes, the focus of frontline officers, or recruitment to the types of partnerships that are created.

1. Employ digital platforms

With almost one-third (32 percent) of public safety agencies believing that citizens are better informed about technology than their own organisation ,the advantages of using a digital platform where information can be accessed and shared should not be underestimated. Technology agnostic platforms, which enable different technology components to be brought together, can help public safety agencies collaborate with each other, but also tap into partnership data for new insights and understanding. All areas of public safety planning and operations will benefit from the smart integration of data and the application of analytics to enhance the level of insight and support evidence-based decision making.

2. Collaborate to innovate

Collaboration across agencies is considered essential for our public safety survey respondents. Three-quarters of those surveyed said they study successful implementations of intelligent technologies from the private sector, and less than one-quarter (23 percent) said they look to public sector implementations for best practices. Collaborating with universities, research institutes and innovative companies can help public safety agencies develop and, importantly, implement and adopt innovative technology solutions to meet operational challenges.

Two-thirds of respondents said they are willing to embrace public-private partnerships and new commercial models (65 percent) and to consider "as-a-service" models for technology deployments (67 percent). A similar proportion of respondents said they have teamed with the private sector to some extent already to meet increased citizen service demands (65 percent). Eighty-nine percent of public safety leaders said it is important to adopt business models to better engage ecosystems of digital partners.

Building relationships with organisations who have "been there and done that" with new technologies can also speed up the process of innovation. Public safety agencies must be prepared to break new ground—to try new technologies, test their value and translate lessons learned into the public safety environment more quickly. In the UK, Accenture serves as an Innovation and Integration partner (IIP) to **West Midlands Police** (WMP) helping to support the agency deliver its WMP2020 transformation program. Accenture is providing WMP with digitally enabled capabilities to help meet current and future policing needs, manage citizen service requests and achieve cost savings across operations.

3. Employ the right workforce

Public safety leaders understand that the workforce can hinder progress. More than a quarter (27 percent) said a lack of internal skills/ability to hire was the biggest barrier to implementing intelligent technologies and that they lack specific skills such as enterprise architects (30 percent) and machine-learning specialists (44 percent). But many are taking action to bridge the current skills gap. Recruitment priorities include digital developers and designers (55 percent), software engineers (54 percent), and data scientists (53 percent). What is more, almost half (48 percent) of survey respondents said their recruitment strategy combines private and public sector talent, showing that they believe that successful policing in the digital age requires a diverse mix of talents, whether in the station or on the streets. Eighty-five percent of public safety leaders said that their intelligent technology projects will have a positive impact on augmenting of the workforce of the future.

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ABOUT THE RESEARCH

The Accenture Public Service Emerging Technologies research surveyed 774 IT leaders from public service organizations in nine countries (Australia, Finland, France, Germany, Japan, Norway, Singapore, the U.K., and the U.S.). The telephone survey (CATI) was conducted by Longitude Research between April and May 2016. The survey was supplemented by in-depth qualitative interviews with experts across these countries.

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