LEADING IN THE NEW IN PUBLIC SAFETY
Disruption is creating a new operating environment for public safety agencies: new threats, a need to identify, risk and harm from volume, meet increasing citizen expectation, to create new ecosystems, attract new talent and capability, all against a backdrop of budgetary pressure. Whilst many public safety agencies are digitizing their operations with positive effect, if they are to not just survive, but emerge stronger, then they need to change their model.

Public safety agencies are pivoting to a predictive and preventive model – with focus on intelligence, diversion, targeting and problem solving. Investing in data driven insight, collaboration and the dynamic management of risk to allow them to intervene and not just respond. Critically however, at all times they must continue to operate with legitimacy and trust of the public they serve.
Digital disruption is widespread and complex. Not only is the world more connected than it has ever been; the pace of change will never be as slow as it is today, driving social, cultural and economic change—terms such as analytics, platforms, artificial intelligence, biometrics and machine learning are the NEW reality. Each technology creates new threats and challenges that are causing public safety leaders to rethink their approach. Take cybercrime; according to a recent Accenture cybersecurity survey 30 percent of citizens report being victims of cybercrime—a crime that was barely registering interest 20 years ago.¹ In reality criminals have been getting better faster and are poised to do more damage than ever. Worldwide, organizations spent US$84 billion on cybersecurity in 2015 which could grow to US$125 billion by 2020 to counteract the US$90 trillion cost of cyberattacks by 2030.²

New, emerging technologies with the potential to transform business, government and society are being introduced at a rapid rate. For instance, the development of blockchain-enabled distributed ledgers can track the ownership of assets without the need for a central authority, speed up transactions and cut costs while lowering the chance of fraud.³ The digital platform economy is commonplace and driven by demand from citizens for a faster, easier and more personal service. Whether Netflix in home entertainment, Uber in transportation, or Amazon for everything, the ability to digitally match services with those who want to consume them is changing the way we work and live.
INACTIVITY AND HESITATION IN PUBLIC SAFETY RISKS GIVING CRIMINALS THE UPPER HAND, REDUCING LEVELS OF CITIZEN ENGAGEMENT AND SATISFACTION AND ERODING PUBLIC TRUST. PUBLIC SAFETY CHALLENGES ARE GROWING IN THE DIGITAL AGE:

Changing crime and security threats
Digital is creating new crime types and opportunities for criminals. Public safety agencies must now “police” an entirely new “virtual space” and actively engage with the “virtual communities” where citizens are spending increasing amounts of their time. Displacement of people, radicalization and terrorism are also creating new international challenges.

Increasing citizen expectations
Digital is driving up expectations for a faster, more personalized and tailored service, one which is accessible and responsive at any time. The focus is on the needs and convenience of the citizen.

Identifying risk, threat and harm from volume
Digital is generating high volumes of data and different types of data (e.g. bodyworn video) offering the possibility of greater insights, but only if those insights can be identified and visualized. Increased use of sensors and connected devices (the ‘Internet of Things’) generate further volumes of data. Public safety agencies need to think creatively about how to capture, analyze and manage this data. For example, sewer systems are helping to fight terrorism by adding sensors that can detect minute traces of bomb making ingredients, recording their concentration, the time they were found and their location.

Driving agency interoperability
Digital requires a new era of collaboration and the creation of new public safety focused partnerships, the ability to create a partner-driven problem solving approach to address common issues such as at risk families, substance abuse or mental health.

Budgetary pressure
There is a continued expectation around the need to drive increased value, generate savings and apply scrutiny to the cost of legacy. Public safety leaders also need “joined up” business cases across multiple agencies.

Attracting, developing and retaining talent
Digital is driving a new way of working, not only the challenge of capturing the best tech-savvy teams, but also the concept of managing a highly fluid workforce.
AGENCIES ARE DEALING WITH AN INCREASING NUMBER AND TYPE OF THREATS, HAVING TO SPREAD THEIR RESOURCES MORE WISELY, AND NEEDING TO REACT MORE QUICKLY. SOME AGENCIES ARE TURNING THESE CHALLENGES INTO OPPORTUNITIES:

**Singapore safe cities programme**
The government is harnessing the latest in advanced analytics to complement its public safety solutions, increase security, deliver services more effectively and make the most efficient use of its resources.\(^5\)

**UK West Midlands 2020 transformation programme**
Digitally enabled capabilities are meeting current and future policing needs, managing citizen service requests and achieving cost savings and improved outcomes.\(^6\)

**France video analytics programme**
The use of video analytics and automation technologies by France’s national police force has been shown to enhance existing safety measures at major events such as the Grande Braderie de Lille.\(^7\)

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EMBRACING THE NEW

Public safety leaders are recognizing the need not just to digitizing their current business; but the need to rethink strategies and ways of operating to take advantage of the digital age with the goal of emerging stronger from it.
The core reactive focused policing model shown by the purple actions in Figure 1, is predominantly focused on providing a response to a call for service, to meet “demand” the ability to effectively respond, investigate, employ forensics and, ultimately, to arrest and bring the offender into custody. However, the NEW is causing public safety organizations to move to a more proactive and preventative model, with focus and investment increasingly moving to those activities shown in blue in Figure 1 with the aim of looking to reduce “demand”.

The NEW is creating opportunities for public safety organizations to pivot to a more preventative operating model.
WE ARE WORKING WITH PUBLIC SAFETY ORGANIZATIONS TO:

**Transform the “core”**
Police are required to provide an effective response to incidents, investigate and solve them as well as deal with new digital crimes. Public safety leaders must embrace digital to improve these functions for example, better integrating data so that officers can access information and improve the investigative process, and use portals to collect information and support the investigative process and mobility to allow officers to remain out in the communities they serve.

**Grow the “core”**
Public safety leaders must also evaluate how they can grow the traditional reactive core of their operations so it can meet new and emerging threats. For example, as the growth of digital crime increases exponentially—in the UK cybercrime has now surpassed all other forms of crime—it is critical to provide the reassurance, and deterrent, that public safety agencies can react as effectively in the expanding “virtual” world as they do in the physical one.

**Scale in the NEW**
Digital has helped to accelerate the rotation from a reactive to a preventative policing model. In such a landscape, there is a greater emphasis on intelligence, diversion, problem solving, targeting and the right case preparation and disposal (the activities marked in blue in Figure 1). Data driven insight is often the starting point, investing in cleaning, combining, and visualizing datasets to unlock trapped value. Multiplied further by the ability to operate in real-time and combine with mobile/wearable solutions empowering the officer in the field. There is a growing desire by public safety agencies to look at the adoption of technology agnostic, multi-agency platforms to provide new levels of situational awareness and problem solving capability.

The ability to scale in the NEW will see a pivot to this proactive and preventative model of public safety focused on:

- Proactive intervention rather than reactive response.
- Diversion, real-time and near real-time intervention, verses post-event action.
- Management of dynamic risk, over and above the traditional performance target focus.
- Data-driven insight of harm, threat and risk from volume, verses hotspots, link series and siloed insight.
• Real-time, dynamic, asset management, instead of pure command and control and asset dispatch.
• Maximizing all insight and data by combining wider data sets to drive new insights.
• Leadership and real-time supervision, versus traditional management.

**Pivot to the NEW**
The speed at which an organization can pivot to the NEW is limited by the extent to which it can shift investment from traditional areas to those required for it to thrive in the NEW. However, the speed of this pivot in public safety is not just governed by investment but also legitimacy. The public safety agency must be seen by the public to be legitimate in its position and actions. Agencies must secure the “trust” of the public to move with them as they adopt new approaches to serve in the digital age. Agencies must continue to ensure not only that information is secure, but also they have the right guidance and policies to help govern its use and transparency.

The benefits are far reaching:
• Reduced demand for response policing, resulting in lower costs for reactive post incident activities, and other subsequent agencies activities (for example, courts and prisons).

• Increased public confidence and satisfaction, resulting in greater public engagement, support and reduced “fear” of crime.
• Increased officer safety, resulting in improved performance and lower sickness costs.
• Reduced cost of failure, resulting in less high cost critical incidents and wider reputation damage (and potential cost).
• Increase workforce confidence and satisfaction, resulting in increased retention and performance to create a stronger workforce.
• Improved utilization of workforce and assets, resulting in lower cost-to-serve and greater staff empowerment.
• Improved multi-agency collaboration, resulting in better delivery of outcomes and collectively lower cost-to-serve.

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A new set of rules
The transition of public safety agencies to not only meet the challenges of the digital age, but also to emerge stronger because of the opportunities digital presents, is a significant and difficult challenge, especially as it is one which must be made “in flight.” There is no respite from day-to-day activities and the environment continues to evolve—the pace of change is relentless. But the rules of the game have changed. There is an opportunity to seize this disruption and to create a new set of rules for the benefit of all. Public safety agencies have an opportunity to create a new set of partnerships, collaborations and ways of engaging. In this collaborative environment, the roles of multinational and technology companies have a particularly key role to play, ensuring that they co-operate and support this ultimate objective.

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Reference

2. The Accenture Security Index: Redefining security performance and how to achieve it, Accenture 2017

About Accenture

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