Preparing police services for the future
Six steps toward transformation
Although the principles of policing remain a constant, the world in which the police operate has undergone dramatic shifts. Keeping the peace, protecting life and property and enforcing the law are responsibilities that are now challenged by rising citizen expectations, the changing nature and growing sophistication of crime and a need to address often severe budgetary constraints.

To meet these future challenges, the police need to be able to turn information into actionable intelligence. In the words of the maxim, “prevention is better than cure;” by adopting evidence-based policing strategies, the police can more effectively detect crime and adapt their services to meet the future needs of policing.

Accenture believes that police services are ready to embrace operational, cultural, technological and organizational change. There is evidence of investment that has translated into increasing police officer numbers and a significant drop in crime rates. The last decade has seen an unprecedented rise in police expenditure around the world; for example, in the United Kingdom, annual policing expenditure currently stands at approximately €14.5 billion, compared to £9.8 billion in 1999. The United States spends more than US$100 billion on police every year, and spending on police protection has increased by 445 percent since 1982. However, these investments are unlikely to continue and police services will need to change for the future.

To better understand how to tackle the competing challenges, Accenture invited the views of 22 senior police officers from 16 countries across the globe. Our discussions found that there are many common issues and a keen desire to evolve policing practices. This study looks in detail at those issues, shares the views of senior officers, and identifies six steps that the police can take to help transform how they serve citizens and prepare the police services for the future.

About the study

Accenture undertook interviews with 17 police services, from Australia, Canada, Denmark, England and Wales, Finland, Germany, India, Ireland, Italy, Norway, Portugal, Scotland, Slovakia, Spain, and the United States (state and federal), nine of which were national police services. Senior police officers expressed their views, included in this study, on the challenges facing police services today. We discussed what police officers need to do to overcome these challenges and how they expect to provide effective police services for the future. In addition, we gathered insights from our global Police Business Service and the Accenture Police Center of Excellence, as well as drawing on wider secondary research, including an Accenture citizen survey on policing and the use of social media.
Policing is far more than law enforcement. Understanding the changes in society that can affect policing in the future is vital to the service provided today. Our study found three core trends that are likely to impact police services.

### Rising citizen expectations

Citizen expectations are rising around crime reporting, emergency response effectiveness, citizen care, public safety and public involvement in policing.

The importance of changing citizen behaviors should not be underestimated. Citizens now expect a customer-centric approach for all services, and policing is no exception. With 24-hour news channels, the availability of social media, and the explosion of apps there is an “always on, always aware” culture that is creating a new dynamic. As events such as the Arab Spring uprising and the Boston marathon bombing demonstrate, information flows quickly, freely and globally, with significant implications for police services.

Citizens are no longer passive recipients of information. Globally, they are actively engaging in conversations with and about the police, in-person, online and around the clock. A pulse survey undertaken by Accenture showed that citizens want the police to be just as actively engaged—they expect to receive relevant, up-to-date, and complete information instantly and through a variety of mediums. Citizens also expect to be engaged in proactive and yet anonymous crime-fighting (see Figure 1).

Yet while citizens see information as a “two-way street,” the need for anonymity in their interactions with the police is closely linked with citizens’ data privacy concerns. With the digitalization of services comes even greater demands around how information is handled and managed, and cyberattacks and data losses only heighten citizens’ concerns. Increasingly, citizens are demanding greater levels of transparency in terms of decision making, prioritization and the quality of service being delivered. For example, in the United Kingdom online Crime Maps have been introduced to allow citizens to access local crime trends and virtually meet their local policing team.

Citizens expect a more “joined up” and focused police service that mirrors the approach in the private sector; banks, retailers, and telecommunications providers are all using customer data to gain deeper customer insights and enable them to address individual customer needs.

Above all, citizens want to know who they can speak to, not only when they are a victim of crime but also when they need to air their more general safety concerns—and how they can, if necessary, hold their police service to account.

### What are the Common Challenges?

<table>
<thead>
<tr>
<th>Challenge</th>
<th>CRIME REPORTING</th>
<th>NEIGHBORHOOD WATCH PROGRAMS</th>
<th>VOLUNTARY POLICE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>88%</td>
<td>61%</td>
<td>21%</td>
</tr>
</tbody>
</table>

Note: Multiple responses allowed. Percentages will add to >100%.

Accenture Citizen Policing Pulse Survey, August 2012.

If the neighbor’s dog is barking, you call the police. This is something new; people are becoming more distanced from each other and expect authorities to step in for all matters—big and small.

Police Commissioner Lene Frank, National Danish Police

Police can’t be all things to all people. There is a need to be clearer on the services we provide.

Chief of Police William Blair, Toronto Police Service

People can see and touch police officers on foot. It’s no longer just a Philly cop, it’s “Officer Fraser.” They know who you are as an individual; that builds relationships.

Police Commissioner Charles Ramsey, Philadelphia Police Department

Citizens want to feel safe and protected, just as they always have. This is not going to change in the future.

Major General Antonio Barragán, Guardia Civil
Crime is becoming more mobile and sophisticated. Criminals easily move around, both nationally and internationally, use better equipment and technology, and are increasingly better at covering their crimes.

President of Slovak Police Corps, Tibor Gašpar

Cyber[crime] is growing in importance. It can be both a delivery mechanism for criminal activity, such as child pornography, and a crime in itself, such as bots that disable networks.

Executive Assistant Director, Richard McFeely, Criminal Cyber Response and Services Branch, United States Federal Bureau of Investigation

The changing nature of the criminal world

Increasingly, criminality is organized, global, digital, and operating across complex networks.

Crime is intrinsically linked to changing societal conditions. Whether through global networks or harnessing the power of modern technologies, criminals are not only moving with the times but they are often innovating to stay ahead. Criminals can be flexible and nimble in a way that police services cannot—and they are often equipped with the latest technologies.

Crime is proving costly for society (see Figure 2). The ease of modern travel, technological advancements, and more open borders (such as those within the European Union) expand the opportunity for organized crime, online radicalization, cybercrime, trafficking and similar offences. In short, criminals are harder to trace and have more places to hide, making traditional crime reporting and investigation less effective.

And criminals are not the police’s only concern. Many citizens are re-engaging with the state through public protests and demonstrations. Recent movements such as “Occupy” have shown the rapid organization of international public demonstrations, where police services are challenged to find ways to address public safety, the right to protest, and uphold the law without detriment to democratic rights. The breadth of issues where the police service is involved continues to grow; police are often seen as the “service of last resort” if nobody else will deal with a conflict situation. These new demands exist alongside the continued expectation to maintain a reassuring street presence and deal with nuisance and misdemeanor.

Counting the cost

Despite citizen expectations and the scope of criminality increasing, austerity measures mean cost reduction is a priority.

With the accent on continuous improvement in police effectiveness, a natural response would be to increase funding to support police services. But the global economic downturn has meant police budgets are decreasing, with anticipated cost reduction measures putting extraordinary pressures on policing. Within the backdrop of greater public scrutiny of their spending habits, the police are finding they need to prioritize and compromise on certain targets to attain their limited resources to best effect.

**Figure 2. The cost of crime**

**BORDERLESS CYBERCRIME**

$556 million victims = US$110 billion annually

**ORGANIZED CRIME**

Turnover in 20 OECD countries over 10 years grew

US$270 billion → US$614 billion

AN INCREASE OF 127 PERCENT.

**FINANCIAL CRIME**

The estimated amount of money available for laundering through the financial system in 2009 was equivalent to 2.7 percent of the global gross domestic product.

Sources: Symantec, 2012; United Nations Office on Drugs and Crime, 2011

*Organization for Economic Cooperation and Development

The Spanish central government has reduced the budget for public safety programs by 11 percent, with expenses likely to continue reducing until at least 2015.

The United Kingdom Government will reduce the funding provided to the police services by 20 percent between 2011 and 2015.

The German Federal Police, Bundespolizei, faced a budget reduction of €66 million in 2011.

Europol has seen a 7.3 percent budget reduction over the past two years.

From 2011 to 2015, the Danish police force will see a budget reduction between 300 to 500 million Danish crowns, which equates to approximately US$50 to US$83 million.

The budget for the Federal Bureau of Investigation (FBI) has been cut by approximately US$550 million in 2013 and further budget reductions could reach US$700 million in 2014.
SIX STEPS TO PREPARE POLICE SERVICES FOR THE FUTURE

Supported by the views of senior police officers and our own experience and insights, our study identifies six steps to prepare policing for the future and provide a holistic, "joined-up" service to the public to meet future challenges.

Adopting an integrated approach that empowers and enables frontline officers can lead to more informed and flexible interactions that better engage and serve citizens. The emphasis is on providing police officers with a single and complete picture of the event and situation they are dealing with or about to be confronted by—proactively and in real time, wherever they may be.

While there is no "silver bullet" solution, we propose six steps to help the police transform—engage citizens, empower officers, optimize ways of working, predict and improve services through analytics, enhance collaboration, and proactively manage change (see Figure 3).

Figure 3. Six steps to prepare policing for the future

1. ENGAGE CITIZENS
2. EMPOWER POLICE OFFICERS
3. OPTIMIZE WAYS OF WORKING
4. PREDICT AND IMPROVE SERVICES THROUGH ANALYTICS
5. ENHANCE COLLABORATION
6. PROACTIVELY MANAGE CHANGE

PSP no longer considers itself a "Police Force" but instead a "Police Service" that exists and acts to serve the interests of the citizens in a legitimate and efficient way.

Superintendente Paulo Valente Gomes, National Commissioner of Polícia de Segurança Pública (Portuguese National Police, Portugal)
ENGAGE CITIZENS

Police services must embrace a range of contact channels that enable interaction with citizens in new, dynamic, personalized and cost-effective ways. Citizen engagement should be online, social as well as face to face, and underpinned by trust.

MOVING ENGAGEMENT ONLINE

As the Accenture global digital citizen survey, reveals, 70 percent of citizens said they were likely to use digital government services, and 50 percent said they would like to see an increase in the use of police websites and portals. Traditional communication channels, such as telephones and walk-ins, are expensive to run, both financially and in terms of staff hours. Self-servicing portals can address a number of functions, from reporting crimes and receiving updates on policing and criminal activity—such as wanted-persons and live crime maps—to handling basic police and licensing enquiries. For example, if a citizen submits an online application for a firearms license, an automated search can run on the relevant criminal justice systems to identify potential risks and a license would be granted or rejected, without the need for any officer contact time.

Portal-based self-service mechanisms have already demonstrated public engagement. For instance, the number of people using online banking, doubled between 2008 and 2012, while the use of the branch channel fell by 10 percent. Branches are used for complex advisory purposes, while simple and frequent transactions have moved online. Reporting non-emergency crimes through an online portal could dramatically reduce costs and officers’ time. Not only is the process quicker and simpler and able to raise levels of citizen satisfaction, but also it provides a useful source of data which the police can analyze to identify patterns for use in preventative intervention.

MAKING ENGAGEMENT SOCIAL

Already embraced by the majority of citizens, with more than 72 percent of 1,300 respondents in the Accenture citizen survey on policing saying that it can be an effective tool in policing, social media has the power to not only speed up information transmission, but also to organize and mobilize groups quickly—as well as offering the opportunity for police to improve investigations and emergency responses (see Figure 4). Publically available online conversations and groups can be analyzed to anticipate potential criminal behavior or be used as evidence when capturing and prosecuting criminals.

New and emerging technologies, such as social media and mobile apps, can be used to engage citizens, aid investigations and gather intelligence. The International Association of Chiefs of Police survey revealed that 90.4 percent of agencies that use social media, 77 percent use it for investigations and 74 percent reported that it has helped them solve crimes in their jurisdiction. With 340,000 Twitter followers and almost three million YouTube videos, the National Spanish Police launched the Tweetredada program, where they engage citizens via targeted requests on various issues, including child pornography, gender violence, and finding the “most-wanted.”

In January 2012, the National Spanish Police received 2,500 messages related to drug trafficking which eventually led to the arrest of 10 people. Boston Police used Twitter for frequent and transparent updates to citizens during the Boston Marathon bombings, and the use of social media eventually led to the capture of the bomber. Social media is also effective in non-emergency situations; the United States Department of Homeland Security enhanced its biosurveillance capabilities at the Office of Health Affairs (OHA) by using social media analytics to manage, link and analyze data from social networking and social media sites in real time, to better inform and protect the public in the event of a national health emergency, such as a disease outbreak.

ENGENDERING TRUST

Anonymity and trust are often critical success factors in securing citizen engagement and cooperation. Online portals must be robust and secure to handle data privacy. Anonymous and digital self-servicing interactions work well for police services; it is estimated that 42 percent of volume crime detections come from “first links” to a suspect provided by victims or witnesses. The Surrey police, for example, has used the free smartphone app, Facewatch ID, to enable citizens to search stills of people of interest uploaded by police within a defined radius, and submit details confidentially through the Facewatch system to the police. The application speeds up crime investigations and more than 200 positive identifications have been made in the first six months after the system was launched in 2012. It is now live in 10 United Kingdom police forces.

Crime happens where people gather. Criminals interact and create networks on social media sites, giving police new ways to conduct investigations and collect evidence.

Senior Police Officer at a Nordic Police Force

Social media can change the way we engage—it can help get a conversation going with the police and make citizens part of it. Social media and apps can allow the police to speak directly to the public, and present the facts without others spinning it. We need to move with the times and we are running to catch up.

Chief of Police William Blair, Toronto Police Service

Guards Civil has created specialized units to surf the Web and work in the social media environment to fight organized crime—which uses this channel to organize themselves.

Major General Antonio Barregán, Guardia Civil

The demand for transparency and accountability is greater than ever at corporate, divisional, and individual levels. Also, there needs to be greater emphasis on performance and spending of public money.

Assistant Commissioner Jack Nolan, An Garda Síochána

Figure 4. Citizens’ beliefs around using social media in policing activities

Can social media...

<table>
<thead>
<tr>
<th>CAN SOCIAL MEDIA...?</th>
<th>YES</th>
<th>NO</th>
<th>UNSURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>AID IN INVESTIGATING AND CATCHING CRIMINALS</td>
<td>72%</td>
<td>7%</td>
<td>20%</td>
</tr>
<tr>
<td>IMPROVE POLICE SERVICES</td>
<td>53%</td>
<td>16%</td>
<td>31%</td>
</tr>
<tr>
<td>PREVENT CRIME</td>
<td>47%</td>
<td>23%</td>
<td>30%</td>
</tr>
</tbody>
</table>

NOTE: Due to rounding, totals may not add to 100%.

Accenture Citizen Policing Pulse Survey, August 2012.
**STEP 2.**

**EMPOWER POLICE OFFICERS**

Police investigations rely on accurate and timely facts but, mindful of “the golden hour,” there is a need to empower officers with real-time access to information that is presented in an intuitive, interactive and even predictive way to achieve vital operational gains and significant fiscal efficiency savings.

**ACCESSING THE WHOLE PICTURE**

Integrated technologies can enable police officers to respond more quickly, reducing investigation time and realizing efficiency savings. For example, An Garda Síochána’s PULSE system is based on a single consolidated architecture and data repository supporting new operational computer systems with powerful facilities to define linkages between data. The core principle is to give mobile officers quick and easy access in one central repository to all information related to a subject of interest at the scene. By improving process workflows and access to information, An Garda achieved cost savings, improved services and safety, and enhanced Garda morale and public perception. In addition, Guardia Civil’s operational policing system (known as SIGO) allows more than 85,000 force members to access the system via mobile devices, managing between 20,000 and 25,000 daily connections, transmitting more than 4 million complaints, and recording more than 30 million citizen safety enquiries per year.27 Similarly, Europol’s mobile office solution allows Europol officers to access the full range of information retrieval and analysis tools from any remote location, using the highest security standards. European Union law enforcement officers used the mobile office solution 84 times in 2011, more than a 150 percent increase on 2010.28

**REAL TIME INSIGHT ON THE MOVE**

Mobile technologies bring a new sense of immediacy and accuracy to intelligence gathering that can further empower officers. Sharing information interactively at the crime scene enables real-time analysis and investigation and, most importantly, captures suspect information while it is fresh in the minds of victims and witnesses. Once a suspect is identified, mobile devices can be used check photographic, voice or fingerprint biometric details, as well as confirming the suspect’s identity with the victims and witnesses.

A pilot in the United Kingdom showed that using mobile technologies, such as laptops and personal digital assistants (PDAs), for electronic witness statements was, on average, 15 minutes faster and enabled officers to send back complete information to the central database in less than one minute, without having to return to the police station.30 Similarly, in Belgium, the adoption of smartphones by the RINO Police reduced administrative processes per statement by 20 minutes; equivalent to 30 man-days per year.31

Faster resolutions enable resources to be better utilized and more investigations to be undertaken, resulting in additional arrests and convictions. In turn, justice is seen to be delivered, leading to safer societies and increased confidence in the police.

The need for mobile technology is driven by the need to make better decisions. Officers on the street need real-time information and supervisors back in headquarters need to know what’s going on in each location and operation in real time.

United Kingdom Liaison Officer
Kieran Miller, Australian Federal Police

Mobile has the ability to take officers away from the office allowing them to spend more time in their workplace, which is the community.
Deputy Chief Constable Neil Richardson, Police Scotland

The Portuguese Police and the National Road Safety Authority developed a new integrated information system, the Sistema de Contra-ordenações de Trânsito (SCoT), to increase efficiency of the registration and issuance of notices and fine collections. The solution allows officers to have improved access to information at the right moment and in the right place through the use of a personal digital assistant (PDA) or a mobile tablet at the scene. Officers are able to record traffic offenses at the scene, and the pre-population of required data helps speed up the process. Furthermore, the solution provides access to procedural support (back-office) to facilitate offense management processes from where the offense was logged, while the incorporated business intelligence function enables officers to analyze logged offenses and review appropriate handling procedures immediately. Finally, the solution integrates applications with external databases and automatic payment terminals to streamline the procedures and provide a richer intelligence for officers at the right moment and in the right place.

The Portuguese Police and the National Road Safety Authority developed a new integrated information system, the Sistema de Contra-ordenações de Trânsito (SCoT), to increase efficiency of the registration and issuance of notices and fine collections. The solution allows officers to have improved access to information at the right moment and in the right place through the use of a personal digital assistant (PDA) or a mobile tablet at the scene. Officers are able to record traffic offenses at the scene, and the pre-population of required data helps speed up the process. Furthermore, the solution provides access to procedural support (back-office) to facilitate offense management processes from where the offense was logged, while the incorporated business intelligence function enables officers to analyze logged offenses and review appropriate handling procedures immediately. Finally, the solution integrates applications with external databases and automatic payment terminals to streamline the procedures and provide a richer intelligence for officers at the right moment and in the right place.
Agile departments and an optimized infrastructure can help lower the cost of operating police services and deliver speed and efficiency gain to address future demands. By utilizing other organizations, whether public or private, the police can focus resources on core policing tasks.

**ENHANCING ORGANIZATIONAL STRUCTURES**
Re-evaluating resource planning and, most importantly, demand management can allow police services to make the best use of their assets and re-allocate existing officers to areas where they are most needed. The use of predictive modeling to link resources to demand can help forces not only react in real time but also proactively shape their organizations to make greatest use of their officers—their most expensive and valuable asset. Police services can use new technologies to help manage demand during peak times by diverting citizens to social media sites, such as Facebook or Twitter, for news updates.

Similarly, scrutiny of existing structures may identify a need for new departments with specialized skills, or help to focus on priority tasks such as special investigation units. By assessing and adjusting resources, the police can create a more agile service that gives officers a broader set of skills and capabilities and helps to fight crime proactively.

**DIGITIZING POLICE STATIONS AND INFRASTRUCTURE**
Introducing an integrated information management approach that automates manual work processes and optimizes departments and resources can mean more efficient police services, and also allow police officers to operate from different locations. For example, according to Reform analysis,31 police stations in London are visited by less than two people per hour and there is no link between the number of police stations and low crime levels. A 20 percent fall in crimes reported at front counters and a 32 percent increase in Internet and e-mail reporting since 2008 shows citizens’ behavior is changing. As a result, the Metropolitan Police Service in the United Kingdom is considering closing up to 60 station front counters as part of wider efforts to save more than £500 million over the next few years. In a further move from the traditional police station, some police services are running from contact points in supermarkets, coffee shops, post offices and community centers, helping to not only save infrastructure costs but also helping to make the officer visible and accessible in the heart of the community.

**DEVELOPING PARTNERSHIPS WITH PUBLIC AND PRIVATE ORGANIZATIONS**
Police services can also draw upon the resources and capabilities of other sectors to help optimize their activities. The maintenance and upkeep of estates, police vehicle fleets and other property constitutes expensive, non-core policing activities which could be handled by other professional public or private service organizations that, through economies of scale and specialization, can often provide this service at lower cost. In the case of fleet management, the addition of integrated technologies can also identify the most effective routes and monitor driving styles and capabilities to help police services to highlight and address areas for improvement in real time. Lessons from the private sector regarding office utilization, estate and facilities management, procurement processes and outsourcing of non-core functions can offer police services immediate cost reductions and administrative efficiency improvements. For example, the national Danish police has partnered with a private company which now runs its entire facilities management services.42

By engaging with the private sector to improve support services, outsource administrative functions, or share back-office services, the police can cut costs and remove the burden of responsibility for non-policing matters. Irish police service, An Garda Síochána, has made a number of transformational changes as part of the Public Service Agreement 2010 to 201433 which has resulted in savings of more than €53 million. Among the initiatives, the police have amalgamated 29 Garda Districts into 14 larger ones, consolidated 100 Garda stations and reduced the public opening hours at certain stations.32 Collaboratively working with the private sector to manage safety cameras has freed up Garda officers for other frontline duties which, at full capacity, equates to 16,000 man-hours per month, and has realized €5.71 million savings over a two-year period. Outsourcing of service, repair, and maintenance of the Garda vehicle fleet, together with tendering for tire purchase and fuel and car lifetime extension to 300kms, has resulted in savings of €3.8 million.

However, if the private sector is to successfully play a long-term role in supporting policing they must be able to demonstrate clear benefit. They must also be prepared to open themselves up to the same level of accountability and scrutiny, which is likely to mean having an “open book” mentality but may also stretch further to include being open to referral to investigative bodies such as the Independent Police Complaints Commission in the United Kingdom. It is vital that the private sector demonstrates it can adopt the same public service ethos as policing.

An Garda Síochána has launched the GRACE program—Garda Responding to a Changing Environment. It includes the implementation of new rosters, station closures to add 61,000 additional patrol hours and the amalgamation of districts. It has identified immediate “quick wins” for waste elimination, for example, contracts’ e-negotiation. We are now looking at improving processes and transforming the way we do things.

Assistant Commissioner Jack Nolan, An Garda Síochána

In the future, there will be a more collaborative approach to community problems—simpler structures, centralized core with specialized teams. There will be partnerships with local teams in the community and with specific outsourcing to private sector policing.

Assistant Commissioner Jack Nolan, An Garda Síochána

Guardia Civil’s integrated operational policing system, SIGO, automates crime reporting and case management across all operational units. The system integrates with other law enforcement agencies both within Spain and internationally, facilitating information sharing and cross-border co-operation. Frontline officers now spend 20 percent less time on administrative tasks. SIGO’s extension, the highly-secure SIVNES system, incorporates specialist intelligence and analytical capabilities to automate labor-intensive investigative work.
STEP 4.

PREDICT AND IMPROVE SERVICES THROUGH ANALYTICS

Analytics is part of a new wave of disruptive technologies that can lie at the heart of real-time intelligence, better equipping police officers and driving police services for the future.

FIGHTING CRIME THROUGH ANALYTICS

Analytics can be used as a means to significantly enhance intelligence-led policing by managing risk—identifying criminal networks, and predicting crime and hotspots based on real-time information. For example, burglary data is used by Santa Cruz City in the United States and West Yorkshire Police in the United Kingdom to identify streets at the greatest risk of burglary and then increase patrols in those areas. Without any additional officers on the streets or changing beats or shift times, Santa Cruz City saw a 19 percent reduction in property theft, while West Yorkshire Police reported a 25 percent reduction in the number of burglaries in three months. Police officers can use the information from the crime scene to analyze any similarities in outstanding cases or predict future crimes.

Geographic profiling, combined with criminal analytics, is likely to be at the forefront of solving serial crimes such as robberies or car theft to pinpoint the location of a suspect or accomplice. Memphis Police Department in the United States, for example, uses multivariate analysis in crime mapping, such as weather and school data, to predict where certain crimes may occur. In this way, officers are in the right places, on the right days, at the right times, resulting in a 23 percent decline in violent crime and 26 percent decline in property crime.

Predictive analytics, necessitating collaboration between different police services and justice organizations, such as courts and prisons, can help to identify and prevent persistent reoffenders quickly. Successful intelligence sharing and proactive crime fighting, however, must be supported by interoperable systems and crime databases, and improved data standards and management and can be advanced by the use of technologies such as biometrics and automatic facial recognition. For example, although the main responsibility for police work lies at the regional level, Germany has implemented centralized databases at a federal level, such as the police information system INFbP at Federal Criminal Police Office (BKA). All Germany’s regions have used this centralized search database to access crime-related data for many years. The intent of the centralized system is to allow the regional areas to better communicate with each other using a more standardized data exchange structure.

ORGANIZATIONAL OPTIMIZATION THROUGH ANALYTICS

Together with integrated policing systems and high-quality data, automated analytics engines can improve the efficiency of police officers and provide considerable savings. Analytics can be used to assess workloads and better organize police services based on real-time information to achieve organizational optimization (see step three). For example, An Garda Síochána introduced the flexible, nationwide Garda roster to better match officer availability with the demand for policing services to reduce the need to employ Garda members on overtime.

ADAPTING ANALYTICS FOR RICHER INTELLIGENCE

Broadening the scope of analytics—to include hospital, prison or traffic data—can offer richer intelligence. Sophisticated analytics techniques can quickly process a wide variety and volume of data sources—from video cameras, sensors, and biometrics—to dramatically transform policing. The Safe City pilot program in Singapore, for example, integrates advanced analytic capabilities into the existing video monitoring system used in the city by applying computer vision and predictive analytics to video feeds to detect public safety concerns. The solution will increase situational awareness, streamline operations and offer alerts that can enhance the response times to public safety incidents.

Police and State Security organizations are going to have to respond much faster to the changing information and intelligence opportunities presented by big data, predictive policing and social media.

ICT Executive Director, Liam Kidd, An Garda Síochána

There is now a need for shorter, sharper hits; better intelligence to get the evidence more quickly.

United Kingdom Liaison Officer Kieran Miller, Australian Federal Police

We are lacking the competencies required for building effective analytics capabilities. We need a new set of skills, which police officers don’t currently have.

Police Commissioner Lene Frank, National Danish Police

We have a lot of data, but we must translate this information into action more often. We can make relational or causal analyses which will save us a great deal of work.

President of Slovak Police Corps, Tibor Gašpar

The serialization of crimes drives case solving. When a criminal is caught for one crime, the police analyze existing data to find any additional offences they may have committed.

Senior Police Official at a Nordic Police Force
STEP 5. ENHANCE COLLABORATION

To support different aspects of policing, the police need to cooperate, nationally and internationally, with other police forces, justice organizations, public sector organizations, private sector organizations, voluntary sector organizations, and citizens themselves.

COLLABORATION WITH OTHER POLICE SERVICES
Policy services can join forces to provide a more agile and responsive service, sharing information, officers, and other resources to tackle crime even more cost effectively. In the United Kingdom, police services have identified 543 collaboration projects as either planned or already running, with projected savings of £169 million by 2015.48 For example, Kent Police and Essex Police have joint directorates for serious crime and for information and communications technology.

COLLABORATION WITH OTHER JUSTICE ORGANIZATIONS
Working closely with other justice organizations can help speed up investigations and convictions. The information system SIDNA at the Italian National Anti-Mafia Department, part of the Ministry of Justice, is used for investigation activities by more than 700 different users, including detectives, administrative staff, judges, and police across Italy. All stakeholders are able to access the same details on crime cases and research, enabling cross-pollination of information for nationwide investigations.

COLLABORATION WITH OTHER PUBLIC SECTOR ORGANIZATIONS
Local governments and public sector organizations could work closely with police services to deal with matters they are best placed to address themselves, such as dealing with lost property or issuing passports. Close and regular cooperation with other public sector organizations can also help police services monitor criminal activity and develop a more responsive service. For instance, the Danish police has formalized its cooperation with schools and social services by sharing information about people who have committed or are likely to commit a crime.

Interpol and Europol are promoting international cooperation and fast and secure information exchange and analysis to fight crime globally. Interpol's i-24/7 system enables police officials from 190 participating countries to search and cross-check a wide range of global databases from any location. In 2011, 1 billion searches were conducted, 10,000 notices issued and 7,958 arrests made. Interpol and Europol have established a secure communications line directly linking the two organizations, and endorsed operational action plans of cooperation in key areas.

COLLABORATION WITH THE PRIVATE SECTOR
Collaborating with the private sector to reduce crime risks in policing areas such as cybercrime and corporate fraud is in the interests of both the police and the relevant organizations concerned. In fraud prevention, private sector companies are often better placed to protect themselves and gather evidence of crime which can be passed on to the police. The previously mentioned Facewatch ID app was developed by a wine bar owner in London to help officers tackle theft. The app allows other business owners to upload CCTV evidence and electronic witness statements and, with 6,000 businesses registered and the system fully implemented across London and other police forces, the police are able to streamline crime reporting processes.47 In addition, private security and insurance companies can incentivize people to better secure their property. Finland has seen a decrease in property-related crimes over the past 15 years due to protection services such as car immobilizers and home alarms offered by private companies. Police services could also collaborate with private companies which are likely to hold critical citizen data, such as airlines and social media providers. Facebook, for example, has a dedicated team which works with law enforcement agencies and collaborates with European police services by freezing user data so that it can be shared with the police once the official international police support request has been issued.

COLLABORATION WITH THE VOLUNTARY SECTOR AND CITIZENS
More police services are making a strategic choice to involve citizens and the voluntary sector in their activities to reduce costs and free up time for more complex work. For example, An Garda Síochána introduced the Ganda Reserve42 program, where voluntary unpaid members provide local patrols, participate in crime prevention initiatives and provide operational support to full-time Gardai. These new team members will make up 10 percent of the total police service, allowing more officers to focus on frontline policing services. While Her Majesty’s Inspectorate of Constabulary in the United Kingdom46 found that more support functions can be provided by other partner organizations, including the private sector, or even be community-led. As such, more resources can be channeled into frontline positions, increasing the proportion of officers from 83 percent in 2010 to 89 percent in 2015.

COLLABORATING INTERNATIONALLY
Expanding collaboration from a national to international level can provide a new dynamic in fighting today’s borderless crime. Europol has supported more than 13,500 cross-border cases in 2011 through intense use of intelligence, an increase of more than 17 percent compared with 2010.43 Likewise, National Central Bureaus and other authorized users are able to submit criminal data using i-link, Interpol’s electronic system for exchanging information, meaning data is complete, uniform and accessible to all member countries and allowing investigators to uncover links between seemingly unrelated cases. Notice requests have increased by around 32 percent since the launch of the i-link forms in 2009.45
STEP 6.

PROACTIVELY MANAGE CHANGE

Police services for the future must equip police leaders to manage and deliver change effectively—fostering a climate of change acceptance and readiness throughout the organization—and prepare them for the evolving nature of the environment in which they operate.

ACCEPTING CHANGE

Police services need to adopt structured change management approaches, where ownership and accountability are maintained internally and externally, to ease the acceptance of new processes and technologies. Police officers need to be supported with the right tools during and beyond transformational changes. The value needs to be clear—if officers do not believe the change will be useful, they will not adopt it. Formalizing continuous learning and improvement is one way to help officers to get the best from new technologies, situations, and work processes. It is important that change management is seen as an ongoing process and not just a one-off activity.

BUILDING LEADERS TO DELIVER AND SUSTAIN CHANGE

Police leaders are at the forefront of managing change and making it happen. Improvements in their knowledge of IT and their financial and business skills will be necessary to structure and organize police forces in a more sustainable manner. It is important that police leaders at all levels of the organization are given appropriate support, training, and development. The provision of effective Leadership Development Programs (LDP) can help to develop new competencies and critical thinking skills amongst officers. The program can be made even more effective through the adoption of action learning (role play), which fits well with the police culture, by having officers think through challenges as part of a problem-solving team. Specific leadership development activities that complement the day job, whereby the identification of what assignments, responsibilities, and activities create successful leaders can be developed into career plans and formal staffing assignments. Critically, giving

employees tomorrow’s challenges today helps to get officers to think about the “big picture” and consider problems more holistically. Usually, the tasks officers undertake demand tactical problem solving skills but giving aspiring leaders a mix of problems to solve is the best approach; some operational and others which encourage them to solve wider organizational challenges. For example, a United States federal law enforcement agency has updated its competencies model and implemented a supervisor development program to ensure future supervisors have the necessary managerial and leadership skills to effectively lead their teams through change.

MANAGING CITIZEN EXPECTATIONS

Policing for the future should focus on understanding and managing citizen expectations around the role of police. Through clear communication, engagement and action, police services need to re-distribute responsibility and ownership of appropriate tasks to other organizations, industries and even citizens themselves. By sharing the responsibility and desired outcomes, citizens’ expectations of the police can also evolve and be proactively influenced by the police, helping to drive further citizen engagement.

We are experiencing “the CSI effect.” Current technology does not mirror what people see on television, and we need to think about resetting expectations about the capability of current technology. Even the jury’s perception of evidence in federal, state and local prosecutions has been impacted.

Executive Assistant Director, Richard McFeely, Criminal Cyber Response and Services Branch, United States Federal Bureau of Investigation

We need to be better adept at looking forward and preparing for changes. As the entire population ages, we should be better preparing ourselves for support program fraud cases, such as health, insurance, and food subsidy fraud.

Executive Assistant Director, Richard McFeely, Criminal Cyber Response and Services Branch, United States Federal Bureau of Investigation

Future police leaders will, amongst others, need risk management, change management, and business skills, and knowledge of IT.

Sir Hugh Orde, President of Association of Chief Police Officers of England and Wales

We must continue to change; technology provides the opportunity but it must be exploited by the people.

Deputy Chief Constable Neil Richardson, Police Scotland
TRANSFORMING FOR THE FUTURE

As our study has shown, today’s officers have a very clear understanding of the core challenges facing the police. Accenture believes police leaders should consider the following questions to help prepare their police services for the future:

1. Are you proactively engaging citizens in a two-way dialogue, through a range of contact channels, in a personalized and sustainable manner? Are you addressing citizens’ varied needs, at a time and in a manner most appropriate to the citizens’ specific needs?

2. Are your police officers empowered, through the right technology and training? Do they have access to real-time information at any point in time or place, to carry out the majority of their tasks at the scene?

3. Have you optimized your ways of working, organizational structures and infrastructure, and partnered with other public and private organizations to achieve better resource and asset management?

4. Are you making use of sophisticated analytics to inform police officers and access real-time intelligence? Are you using analytics to optimize workloads and to decide which services to offer citizens?

5. Are you collaborating with your national as well as cross-border network of police services, justice organizations, public, private and voluntary organizations, and citizens?

6. Have you proactively embedded change management? Are your police officers ready to embrace change, and motivated to shape the upcoming change in the future?

REFERENCES

5. http://www.police.uk
10. http://www.guardian.co.uk/series/occupy-movement
11. http://www 성공 밤검색 결과
15. http://www.policet.com/%E9%9F%B4%E6%81%A5%E9%9D%A2%E5%BE%B7huanan-xinbote/; http://www.policet.com/%E9%9F%B4%E6%81%A5%E9%9D%A2%E5%BE%B7huanan-xinbote/; http://www.policet.com/%E9%9F%B4%E6%81%A5%E9%9D%A2%E5%BE%B7huanan-xinbote/
20. http://www.policet.com/%E9%9F%B4%E6%81%A5%E9%9D%A2%E5%BE%B7huanan-xinbote/; http://www.policet.com/%E9%9F%B4%E6%81%A5%E9%9D%A2%E5%BE%B7huanan-xinbote/; http://www.policet.com/%E9%9F%B4%E6%81%A5%E9%9D%A2%E5%BE%B7huanan-xinbote/
36. http://www.policet.com/%E9%9F%B4%E6%81%A5%E9%9D%A2%E5%BE%B7huanan-xinbote/; http://www.policet.com/%E9%9F%B4%E6%81%A5%E9%9D%A2%E5%BE%B7huanan-xinbote/; http://www.policet.com/%E9%9F%B4%E6%81%A5%E9%9D%A2%E5%BE%B7huanan-xinbote/
About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 266,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world’s most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US$27.9 billion for the fiscal year ended Aug. 31, 2012. Its home page is www.accenture.com.

Disclaimer

This document makes descriptive reference to trademarks that may be owned by others. The use of such trademarks herein is not an assertion of ownership of such trademarks by Accenture and is not intended to represent or imply the existence of an association between Accenture and the lawful owners of such trademarks.

Note: The views and opinions in this article should not be viewed as professional advice with respect to your business.

Contact

For more information, contact:

Ger Daly
Global Managing Director
Accenture Defense & Public Safety
ger.daly@accenture.com
+353 1 646 2171

Manuel Sánchez López
Managing Director
Accenture Police Business Service
Global Lead
manuel.sanchez.lopez@accenture.com
+34 91 546 9234

James Slessor
Managing Director
Accenture Police Business Service
Europe, Africa & Latin America Lead
james.w.slessor@accenture.com
+44 207 844 5753

Copyright © 2013 Accenture
All rights reserved.

Accenture, its logo, and
High Performance Delivered
are trademarks of Accenture.