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PUBLIC SAFETY POWERED BY DIGITAL

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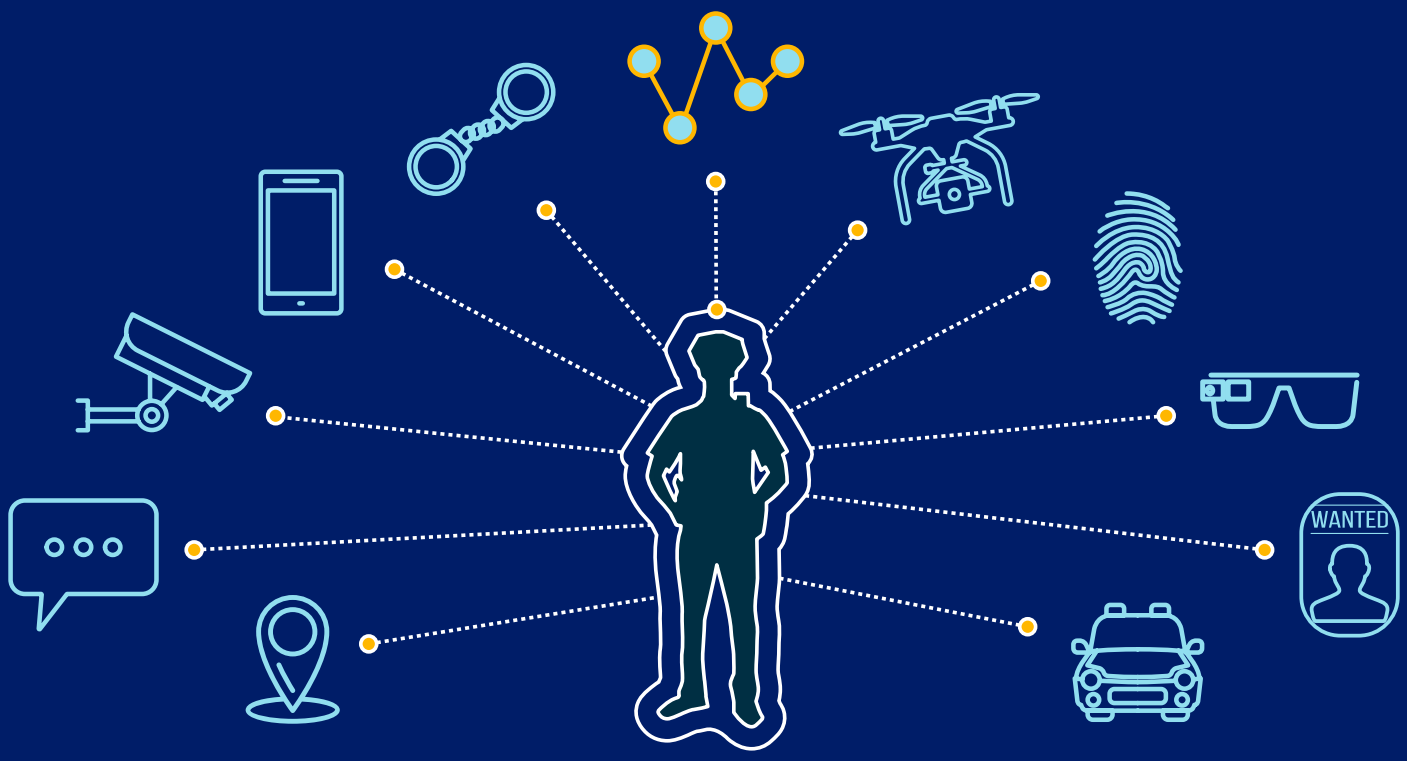
Beyond being connected

Since the early use of the now familiar term "Bobbies on the beat," policing has been recognized for its citizen-facing, mobile-community focused workforce. Police officers have a fundamental need to connect: whether to each other, with others serving the community, businesses and commercial enterprises or, most importantly, to the citizens they serve. But while the importance of being connected is not in question, the ability, means and reasons to do so are changing in ways that are creating a fundamental shift in operational policing.

Today, the police must collaborate with a host of associated agencies and communicate with citizens who are accustomed to the ease and immediacy of digital technologies. And police forces acknowledge their own digital presence must keep pace. Announcing the appointment of its new chief information officer, Angus McCallum, the United Kingdom's Metropolitan Police Service has expressed commitment to transforming its digital policing systems—part of a £200 million IT strategy.[1] Going forward, public safety solutions must use digital capabilities to better connect three core elements—organizations, officers and citizens—to deliver on the mission. Being digitally enabled can not only reshape the police officer's role, but also effectively achieve greater levels of connectedness.



Change challenges

Growing diversity in terms of the type of organizations, communities and people that the police need to reach is making the challenge of connectedness more complex. Police agencies must combine working with other agencies in the public and private sectors or liaising with the voluntary sector with a new type of citizen who is seeking a more personalized and tailored service. Today, it is not only the physical communities with which police must connect, but also the virtual community, which brings its own challenges and unique characteristics. Citizens want to be involved—a convincing 96 percent of surveyed citizens said they expect to play a role in police services.[2]

The increasing globalization of crime and recognition of the fact that many crimes are taking place off the street means the police need a far better connected infrastructure. In the United Kingdom alone there has been a recent announcement about doubling the country's funds to fight cybercrime[3] —an example of off-street crime that demands a stronger working relationship between the police and financial institutions. Public safety solutions must scale up to meet global demands; terrorism threats are increasing and the migration issues in Europe are presenting threats that are international and can be highly specialized.

Cuts in public safety funding are forcing agencies to seek out new ways of working. Increasingly, police forces are forming diverse partnerships with private sector agencies, or relying on voluntary services—such as the special constabulary or victim support—to not only supplement existing resources but also access different skills and capabilities. The Lower Manhattan Security Initiative is a networked surveillance project designed to detect threats and perform pre-operational terrorist surveillance. At the heart of this initiative is the public-private partnership fostered amongst the NYPD, private entities, and public agencies in Lower Manhattan to create an information sharing environment and better defend against potential threats to the nation's financial capital.[4]

Digital disruption

Just as citizens demand higher levels of service, so they are defining how their relationship with the police is being conducted. Citizens' familiarity with **social media** in their personal lives is influencing how they interact with the police; 82 percent of citizens believe digital tools—such as wearables and mobile devices—can help improve police services and 72 percent of citizens said they are more likely to use social media to engage with the police than one year ago.[5]

Digital disruption can work positively for public safety agencies. For example, Spain's Guardia Civil has piloted an analytics program to predict where and when burglaries may occur and to plan for increased service surrounding annual festivities and extreme weather events. The analytics program is designed to help Guardia Civil identify patterns from historical data to help map hotspots of where and when police services will likely be needed.[6]

Police forces are taking advantage of the emerging **Internet of Things (IoT)** technologies. Pilots have been undertaken for body-worn cameras that can be networked back to a mission control center. The deployment of body-worn cameras in Campbell, California in the United States has increased the community's trust in the police department through improved transparency.[7] One study shows that complaints against the police were reduced by 90 percent in Rialto, California after body-worn cameras were tested for a year.[8] Body-worn cameras are also being linked through sensors to the officer's car or to their Taser—for example, automatically activating when the officer's Taser is drawn.

Mobile apps, can be used to connect officers, engage with citizens, aid investigations and gather intelligence. Whether in their place of work, patrol car, or on the beat, officers using mobility solutions have an opportunity to fulfil their own data needs or solve crime, faster. Citizens are also using apps to connect with the police to speed up the reporting of crime, provide intelligence or even to help solve crime and identify suspects. For example, Facewatch in the United Kingdom is a secure online portal enabling police, businesses and communities to work together toward reducing crime.[9] Also in the United Kingdom, the Self Evident app is a convenient and effective way for the public to engage with the police and help reduce crime. The app is free and enables the user's crime report to be sent automatically to the right police team in England and Wales.[10]

"Over the next three to four years……we will deliver the transformation to equip our officers with cutting-edge mobile technology, enabling them to provide a faster and more effective response to crime across London. We will implement a series of new, fast and flexible online services that will also allow Londoners to interact with us in different ways."

Craig Mackey,
Deputy Commissioner, the Metropolitan Police Service[11]

Three core connections

Modern police forces that are digitally connected—through their organizations, officers and citizens—can gain better, more targeted information and deliver their mission. Yet there are challenges along the way. Seventy-nine percent of citizens want digital interaction instead of or in addition to face-to-face contact with their police forces[12], and while it is unlikely that technology will replace the need for face-to-face citizen engagement, existing police practices may need to adjust. Body worn cameras have the potential to deliver huge benefits and protect officers, but it is important that they are used properly—introduced with a clear strategy around their use and with the right data protection rights in place to realize the benefits. Additional video footage raises questions, too. With many officers filming during eight or 12-hour shifts, big data becomes the new imperative.

Police leaders need to ask themselves, how can data be unlocked in a timely way? How will analytics be applied—in real time or after the event? What are the implications of predictive analytics? And, perhaps the biggest issue of all, how can these volumes of data be stored and managed effectively? How can the benefits of the cloud be realized for Policing?

"We have to operate now in a different way, in the same way that criminals and terrorists are operating, to think in much more global terms in our policing response to these problems."

Rob Wainwright,
Director of Europol[13]

Successful connected policing involves:

Connected organization

Today, collaboration is essential. Police forces need to work together with many agencies including: courts, fire, health, education, and social services in the execution of their duty. Digital technologies can not only speed up justice processes for the benefit of citizens—a fact recognized by 63 percent of citizens—but also free up funding to reinvest in vital programs such as rehabilitation and recidivism.[14] Digital-enabled justice—using video to "join up" the courtroom, the police station and the prison—can facilitate how those institutions operate and help the process become far more effective. In the past, catching a shoplifter might mean a delay of several months between apprehension and trial. Using technology such as video conferencing, justice could be delivered in real time, with the criminal still at the scene of the crime. In November 2015, Sussex Police and Crime Commissioner announced the introduction of a Video Enabled Justice (VEJ) program, enabled by new digital technologies, across the Dorset, London and Kent areas to deliver swift, fair and efficient justice. A cross-force and agency business change program will manage the business and cultural impact of these changes.[15]

Another example of connected organizations is when mission control links the command team headquarters with its officers and enables full situational awareness through centralized information. Teaming with six Singapore Government agencies across law enforcement, transport and the environment, Accenture helped pilot a "safe city" solution that delivered meaningful insights in real-time, enabling a fast response and citizen accountability.[16] Before long, in a manner reminiscent of the film Minority Report, the command team may be able to turn on CCTV cameras at a crime scene before officers arrive, so they are better prepared for what they find.

Mission control-like functionality, aided by trackable, connected devices, could help to optimize operations. Imagine a scenario where a forensics kit is required, but no officers deployed to the crime scene have the correct equipment due to replacement failure or human error. Asset tracking and route optimization could make such a challenge obsolete. Beyond asset tracking, a mission control center could gain visibility—through adapted CCTVs, social media integration and officer intelligence—to help deploy much-needed drone-based resources to hard-to-reach, catastrophe zones in times of critical incident.

Connected officer

Officers are already using digital technology to stay connected. Body worn cameras are being rolled out at scale to ensure officers remain connected and accountable. Officers with mobile and in-car technology can do more of their work in the streets, such as creating crime reports and accessing data held on force systems. In the future, we could see smart belts that notify dispatchers anytime an officer reaches for a weapon or handcuffs—helping the command team to better assess risk and deploy appropriate resources.

Whether through a command center or Internet of Things technologies such as Google Glass, officers can take advantage of real-time video to receive training, guidance or emergency instruction at the scene of a crime. Other connected devices for use by the police include the Bounce Imaging Explorer, a ball-shaped camera that can be thrown into the middle of a threatening situation and stream real-time video feeds back to an officer's mobile device or a command center.[17] Such devices could be a game changer for police safety and pre-arrival intelligence.

Connected citizens

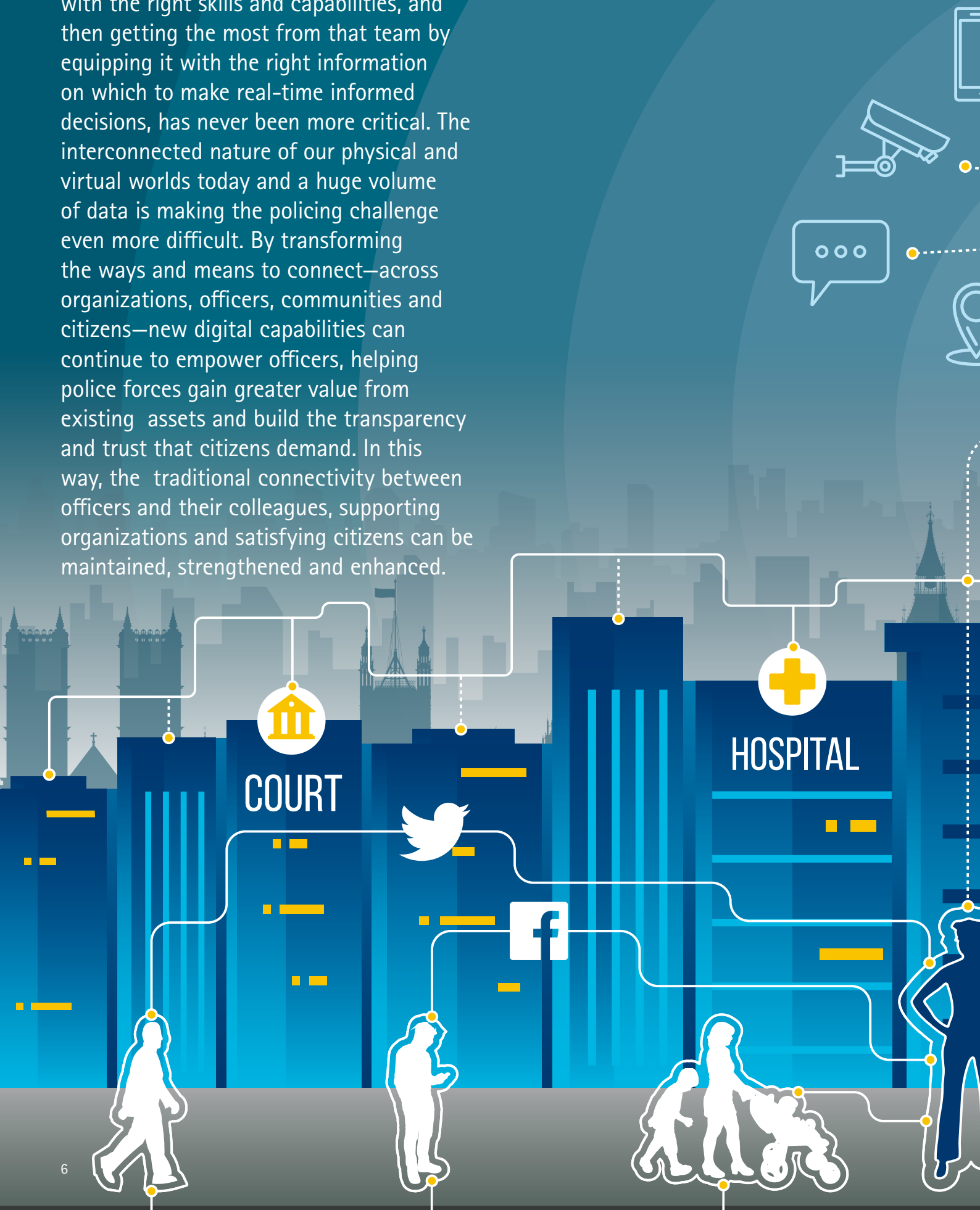
Police forces have always encouraged citizens to help in the fight against crime—such as the Neighborhood Watch and Crimewatch initiatives. In a digital world, the police have access to new ways of connecting with citizens. For example, police officers in Toronto are using Twitter to help solve some of its 500 unresolved murders.[18] While the Seattle Police Department is sharing stolen car information to resolve and prevent auto theft.[19] In the United States, drones are being used to reassure citizens that their interactions with the police cannot be misconstrued. To connect and protect citizens, drones are being developed to fasten to the top of a police car and launch on command to provide an accurate account of every encounter, every time—aiding police and citizen accountability.[20]

Using digital to be more connected has a dramatic impact on existing police operations—the speed with which information can be transferred, the way it can be analyzed and used in real time and its ability to reach officers in the street means a wholesale change in the connected nature of an officer's role. As digital prompts transformation, police forces must:

- Keep pace with digital technology developments to drive greater connectedness efficiencies
- Assess the scope and diversity of current connections and whether they are sufficient to deliver the public safety mission and outcomes.
- Determine an overall strategy and evaluate which connectivity tools are appropriate ongoing

Powered by digital

Assembling and connecting the right team with the right skills and capabilities, and then getting the most from that team by equipping it with the right information on which to make real-time informed decisions, has never been more critical. The interconnected nature of our physical and virtual worlds today and a huge volume of data is making the policing challenge even more difficult. By transforming the ways and means to connect—across organizations, officers, communities and citizens—new digital capabilities can continue to empower officers, helping police forces gain greater value from existing assets and build the transparency and trust that citizens demand. In this way, the traditional connectivity between officers and their colleagues, supporting organizations and satisfying citizens can be maintained, strengthened and enhanced.




WANTED
POLICE
OPERATIONS MANAGEMENT
CONNECTED ORGANIZATION
CONNECTED OFFICERS

Contact

James Slessor
james.w.slessor@accenture.com

Muz Janoowalla
habib.m.janoowalla@accenture.com

Gregory Falco
gregory.j.falco@accenture.com

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What does it take to deliver public service for the future? Public service leaders must embrace four structural shifts—advancing toward personalized services, insight-driven operations, a public entrepreneurship mind-set and a cross-agency commitment to mission productivity. By making these shifts, leaders can support flourishing societies, safe, secure nations and economic vitality for citizens in a digital world—delivering public service for the future.

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