



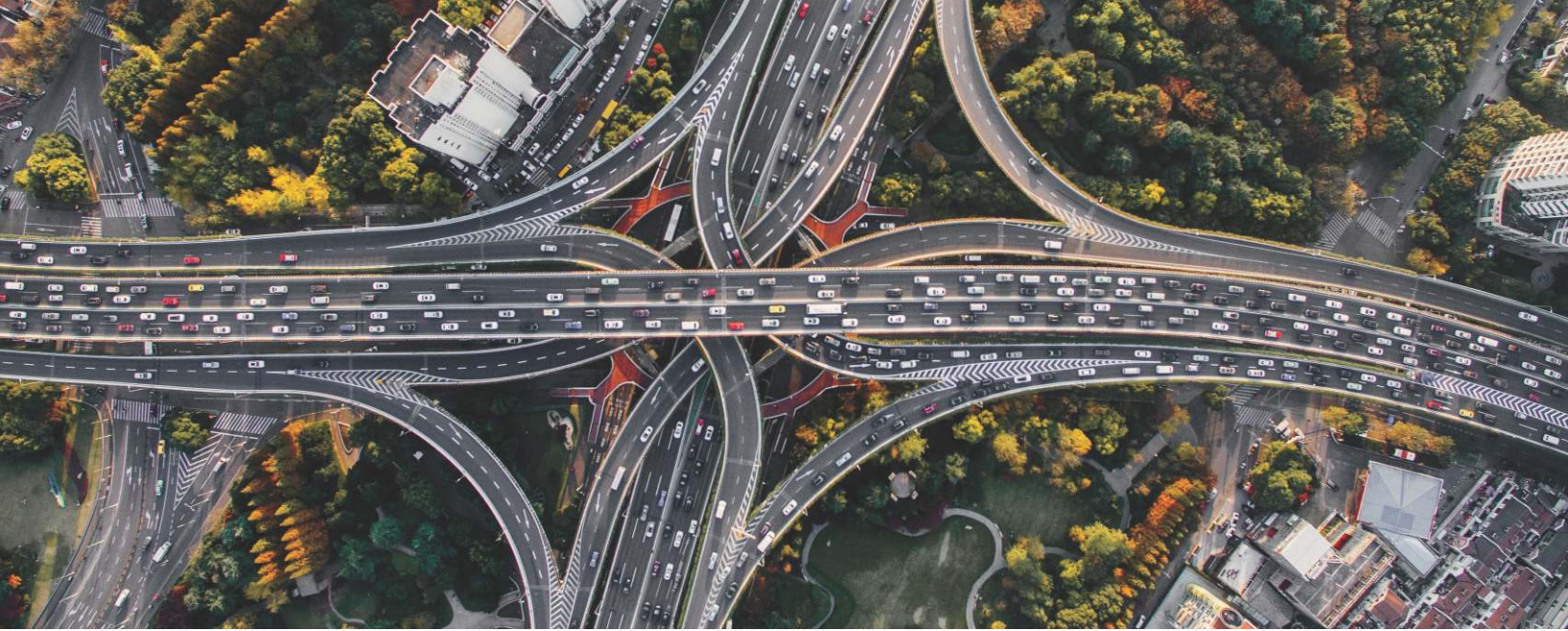
POLICING CHALLENGES

HOW TO DRIVE CHANGE THROUGH TECHNOLOGY

Conclusions from the Third Cityforum Round Table
BT Centre, Newgate Street, London



MOTOROLA SOLUTIONS



Prologue

The public safety community is facing an increasing number of challenges. It has to do more with less, manage the technological transformation and turn large volumes of data into intelligence, improved operating efficiency and better results.

The technological transformation puts forward solutions that help save time, increase efficiency and bring important benefits to different areas.

Modernizing emergency services with the right data, equipment and smart innovations can help lighten the burden they carry. Automation could activate a series of actions to speed up response times and identify trends and behaviors by analyzing large volumes of data shared openly by the community in order to detect the most significant and critical threats. As long as the transformation process includes a level of Artificial Intelligence (AI), it is even possible to prevent incidents before they occur.

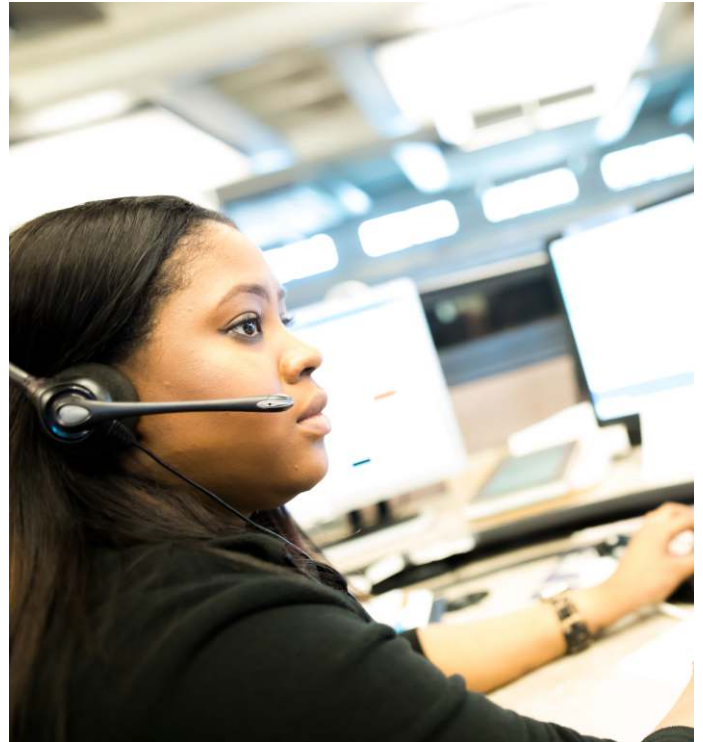
In order for this to happen, public safety organizations must have not only the best tools and data required to meet constantly changing needs but also a partner with the knowledge and experience required to train people how to use those tools, identify ways of working that were unimaginable until now, and help the different forces tackle local policing challenges without neglecting national threats.

By David Robinson, Motorola Solutions.

A DAY OF DEBATE, DIALOGUE AND DECISIONS

The third Cityforum Conference on Digital Policing brought together police officers, CIOs, technology suppliers and specialists from the policing and business world. The discussion was held under the Chatham House Rule, which allows participants to express their opinions, expectations and concerns freely. This summary of the event aims to recap the topics discussed and the atmosphere in the room during a day of intense debate.

Technology and services are evolving quickly in response to new threats and opportunities. The reality is that, since the first Conference on Digital Policing, the forces have achieved a lot, especially with regard to the workflow mobilization and image capture. However, the challenges that police forces must confront, and the barriers that stand in the way of the technological transformation, can seem insurmountable. As one of the participants noted, there is a risk of continuing to "polish" a single problem over and over, instead of searching for solutions.



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HOW TO GET THE PUBLIC INVOLVED WHILE FOCUSING ON THE VICTIM?

The growth of cybercrime and the emergence of new digital threats are driving factors in the unprecedented demand for a real shift towards technology-based policing processes.

Veteran officers are walking a tightrope, trying to find the ideal balance between meeting the community's policing needs and tackling threats from terrorism and organized crime. These officers agree that the police service needs to address the community's leading concerns while also tackling new types of threats as they emerge. Failing to handle these new threats efficiently will jeopardize the community's trust in them and may even erode the legitimacy of the service. The delegates proposed certain fundamental questions about the role the service could play. It was agreed that our reactive policing model is clearly insufficient given the industrialization of economic crime, the extent of online grooming and the use of images to harass and bribe victims.

COULD A PROACTIVE APPROACH GEARED TOWARDS PREVENTING MALICIOUS ACTIVITY BE THE SOLUTION?

Defining new legislative and operating measures requires that politicians and the general public have a greater understanding of digital vulnerability. In other words, the policing approach that is adopted must send a clear and coherent message about online threats, how to face them and the ethical implications of the entire process. The message and the approach must be formulated in clear and relevant terms. This can be difficult for a service that is task-oriented and seeped in the traditional concepts of criminality and victimhood. None of the speakers underestimated the difficulty of designing new digital policing models under the scrutiny of politicians and society at large; everyone agreed that getting their consent would be essential.

DEMAND AND CONTROL

The clearly dominant topic in the discussion about the changing nature of the demand was related to control rooms. It was pointed out that the most recent threats and risks—whether associated with cybercrime or not—greatly affect the time it takes to process and classify incidents. The delegates were warned not to expect channel changing initiatives to help reduce the burden on control rooms and were told that innovations in incident report generation should not necessarily be tied to optimistic efficiency projections.

THE NEED FOR FINANCIAL CREDIBILITY

It is impossible to not talk about money when discussing the transformation of policing processes.

It is true that well-supported arguments can influence politicians and analysts, so there is a clear need for always having a coherent message about digital operating models. But in order to argue for digital investment in times of austerity, the economic benefits associated with the transformation must be spelled out more clearly.

Although cultural change is a key component of the digitalization of the police system, the financial impact of the transformation is very difficult to assess. Many of the programs are essentially preventative and it is difficult to present proof of their benefits when there are no other simulated scenarios to compare them against. The presumed benefits are usually based on assumptions about the programs' impact on staffing, which in the end have no effect.

The service is reasonably good at defining initial objectives but not as good at evaluating progress, achievements and the broader context, which means that the potential and scope of the benefits can differ considerably from the initial assumptions, even when the programs yield viable results.

These are complex challenges and professionalizing or outsourcing project development may be one way of responding to them. A participant from another area of government reminded the delegates that they are much more likely to achieve set financial results with smaller projects than with grandiose, long-term plans. That is a useful tip. However, the aim should be to consolidate a countless number of initiatives. In digital policing, we should be able to talk reasonably about big numbers.



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THERE IS COLLABORATION, BUT IT CAN BE UNEQUAL

The concept of shared ICT (Information and Communication Technology) departments is not new, nor is the idea of groups of forces defined by their application preferences. What has improved is the general ability—especially of veteran officers with responsibilities at the national level—to manage alliances, identify a reasonable number of interested parties and make decisions accordingly.

THE TECHNOLOGICAL CONSENSUS AND THE END OF THE LEGACY

There is clear optimism with regard to ICT leaders' ability to provide the technology required for digital policing processes and to get the most out of the resources allocated to the service for ICT. There is still a lot of frustration over the amount of the budget that is spent on maintenance, but the discussion about the overall goal seems to have been won.

Some forces embarked on this journey towards a fast cloud-based application delivery technology with response capacity some time ago. They are satisfied with their strategy but warn that the initial costs associated with the transition to a cloud-based model are high. Their counterparts from the public sector, who are a bit further down the road, offered them some degree of reassurance.

The savings resulting from the transition to applications tied to cloud-based services will be clearer when the legacy systems

Data management strategies that are separate from the application—and perhaps regulated by the idea that "the new data is metadata"—are required.

are eliminated completely. The new platforms will be much shorter-lived than the giants they are to replace. However, it is the data itself that may be useful long term, as new opportunities for analytical studies come up. This means that data management strategies that are separate from the application—and perhaps regulated by the idea that "the new data is metadata"—are required.

BUDGETS IN THE DIGITAL ERA

Logically, neither industry representatives nor experts in ICT applied to police forces support the idea of reducing spending on technology in order to free up funds to invest in the front lines. Nor do they believe the total technology budget assigned to the force is a valuable substitute for the efficiency they need to achieve. Over time, as the costs of technology move from capital investment to operating expenses, which are increasingly associated with individuals and the tools they use, this type of budgeting would be unsustainable. Both politicians and expert police officers seem to agree on this. But, although



investment in technology seems safe, it is clear that the simplest way to finance new digital policing initiatives is to save part of the current budget allocated for ICTs.

This involves a practical problem for technology leaders. Digital policing processes require new technological approaches, which can be taken from the digital world's agile and flexible architectures. This type of application development does away with a large part of the initial cost and is seen as a sensible and austere alternative to complex and cumbersome programs with lots of political risks. However, there are some significant costs associated with the transition to the infrastructure and staffing models implicit in the new scenario—costs that could take time to recover. Without new financing—or a considerable increase in mandates—it will be very difficult for the heads of ICT areas to make the investments in technology that national programs will require in the coming years.

OUTSOURCING AS A POSSIBILITY: THE INDUSTRY AND CHANGES IN THE AREA

The police forces' technologists are concerned not only about how to finance the change in their own jurisdictions but also about the service's ability to take advantages of the benefits of new digital platforms. Both technologists and representatives from service providers suggested that policing areas need some external help with the change and the new technologies.

What are capabilities that the police service may not have? One of the attendees referred to the difference between how expert police officers handle real incidents and how efficiently they manage to control change in their organization. There are exemplary leaders who take every risk very seriously whenever public safety is concerned and who could be relatively more understanding of the risk of failure in change programs. They seem more willing to turn to specialists and accept setbacks in a positive way. Does the policing transformation require a new, resolute leadership style defined by a determination to search for new operating models? Or can the energy and approach required to drive change programs be imported?

Transferring these skills is not easy. There are very obvious differences between managing change in policing and in other areas. However, the possibility of bringing these areas together underscores the magnitude of the challenge and lack of internal capabilities. It is much more difficult to control demand for policing than it is to control demand in commercial areas. A large part of the demand for policing depends on the priorities set by other local public services. This does not exempt the police from the need to analyze and tackle the issue of productivity, but it does suggest that performance should be considered as part of a web of relationships and of the local service ecosystem. The organizational pivots from the

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commercial require agile marketing. The digital policing area should be equally agile and receptive, to adapt to new threats and circumstances, and should always be transparent, to guarantee the ongoing support of the general public and interested parties. The skills and resources needed to meet these requirements may need to be imported.

The reform that the industry demands of the workforce generally implies outsourcing certain tasks, especially those associated with administrative support functions and services that could be shared. Outsourcing, as we know it today, is based fundamentally on labor arbitrage. The work goes where the labor is cheapest. However, in the future, the industry will move quickly towards a model based on automation and automatic learning. The policing area must be cost-conscious and well-advised by specialized attorneys in order to ensure that not all savings are passed on to suppliers.

Questions about the proper service model are still secondary to the dilemma over whether the area's change programs should be managed at the force level or the national level. Those who supported the idea of going onto the market and forming a consortium large enough to take on the risk of the transformation hoped that the service could consolidate operating processes before deploying new technological platforms. This approach is consistent with the recommendation that the roll-out of the technology portfolio for policing at the national level be more gradual.

However, a change of area at the national level would involve certain complexities. A representative of the central government pointed out that there is not a good balance between standardization and innovation; what is required at the national level tends to be very flexible and prevent the duplication of efforts, but the downside is that the imposed solutions tend to fail. This representative also suggested that the public sector as a whole has not managed to identify best practices and develop appropriate mechanisms for sharing them with the entire system. This policing issue was presented as a paradigmatic case, with the current process for financing the police transformation seen as a competition in which the winner is whoever gets there first, rather than whoever is the best fit at the national level.



Technology specialists understand policing as a human process.

LANGUAGE AS A BRIDGE

The regulation of data and information still presents multiple challenges for the harmonization of the process, collaboration between agencies and analytical activity. The comment that "there are islands of good practices but no bridges to unite them" was an apt one.

While there are very good opportunities for policing through the harmonization of data that is derived from local initiatives and depends on the support of local leaders of associated agencies, there are also examples of the large-scale shared use of information and of a technological community that is strengthening bilateral alliances.

The main barriers to the shared use of information on a large scale appear when not everyone speaks the same language. Discrepancies between nomenclatures can be resolved, but cultural differences are more difficult to reconcile. The degree of convergence between the ideas and concerns of expert police and technology industry representatives is key.

Technology specialists understand policing as a human process. They know that machines cannot empathize, that automated learning will never be able to replace the human emotional intelligence needed when speaking with a rape victim or someone who is under the effects of alcohol or in a complete state of shock. The question is how to scale the essential, human elements in policing; how to get the most out of the service.

And this means that the process perspectives, data perspectives and technology perspectives require common terminology and everything in the context of a clear operating model. There is a hierarchy of services, skills and components that will enable the articulation of each one of the components in terms of procedure, workflow, technology and financing. This represents a comprehensive development program for the incorporation of new components and capabilities in the operating environment and in the technology stack.

For digital policing, it is essential that the service be able to articulate what it does, what it wants to do and what it values the most in order to work towards the industrialization of part—but not all—of the service. The greatest hope of achieving this is based on a shared reference model derived from the service and not imposed by the center or designed by an advisor, regardless of the way in which it will eventually be applied.

And in terms of the underlying challenge for those who hold positions of responsibility, it is to: "stop seeing the digital challenge as a 'digital problem', and take advantage of the opportunities that arise to build a new base of skills, knowledge and practice for an extremely innovative future in policing based on digital applications". Stephen Kavanagh, Chief Constable of Essex Police and President of the Digital Policing Board

CITYFORUM

- Cityforum has been supporting public policy debate since 1990.
- It drafts and published reports and plans and organizes events in the United Kingdom and, in certain cases of special invitation, in other parts of the world.
- Cityforum is particularly interested in working with police forces and organizes between three and four round tables per year to debate about strategies, technology, human resources, the value of money and strategic communication. It also provides expert advising and monitors the work of police chiefs and commissioners.
- The third round table on digital policing was presided over by: Stephen Kavanagh, Chief Constable of Essex Police and President of the Digital Policing Board. The speaker representing the cabinet was MP Nick Hurd, Vice-Minister for Policing and the Fire Services, Interior Ministry. October 2017, London.



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