



**Embracing technology to meet
the changes faced in policing the UK today**

Policing in the UK today

The UK Police Force is facing unprecedented challenges. Increasing cybercrime takes criminal activity into arenas we've never seen before; empty streets in lockdowns have made counter-terrorist activities more difficult, and stories have hit the headlines that have difficult public trust in uniformed officers.

Police officers are needed more than ever, but are also answerable to their superiors and the public to an unprecedented degree.

The policing landscape has changed dramatically as it has been forced to weather lockdowns, Stay at Home orders, and the overnight introduction of restrictions.

The pandemic and subsequent lockdowns have seen traditional crimes drop dramatically, only to rise equally sharply once the lockdown was lifted. Throughout 2020–2021 overall crime rose by 12%. This growth was driven predominantly by a 43%ⁱ increase in fraud and computer misuse. However, discounting this, total crime in real terms was actually down by 14%ⁱⁱ. This could be attributed to an 18%ⁱⁱⁱ decrease in theft offences, again a potential ripple effect from the Stay at Home order which constituted a part of the first national lockdown.

So, the nature of policing in the UK is changing, and it's doing so against a backdrop of declining public trust.^{vi}



The emerging landscape for policing in the UK

Things aren't likely to become any easier. Income and wealth inequality have potentially damaging effects for society at large. It is often attributed to increased rates of violence and lower levels of trust, cooperation, and wellbeing, all of which are anticipated to increase policing demand^{vii}. The disparity is only set to increase with the earnings of high-income households expected to rise 11 times faster than that of low-income counterparts throughout the 2020s^{viii}.

Expectations of a growing socio-economic divide with rising living costs and an increasingly polarised and tribal nation will continue to pose new and emerging challenges to policing the UK in the coming years^{ix}. The police have a budget of £2.1bn, but how can this be used to achieve the policing objectives over the next 18 months in light of these emerging challenges?

One obvious answer is technology.

About this ebook

So, how can the UK's police meet the challenges they face in the coming years? Is it even possible for police forces to deliver a much broader service to a substantially more fragmented society without embracing technology?

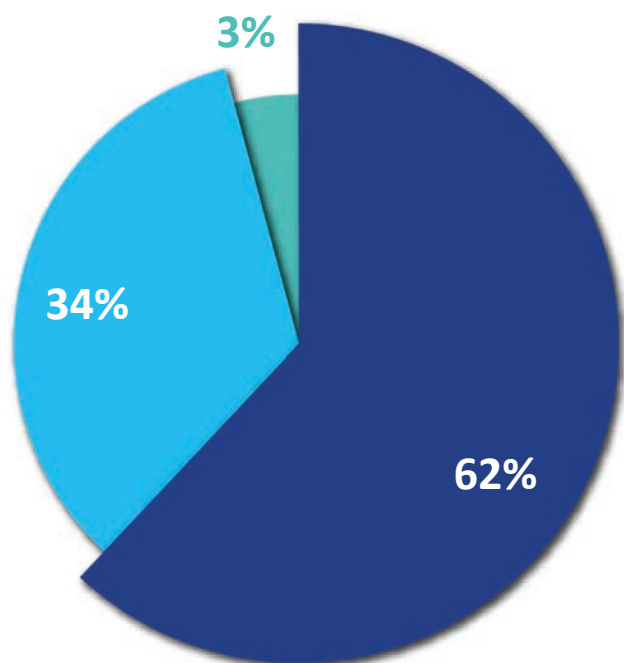
This ebook includes expert leadership commentary from invenioLSI professionals consolidating key observations from the Police Strategy Forum, October 2021, which welcomed more than 174 leadership personnel and budget holders. Of those who took part in our research, 63% of respondents were major influencers, whilst 37% of respondents were key strategic decision-makers.

Cyber security and an increase in training to prepare the police force for the new challenges that they face were just two of the key themes that came out of this research, and we'll take a look at some striking directional similarities with local government and the healthcare sector.

How are policing budgets likely to change in the coming 18 months?

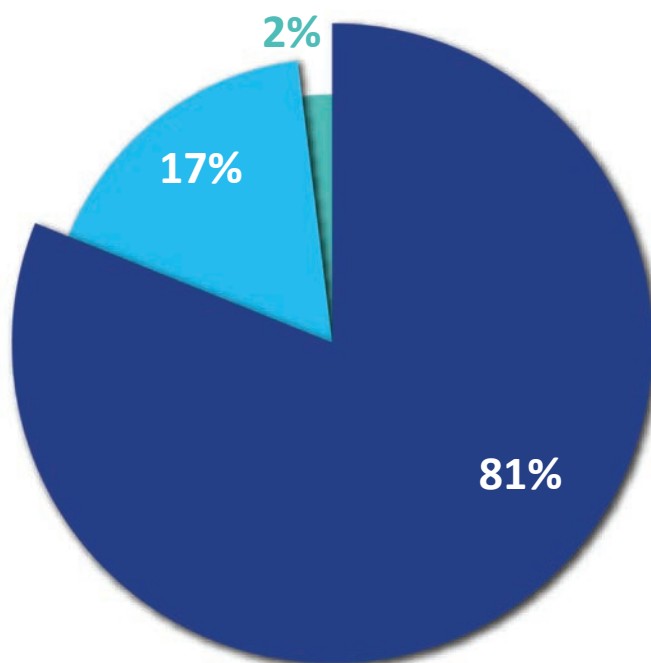
The UK Police Force has already seen considerable investment in the introduction of an Enterprise Resource Planning (ERP) and evidence management system, and now 44% of respondents feel it's time to start capitalising on this investment and see that data generating real benefits. 62% of decision makers and 81% of influencers expect spend on UK policing to increase in the next 18 months, whilst 34% of decision-makers and 17% of influencers expect spend to stay the same. Fewer major influencers than decision-makers anticipate spend will decrease in the coming 18 months too.

Decision Makers



- Spend will increase in the next 18 months
- Spend will stay the same in the next 18 months
- Spend will decrease in the next 18 months

Major Influencers



- Expect spend to increase in the next 18 months
- Expect spend to stay the same in the next 18 months
- Expect spend to decrease in the next 18 months

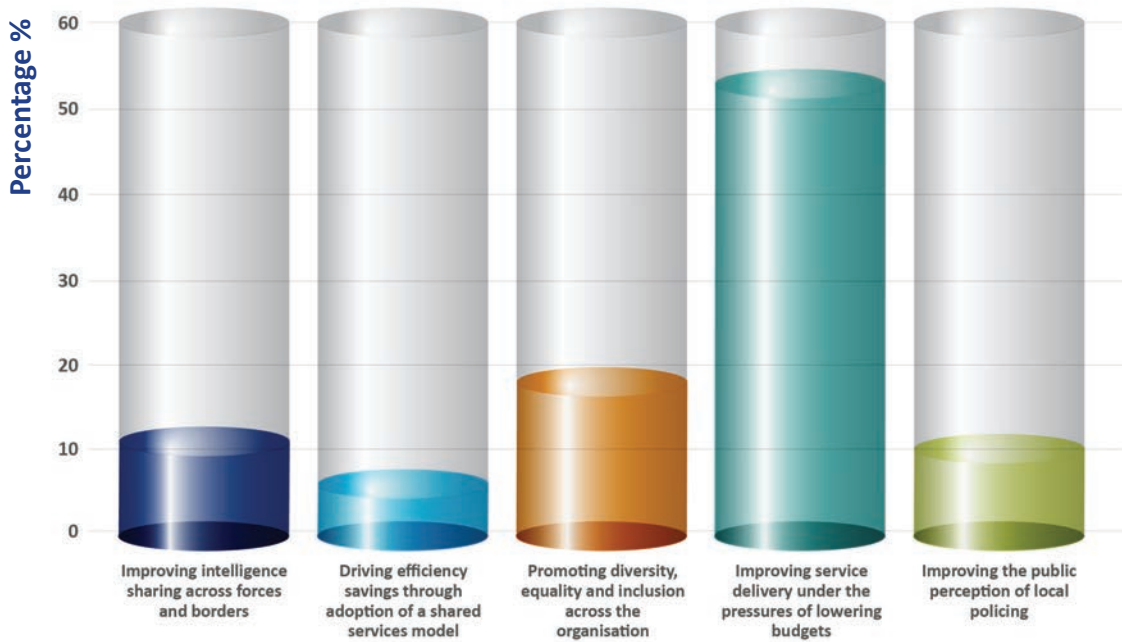
Rather than continuing to invest in the existing system, these respondents feel that more investment is needed for predictive analytics to support the police in making sense of the vast amount of data that their evidence management system is now generating. With greater insights, the police will be able to improve service delivery to British citizens. This is reflected by just under half of all respondents expecting AI, change management, big data analytics and predictive analytics to be the four key areas where spend will increase.



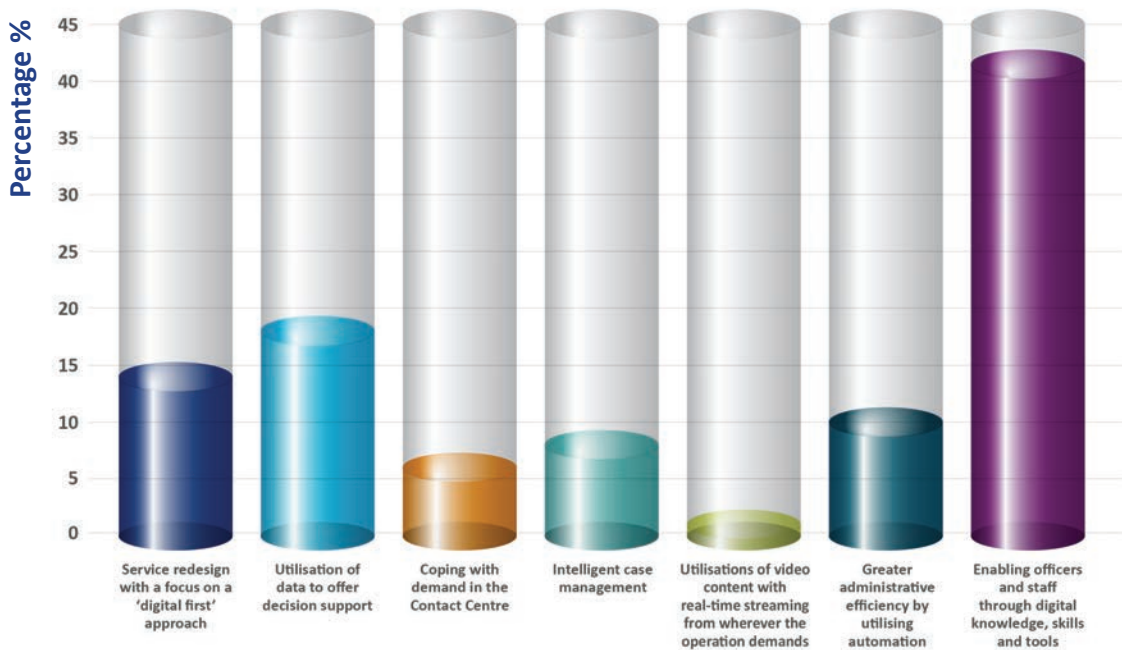
	Delegate Investment Areas	Percentage
1	Artificial Intelligence	42.54
2	Change Management	38.67
3	Predictive Analytics	32.60
4	Big Data Analytics	32.04
5	Predictive Policing	31.49
6	Performance Management	30.94
7	Data/Information Management	27.62
8	Social Media Solutions	27.07
9	Business Intelligence	23.20
10	Remote Working Solutions	20.99

Strategic priorities in policing

When asked about the top strategic priorities in policing, the response was overwhelming. More than half of respondents prioritise the improvement of service delivery despite the pressures of decreasing budgets. Second, but a long way behind, came the recognition of the need to promote diversity, equality and inclusion across the organisation.



enablement of staff through digital knowledge, skills and tools.



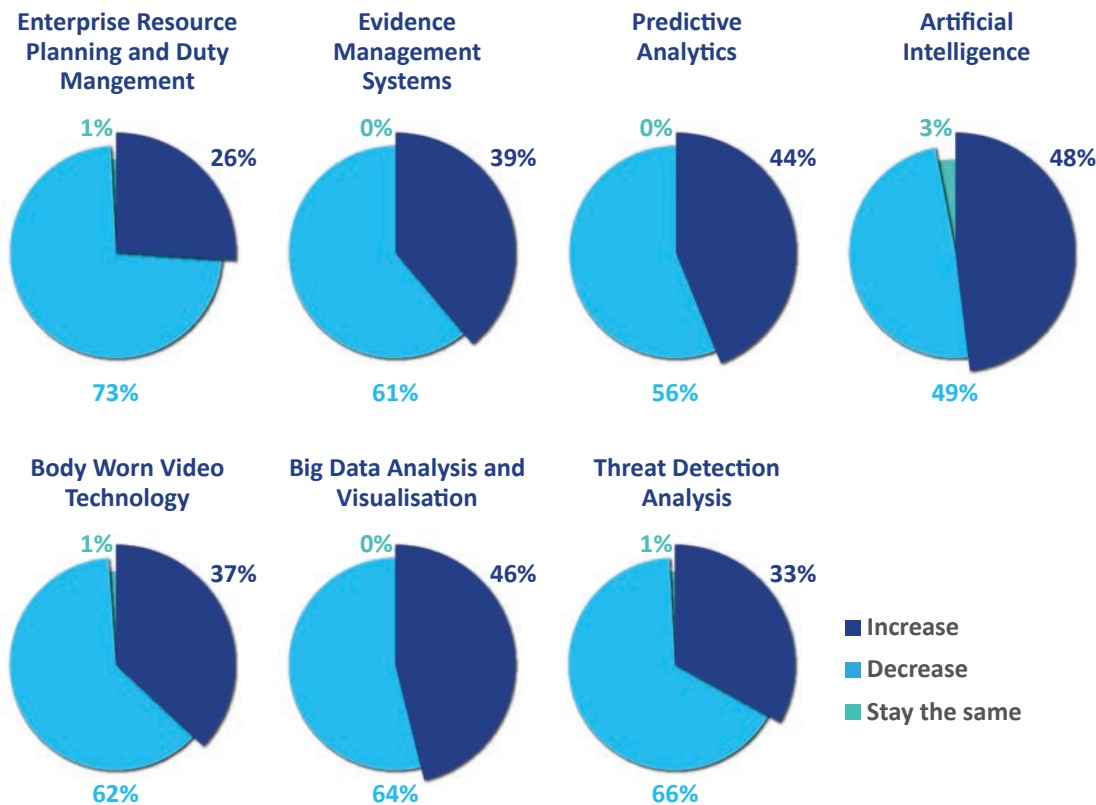
Using data to improve decision making

The second most popular technological priority is the utilisation of data to offer decision support.

46% of respondents expected there to be an increase of spend allocated to big data analysis and visualisation. As police forces become increasingly aware of how data can improve decision making for faster, more impartial, fact-based decision making, it's likely that they'll also see how using AI to achieve this can free up critical human resource that can be deployed elsewhere.

Almost 50% of respondents feel that AI will play a vital role in policing moving forward, although around 2% of respondents suggested that they expected the role of AI to diminish in the future. It's possible ethical questions that hang over the role of AI in policing may be responsible for this reticence, but there is already a vast bank of examples where the police have built trust with the public around the use of AI in policing, which serve as use cases for other regional police forces.

Following that, 37% of respondents expect to see an increase in spend on body-worn technology, and 33% of respondents expect an increased budget for threat detection analysis, which anticipates greater protection for those policing the UK's streets.



The challenge of Enterprise Resource Planning

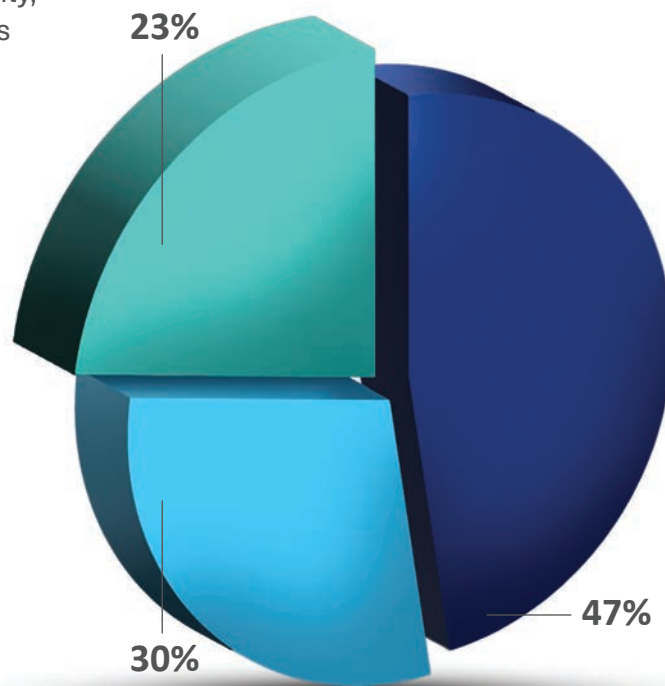
Interestingly, Enterprise Resource Planning (ERP) spend is expected to remain the same by the majority of respondents. However, with increasing caseloads and greater diversity, ERP is likely to require additional time and effort. This is reflected in the implementation priorities of those respondents with around 1/3 of respondents feeling that back office transformation is a high priority.

This is also reflected in over 80 respondents saying that they felt automation is important to relieve pressure on staff, identifying it as a high priority.

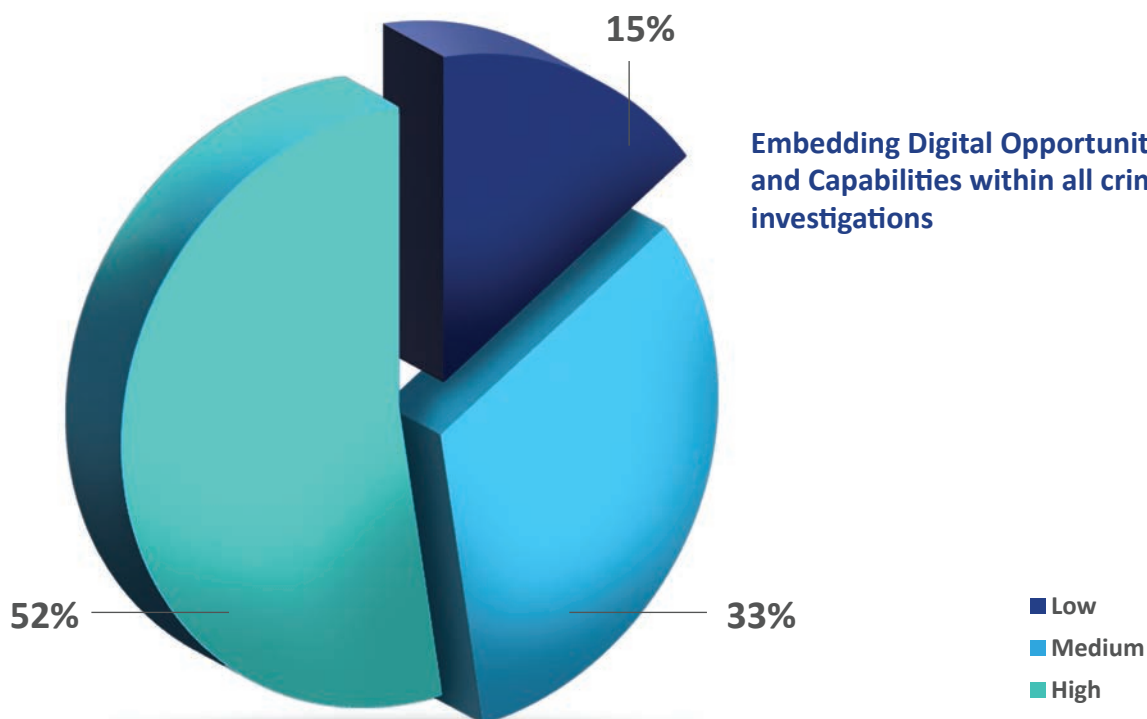
Using technology to increase the reliability and accuracy of decision making could provide an effective solution to waning public support.

More than half of all respondents felt that embedding digital opportunities and capabilities within all crime investigations should be a high priority, and a recognition of this at a higher level has been made, with a large proportion of decision makers expecting an increase in budget for big data analysis, predictive analytics and body-worn technology.

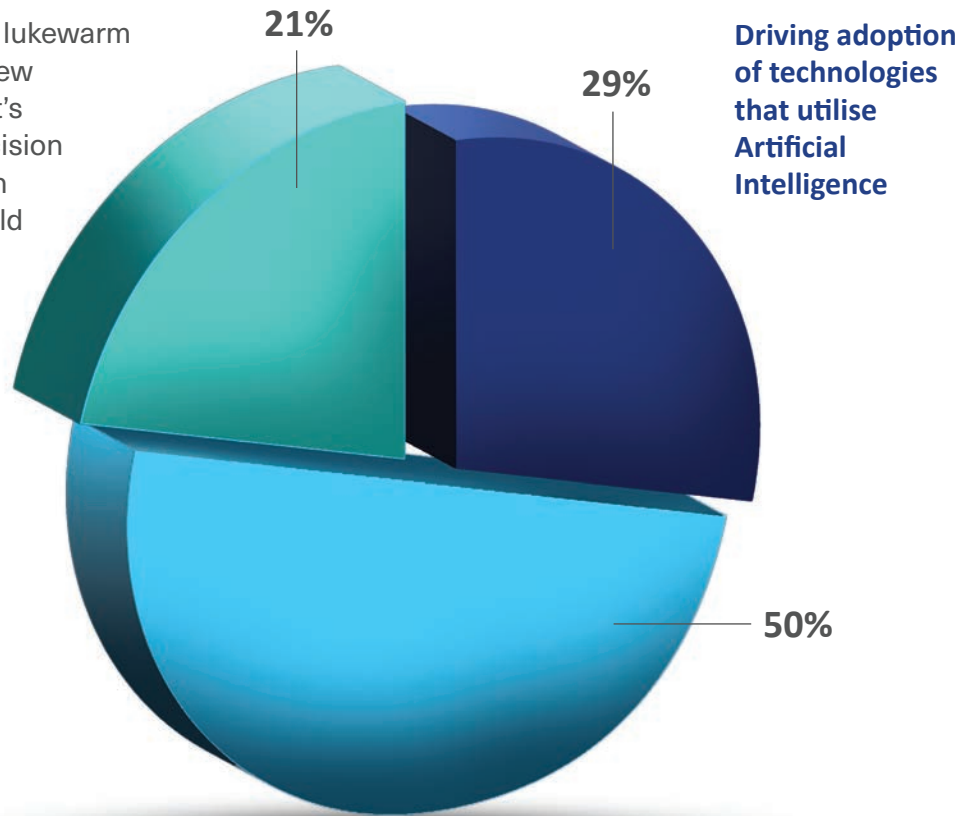
Back office transformation was of only medium importance to respondents



Embedding Digital Opportunities and Capabilities within all crime investigations

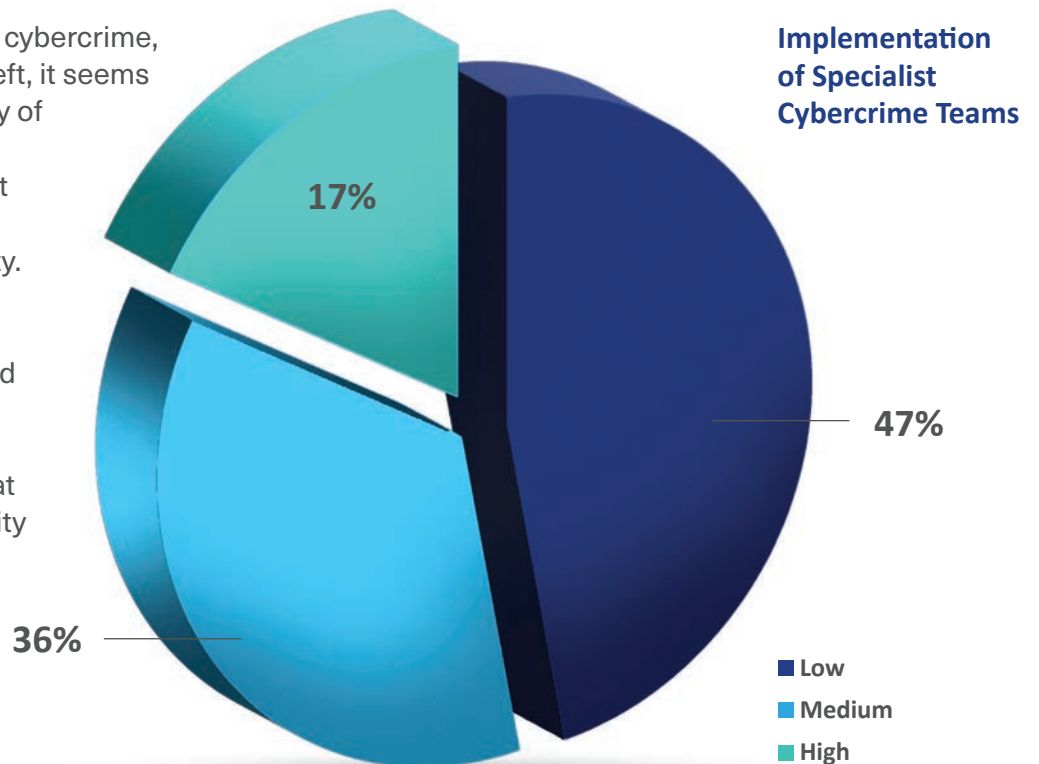


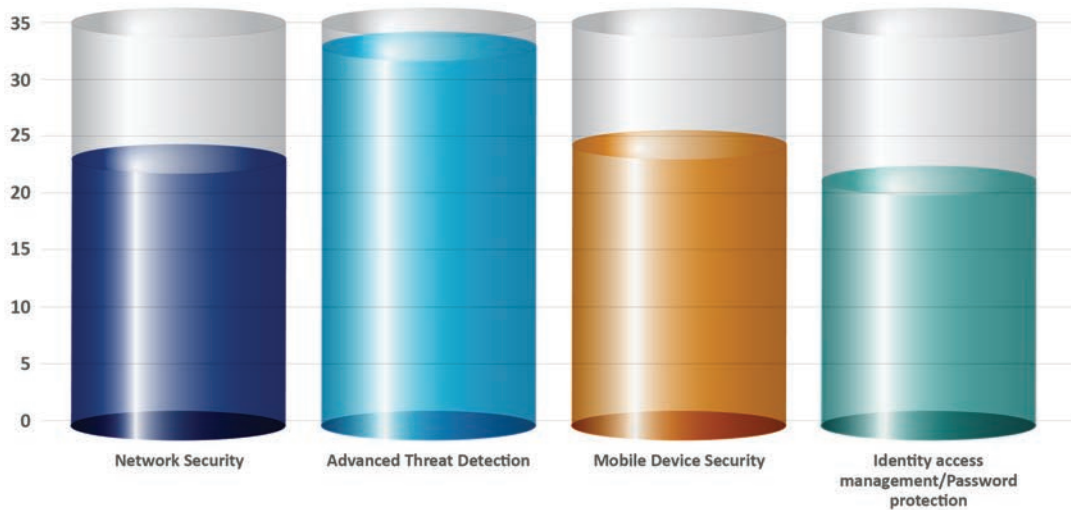
Despite this, there was only a lukewarm prioritisation of introducing new technologies that rely on AI. It's possible that, as a nation, decision makers still lack confidence in the potential role that AI should play in crime resolution, with most of those asked feeling that the integration of AI technologies was only a medium priority.



Is it too early for specialist cybercrime teams?

In light of the rising tide of cybercrime, online fraud and online theft, it seems surprising that the majority of respondents feel that the establishment of specialist cybercrime teams is a low or, at most, medium priority. Does this reflect an expectation that existing teams absorb this new kind of criminal operation, or is this merely a reflection on the perception of the threat level that this type of activity presents at this stage?

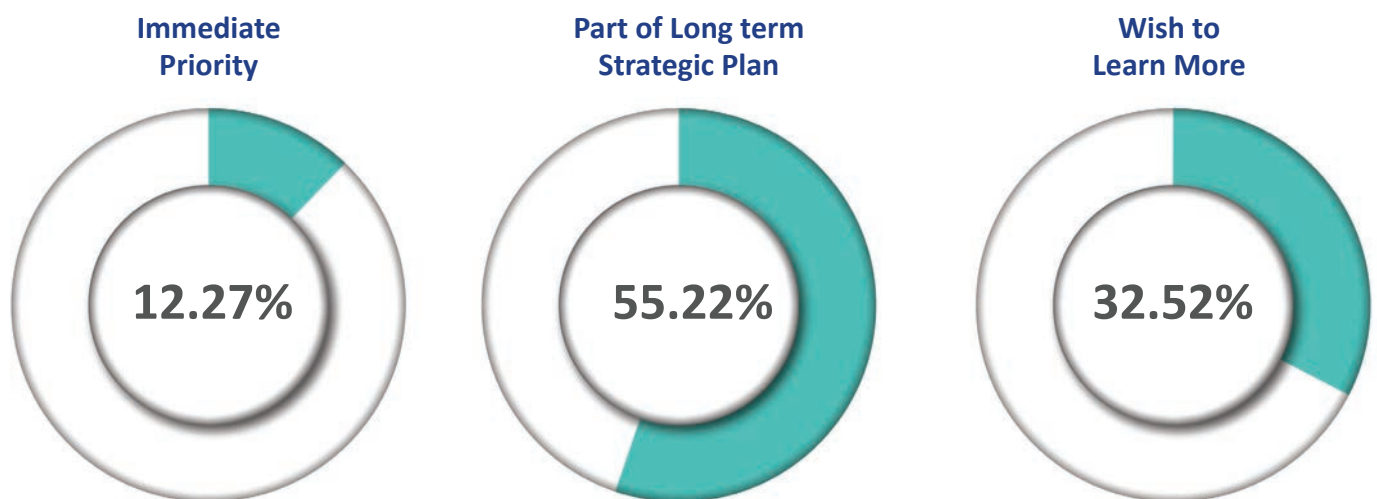




Areas for Cybersecurity Improvement

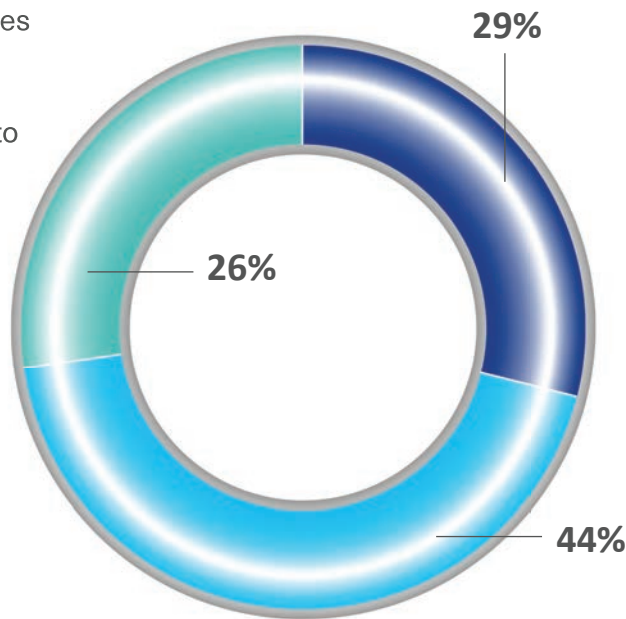
Introducing modern solutions to meet modern policing demands

Another interesting insight was that most respondents saw the consolidation of platforms to a single overarching solution capable of covering all major operational processes as part of a long-term strategy. In doing this, they overlooked the potential for instant cost, time and resourcing efficiencies. These kinds of immediate gains would support the police forces across the UK in meeting their KPIs from integration. However, a third of respondents said this is something they felt they would like to know more about.



Another way these kinds of efficiencies can be gained is by sharing back office resources with other forces or services, but there's still a reticence to move to shared back office support, with around 70% of respondents seeing it as a long-term option or a low priority, and only one quarter feeling that these sorts of measures cannot wait.

- Yes we want to collaborate more with other forces
- Yes but it's not an immediate priority
- This is a low priority for us

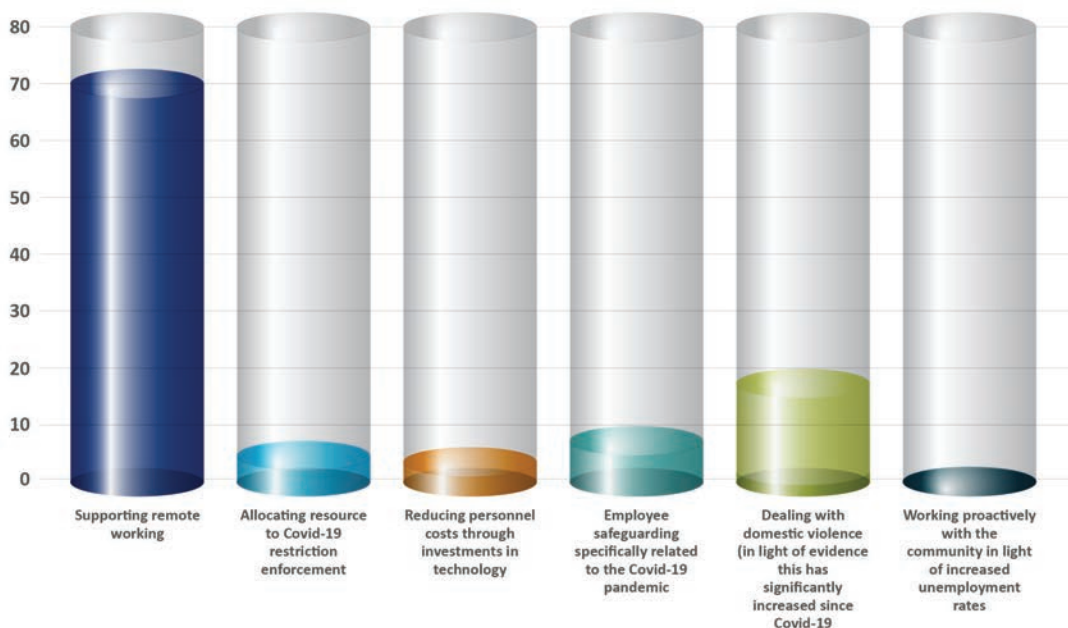


Sharing back office support functions across multi forces and geographies is a key collaboration and efficiency driver

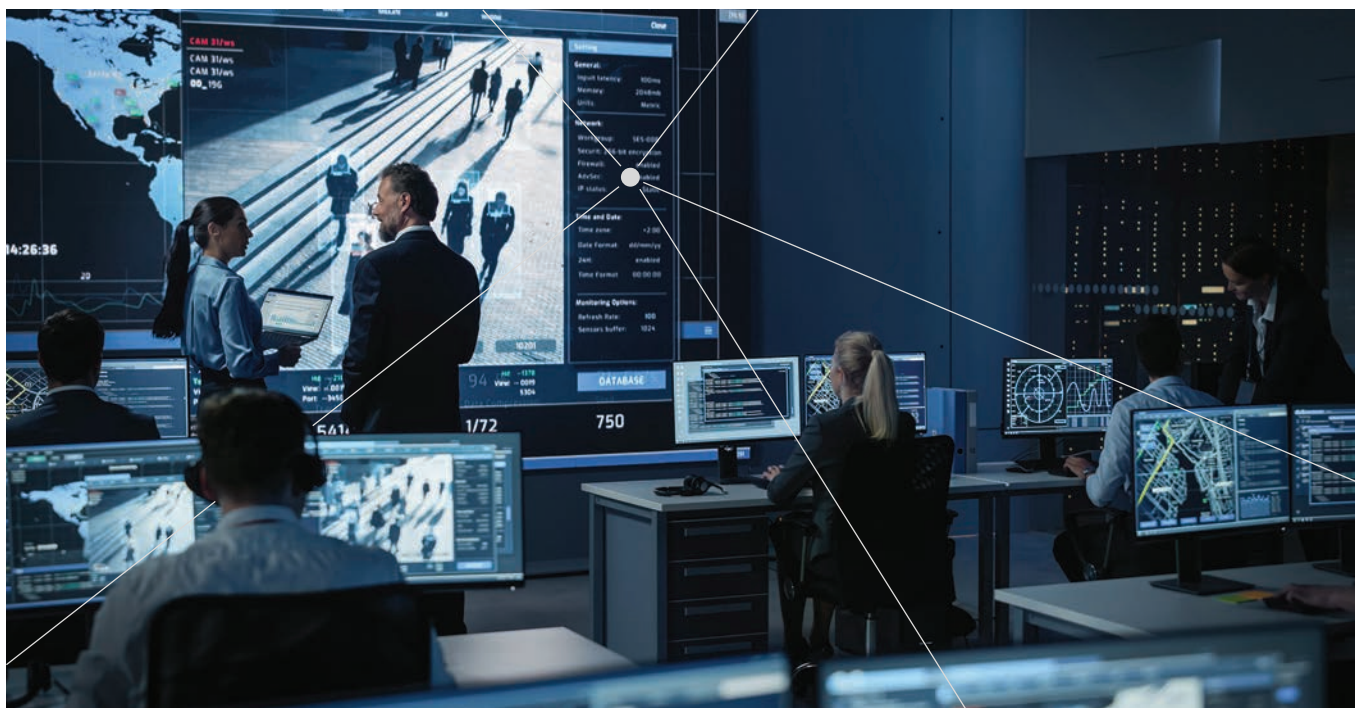
Delivering a police force fit for modern day working practices

Of course, it isn't simply the challenges that the police face that are new, but also the approach to working too.

The police force, like any employer, needs to be able to attract and retain staff too, and in today's post-covid world, employees are seeking a greater flexibility than ever before. Covid-19 has triggered an increasing expectation that those employed in the police force should be able to work from home.



Increased priorities through Covid



Government agencies and shared priorities

The respondents from The Police Strategy Forum, October 2021, and those from the Healthcare Strategy Forum, October 2021, and the Local Government Strategy Forum, July 2021, appear to share strikingly similar priorities. You can read more about the research findings from the Healthcare Strategy Forum and the Local Government Strategy Forum [here](#).

All three agencies demonstrate concern over the modernization of service design and delivery models in the wake of fundamental changes such as Brexit, the increasing accessibility of technology, a growing reliance on data, and greater expectation of transparency both within their agency and beyond it.

They also all recognise the need to increase reliance on and incorporate digital technology into their daily operations if they are to deliver on their key shared objective of improved patient or citizen welfare.

There's also a broader recognition of the need to invest in modern solutions for the challenges that each agency faces today. Whether it's remote sensors, wearable cameras or embracing the IoT, all three agencies recognise the need for technological change.

Integrated health and care systems across local governments is also an area where each department recognises the opportunity for cost, time, and energy savings, and the delivery of a more comprehensive level of service.

One key area of difference, however, is that the police force, whilst focusing on digital policing, also gives similar weight to the potential for digitalization within business operations enablement.

Collaborating to deliver better, faster and more cost-effectively

The policing landscape is transforming dramatically and to keep abreast of these changes, and continue to meet the high expectations placed upon the UK's police force, embracing technology is essential.

Cost and time savings will make it possible to deliver on a wider scale with more limited resource per capita. The challenge will be ensuring that as technology is introduced, it is done so effectively, each element delivering the optimum long-term benefits and minimal time to value.

Whilst independent of each other, policing, healthcare and local government agencies all possess similarities; from their management structure and their operational behaviours to their customers, stakeholders and key priorities. They are also all facing new and emerging challenges as the world around them continues to evolve. Collaboration to establish a combined solution could enable each of these agencies to tap into the benefits and cost savings of a single, overarching, inter-agency solution of which the benefits extend beyond those felt by the agency themselves, stretching to deliver a higher level of service to citizens, patients and residents.

For more information about how invenioLSI can help you integrate SAP and unlock the full advantages of digital operations within your police force, contact us today on +44 (0) 330 440 1800.





Succeeding Together

Working with invenioLSI

invenioLSI is a specialist SAP-based implementation and support services company, an SAP Gold Partner, invenioLSI is recognised as the number one, independent SAP Solutions provider for Public Sector and Services organisations.

It has established niche positions in targeted private sector (Media and Supply Chain) segments, local government, education, healthcare and policing. With more than 23 years' experience deploying SAP solutions to the public sector, invenioLSI specialises in providing the exact skills and experience required by our public sector clients, even cherry picking the skills and experience that will best serve our customers when recruiting staff.

We develop long-term, strategic relationships with Federal, State and Local Public Sector customers together with private sector multinationals, with contracts that often extend to 10 years or more.

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Our experts in healthcare and public sector consulting and SAP TRM can help you implement an agile platform to address the challenges of today. We use emerging technologies to go beyond automated tasks and look at data in real-time, predict outcomes based on trends, and create substantial organisational efficiencies.

For more information on how invenioLSI could help you switch to an agile platform to deliver improved customer care, better efficiencies and enhanced operational effectiveness, call us today on 0330 440 1800.

- i Crime in England and Wales – Office for National Statistics (ons.gov.uk)
- ii Crime in England and Wales – Office for National Statistics (ons.gov.uk)
- iii Crime in England and Wales - Office for National Statistics (ons.gov.uk)
- iv Crime in England and Wales – Office for National Statistics (ons.gov.uk)
- v Crime in England and Wales – Office for National Statistics (ons.gov.uk)
- vi More Britons now unconfident than confident in the police to deal with crime locally | YouGov
- vii Wilkinson, R. and Pickett, K. (2009) The Spirit Level: Why More Equal Societies Almost Always Do Better.
- viii Institute for Public Policy Research (2016) Future Proof: Britain in the 2020s.
- ix Policing in England and Wales: Future Operating Environment 2040 (college.police.uk)
- x Statistics source: www.policestrategyforum.com





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