



Policing 4.0 2019

How 20,000 officers could help transform the future of policing

September 2019

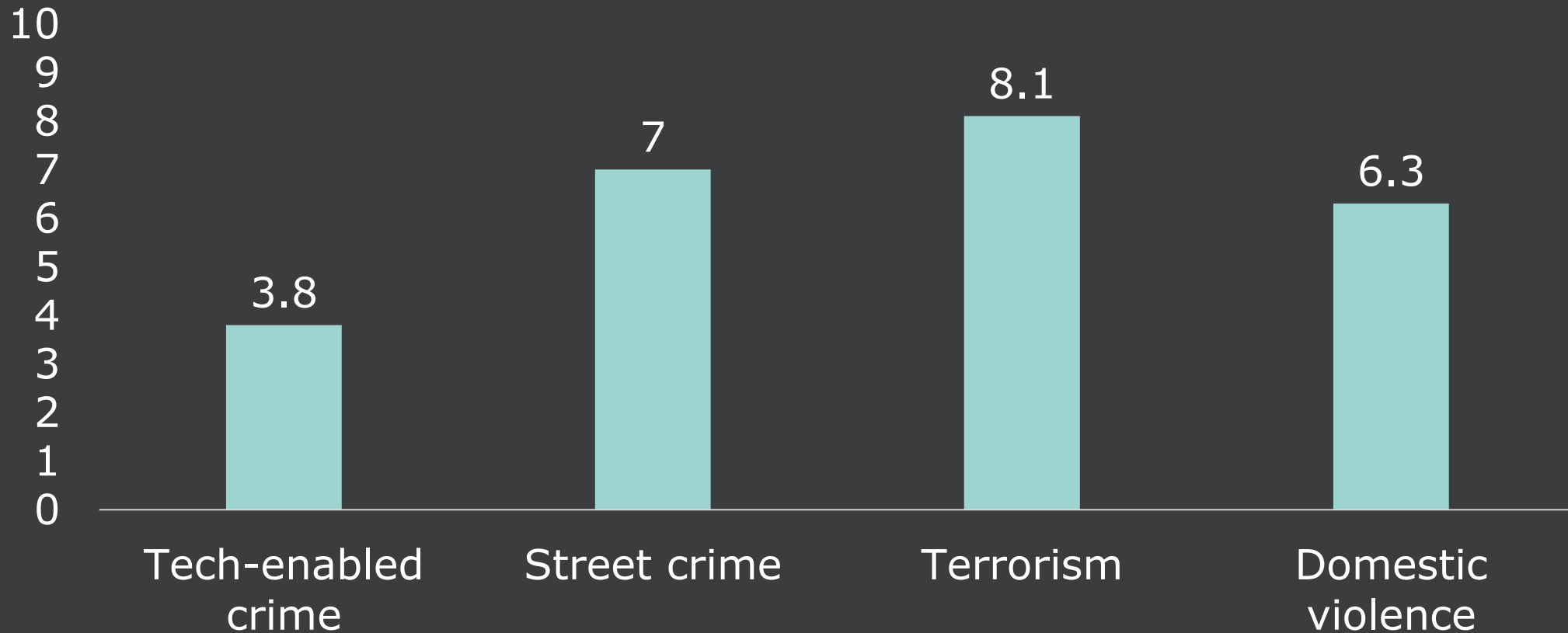
WE SEE FEW SHIFTS IN THE LONG-TERM FUTURE FROM LAST YEAR'S ANALYSIS

Megatrends

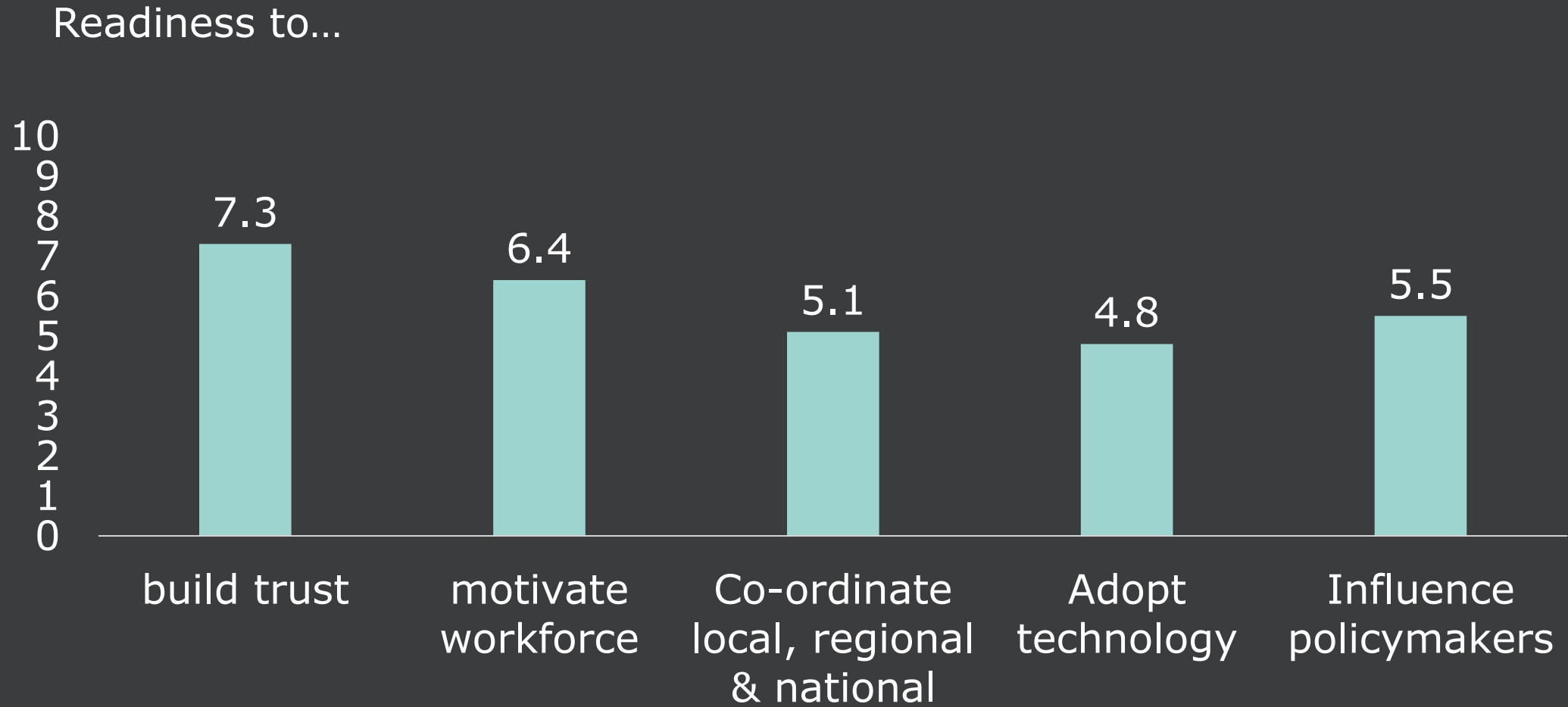
1. **Serving a fully digital world**
2. **Outgunned by private sector and civil society**
3. **Responding to a much faster pace of change in every arena**
4. **Harnessing cyber-physical systems**
5. **Using an unknowable volume of knowledge**
6. **Operating with near-total transparency**

LEADERS IDENTIFY MANY OF THE SAME CHALLENGES IN TERMS OF BUILDING CAPABILITIES FOR THE FUTURE

Readiness to reduce harms of...



ONGOING CHALLENGES ON TECHNOLOGY ADOPTION AND CO-ORDINATION IN PARTICULAR



BUT A RADICALLY CHANGED IMMEDIATE CONTEXT

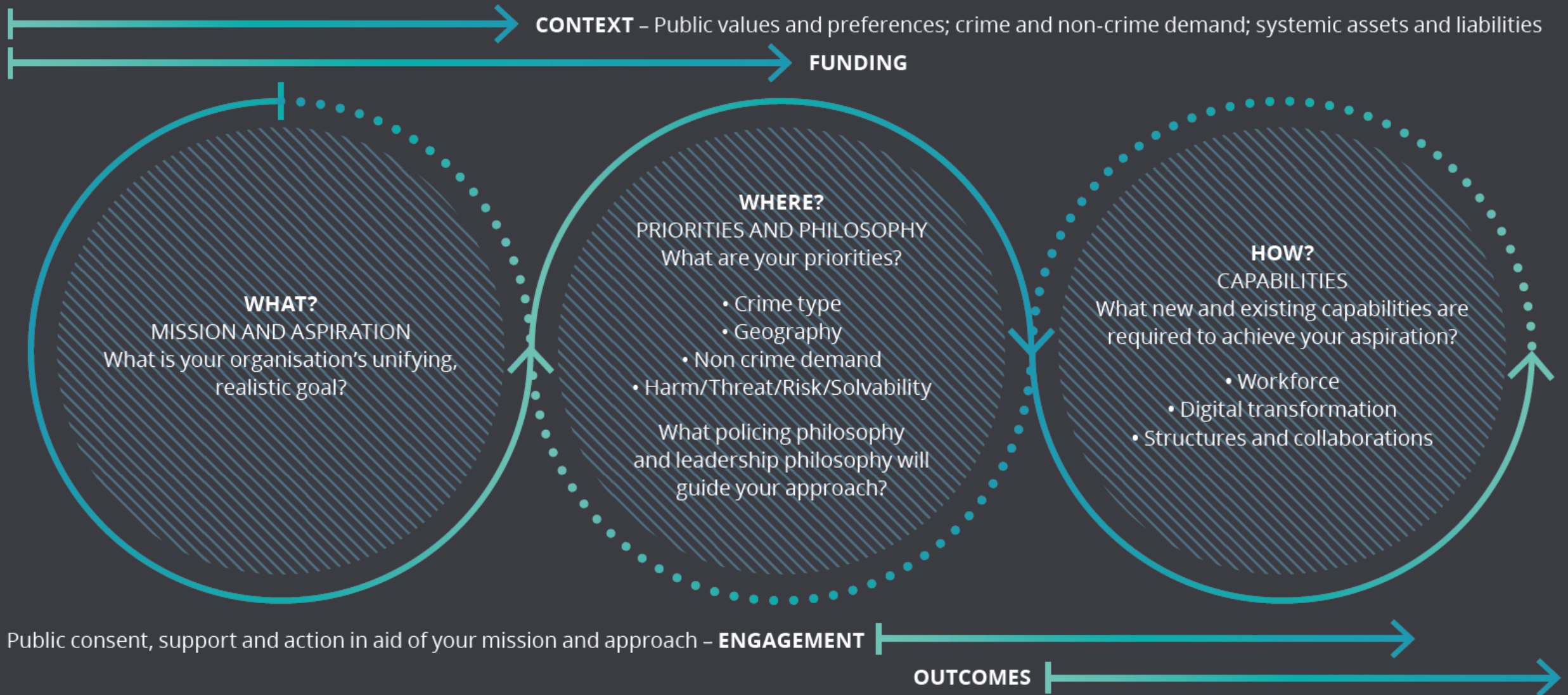
+20,000
officers in 3 years

+£750m in
policing next year

+£1bn across
criminal justice

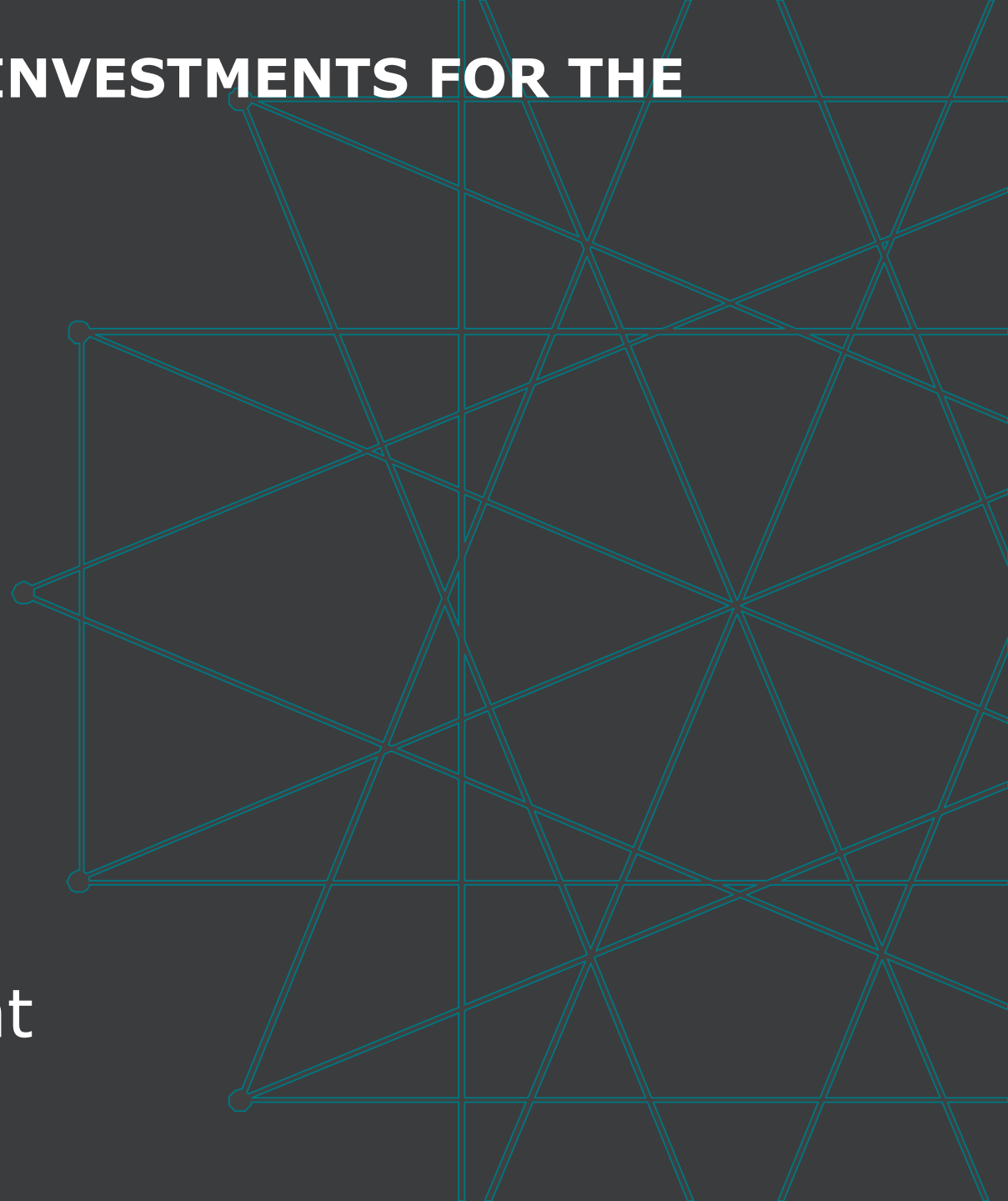
Strong signals of
policy and priority
shifts across CJS

EVEN MORE CRITICAL TO CONSIDER CHOICES CAREFULLY



INSIGHTS ON HARNESSING NEW INVESTMENTS FOR THE FUTURE

1. Stronger co-ordination around national and regional capabilities
2. New tools for allocating resources to maximise impact
3. Opportunities on recruitment, development and retention



RESOURCE PLANNING: MOVING TOWARDS DIGITAL TWINS FOR POLICING ORGANISATIONS

“A digital twin can be defined, fundamentally, as an evolving digital profile of the historical and current behavior of a physical object or process that helps optimize business performance.”

Industry 4.0 and the digital twin
(Deloitte 2017)



RECRUITMENT, DEVELOPMENT AND RETENTION: CHALLENGES CREATE OPPORTUNITIES

400,000+
applicants over 3 years

~350,000 people
rejected

-16% lower real terms
entry pay (2010-18)

*"Some forces are already
struggling to hit
recruitment numbers this
year, without dropping
standards"*

- Assistant Chief Constable, large force

X2+ Planned
apprenticeship/ degrees to
cover with untested
providers

~80% of local policing
would have <3 years
experience if traditional
entry path used

*"We already have a
shortage of supervisors"*

- chief officer team leader

X2 turnover pre-
retirement in some
forces

*"We've seen a rise in
turnover to 7 or 8
percent from 4 per cent
already... this may be
about a change in what
the workforce now
expects from a police
career"*

- Chief Constable, medium-sized force

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