From Responding to Thriving

Building resilience for police agencies in the face of COVID-19

May, 2020
Government and policing agencies response to COVID-19

The response of Governments and Police agencies across our region to the COVID-19 pandemic has been impressive both in terms of scale and speed. Police agencies have taken on significant additional duties to support the enforcement of necessary public health measures. Alongside this they have had to adapt and respond to new patterns in crime, and maintain the day to day operations necessary to maintain the safety of our communities.

Purpose of this document

This document is intended to support Ministries of Interior and Police agencies in the region with a perspective on what to prioritize in terms of response and learning. Building on Deloitte’s Resilient Leadership Framework, and the Respond, Recover and Thrive phases, this document sets out:

- How COVID-19 will impact crime in the region
- What Police Agencies should prioritize to maintain core services alongside the significant demands arising from enforcing Public Health measures
- What we might learn from our response to the pandemic in identifying areas of focus for longer term transformation
COVID-19 has impacted our society in ways that were hardly imaginable only one month ago. This will be true of crime as well...

Three features of the COVID-19 crisis that can provide opportunities for offenders to commit crimes

Anxiety over health
- Significant increase in fake or counterfeit medical items
- Fake e-commerce websites and facilities set up to get payment for goods
- People purporting to be hospitals or public health agencies demanding payment of hospital bills

Remote working
- Cyber criminals will look to exploit vulnerabilities in individual and corporate systems
- Increase in the detected number of malware and ransomware campaigns using COVID-19 materials to infect computer systems

Social isolation
- Domestic related incidents increasing, with helplines already reporting a spike in calls
- Practitioners predict a tsunami of calls/allegations once lockdown is complete

The pandemic is changing criminality, and impacting on protection measures.
- Police have had to deploy significant number of resources to enforce restrictions
- Lack of broader surveillance and support mechanisms has an impact on domestic related incidents

Whilst the pandemic will increase opportunities for some crime...

...the changes to patterns of everyday life may shrink other crime opportunities, given the reduction in the numbers of people using public spaces

Police agencies will be under pressure to maintain existing services against the backdrop of additional demands associated with enforcing public health measures.

A focus on responding to calls for service, and the enablers that support the right response at the right time is essential.

These enablers will also help the police agency move from the phase of Respond to Recover, allowing it to learn and emerge stronger, providing for greater resilience in the future.
The four key areas that need early and urgent attention by police forces during a crisis such as COVID-19

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<th>Digital reporting</th>
<th>Demand management</th>
<th>Resource management</th>
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<td><strong>Having the capabilities to receive requests for services from the general public, such as:</strong></td>
<td><strong>Increased and more complex calls, combined with reducing resources will require effective demand management:</strong></td>
<td><strong>Experience from other countries suggest that police agencies should expect significant absences related to COVID-19. Therefore calling for:</strong></td>
<td><strong>Policing requires a range of specialist equipment to do their jobs effectively:</strong></td>
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| - Consider opening digital channels for communicating with the public (websites, social media, and chatbot capabilities to record information and action requests for help and support) | - **introduce effective frameworks** for prioritising calls, and find ways to minimise demand  
  - **Adapt existing frameworks** to incorporate public health as a priority, with clear messaging from the police around what matters will be de-prioritized | - **Becoming agile** in managing resources and deployments due to additional demands placed to enforce public health restrictions  
  - Build in systems that **provide real time data on demand** and available resources. This might involve some creativity in bringing back recently retired officers or volunteers. | - Securing supply chains of existing equipment  
  - Considering how to **mitigate delays in production** and supply (overseas equipment)  
  - Consider the process for **securing new equipment** required—e.g. protective equipment or testing kits  
  - **Reviewing and/or amending procurement processes** to provide for timely supply may be necessary |
Planning for the aftermath to deliver effectiveness, efficiencies, and resilience and shape policing services for the ‘new normal’

Cross cutting themes that will help policing prepare and transform for the future

**Remote Working**
Incorporating remote working into business as usual, thus requiring police agencies to consider:
- Robustness of the network to accommodate remote working
- Provision of the appropriate kit to individuals and critically cybersecurity arrangements

**Digital Channels**
Reinforcing end to end digital channels to
- Save resources and increase accessibility for citizens through AI driven chatbots
- Provide real time advice, secure community support in the investigation of incidents and increase public confidence

**Analytics**
Inform good decisions through accessing current and coherent data that reflect experience on the ground.
- Machine learning provides the means by which hypothesis can be tested and updated to include the outcomes from actions taken and so contribute to a culture of continuous improvement.

**Automation**
Transformation processes to become more efficient and resilient through removing unnecessary human interactions. This could be applied to:
- Customer facing activities – e.g. processing violations or security clearances
- Back office functions – e.g. procurement or recruitment

The crisis has tested the abilities of police agencies to adapt quickly to the situation and has also provided invaluable experience to inform the next stage of transformation.

This has made it necessary to introduce the...
Some examples of where Deloitte have supported clients across the four elements of transformation

**Remote working**
Deloitte supported a **government entity** to launch a **digital collaboration space** including a document and **knowledge center** together with Microsoft teams. This allowed their employees to:
- **Work remotely** and still connect with each other and **work on documents simultaneously**
- Get **documents reviewed/approved** by line managers and be able to **publish news** and **useful communication** to employees through a **central portal**

**Analytics**
Deloitte supported an urban **police force** to use advanced analytics to better support decision making, mitigate operational risks, and optimise outcomes through the exploitation of big data. The advanced analytics:
- **Provides forecasts** of crime volume
- Predicts **emerging problem locations** to focus **proactive deployments** in order to reduce escalations
- Validated approach to **evaluate** the impact of **operational tactics**

**Automation**
Deloitte supported a policing agency to transition from a paper based application process for firearms licensing to a fully online solution. The solution deployed automation spanning multiple processes and different systems. This resulted in:
- **Faster processing times**
- **Reduction in Human Error input**
- **Releasing capacity** back into other policing functions.

**Digital channels**
Deloitte supported a policing agency to launch a solution which enables citizens to be engaged in the field of investigation by **chatting with an AI-driven robot** to report crimes faster and easier. The AI-driven robot can be reached through all **key social media platforms** (Facebook, Whatsapp, Snapchat, etc.) and is directly **connected to the Police Control Centre**. Furthermore, the AI-driven robot supports **self investigation**. As a user, you get tips and tricks and can work directly together with the Police.
Contact us

We here at Deloitte exist to deliver with impact, and this is no more important than during a crisis and the period of recovery. We stand with our communities now, as we will then.

If you want to learn more about how Deloitte can help you, please contact:

Andrew Morley  
Deloitte Middle East Public Safety  
Lead  
amorley@deloitte.com

Ateed Hijazi  
Deloitte Middle East Public Safety  
Team Member  
athijazi@deloitte.com
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