Re-thinking human experience in Public Safety & Justice

How aligning technology and mission through a human-centred approach can improve operational outcomes, reduce stress and improve wellbeing for employees and the community.

AKKODIS

Public Safety and Justice (PS&J) is critical to the smooth, safe functioning of our society. This sector spans several areas: law enforcement, emergency services, and justice, and bridges into adjacent sectors like community, health, human and social services.

Through over a decade of work with PS&J organisations, Akkodis has developed a deep understanding of the intricacies and challenges inherent to this sector. A commitment to helping PS&J organisations navigate the complexities of their work: fostering efficiency, safety, and the overall wellbeing of their people—and the communities they serve—is at the core of our mission.

This experience has positioned Akkodis to understand some of the key challenges facing these organisations. Changing workplace environments; pressures on resources to rapidly respond to and process cases; managing and analysing exponentially increasing amounts of data; and using that data to mitigate risk for critical incidents are some of the issues impacting the sector. In addition, staff attraction and retention, and improving wellbeing outcomes for employees and their support networks, are fundamental imperatives.

Based on engagements with organisations across the PS&J sector, Akkodis continues to explore how technology can help address some of these challenges, delivering positive outcomes for PS&J organisations, their workforces, and the communities they serve.

In 2023 Akkodis conducted research with Edith Cowen University[1] on the impact of organisational stress on various cohorts of workers. This research investigates the role of Human Centred Design (HCD) in developing and implementing technology solutions to mitigate some of the contributing factors to organisational stress. Akkodis Advisory[2] has developed an HCD approach to the development of innovative technology solutions. This approach aims to ensure effective and efficient organisational outcomes and, in addition, achieve positive emotional engagement with end-users and the broader workforce.

HCD is a problem-solving approach frequently applied in the design of processes, products, services, and systems. It incorporates the human perspective at every stage of the problem-solving process, ensuring outcomes are aligned to the specific requirements and expectations of the people they are designed to serve.

In the following chapters we provide an overview of the research findings and explore some the operational and organisational challenges facing the PS&J sector. We examine technology's potential to offer solutions within a comprehensive, multi-modal strategy.

We also highlight the significance of adopting a human-centered approach when designing technology solutions: a principle the Victorian Government defines as "problem-solving that prioritises the needs and perspectives of the individuals we are designing for."[3]


Industry Regulators
NGOs & Service Providers
Law Enforcement
(Police Services)
Health Services
Critical Infrastructure Providers
Emergency Services
(Fire, Ambulance, Disaster Management)
Justice
(Courts & Corrections)
Community Services
Commercial Partners
Education
Human & Social Services

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1—Public Safety & Justice: a critical sector under pressure

Every day, we rely on PS&J organisations to reduce community harm, maintain law and order, promote safety, and uphold justice. Yet the responsibilities and operational risks faced by the PS&J sector are increasing in complexity and scope.

Pace of digital innovation

While there is great potential for technology to improve processes, deliver insights and generate efficiencies for the sector, many organisations have limited resources, are managing legacy systems and lack defined frameworks for rapid, cost-effective innovation.

As with many private sector industries, the public sector is also facing an acute shortage of skilled IT workers—limiting its ability to successfully drive and manage digital innovation. Only 35% of public sector organisations in Australia have an organisation-wide program for digital skills development.[4]

To help address the challenges of a rapidly evolving technology landscape, organisations can take a multi-dimensional approach. Upskilling and reskilling employees with targeted micro-credentials can help workers stay current with new technologies, while ensuring a pipeline of future talent.

Advances in low/no-code and automation tools (such as Microsoft Power Platform) can help optimise resources and simplify workflow—reducing time spent on repetitive and burdensome administrative tasks. Emerging technologies such as generative AI and Microsoft Copilot can also be used to simplify and accelerate aspects of content creation (with appropriate human controls for review and approval).

But technology alone is not the answer. Adopting and designing with HCD principles to develop technology roadmaps and solutions can accelerate innovation. It can also help workers feel more productive and engaged with the systems they work with.

Exponential increase in data

While the PS&J sector relies heavily on data, that data tends to be significantly under-utilised. The exponential increase in the amount of data in this sector adds complexity to the management and analysis of this information.

According to Statista[5] the total amount of data created, captured, copied, and consumed globally is forecast to increase rapidly. In 2020 it was 64.2 zettabytes and by 2025, global data creation is projected to grow to more than 180 zettabytes.

In PS&J organisations, is not uncommon for data to be retained in silos where it cannot be cross-referenced or leveraged to produce valuable insights. Many PS&J organisations also lack the sophisticated tools and systems to use their data in meaningful ways. This impacts decision making, and the accuracy and speed of incident and case responses.

Adopting an enterprise data strategy based on rapid, agile initiatives that use data to address critical business outcomes—underpinned by strong enterprise governance and data classification—is key to managing data and driving meaningful insights.

Smart enterprise data strategy involves incremental learning and adaptation to embrace a data-driven culture that uses data to its maximum potential. Accurate, trusted data sources; a modern, secure, scalable data platform; the right data provisioning and processes; robust enterprise governance; and ongoing education are all fundamental enablers of highly effective data-driven organisations.

Evolving nature of crime

The nature of crime is evolving, forcing PS&J workers to respond in new ways, and to acquire new skills. Serious and organised crime cost Australia $60.1 billion in 2020-21.[6]

Contributors to this type of crime include organised fraud, phishing, illegal commodities, illicit drug activities, human trafficking, and pure cybercrime, just to name a few. These types of crime harness technology in new and innovative ways, which as a result, means police and justice organisations need to adopt new technologies and techniques to evolve to these constant changes in their threat environment.

Advances in artificial intelligence and machine learning have led to the development of innovative systems which enable investigators to analyse vast amounts of digital evidence—identifying persons of interest and their relationships, expediting criminal investigations, and enhancing public safety and security across these rapidly evolving crime types. Söze, a solution developed by Akkodis with the Western Australia Police Force, is an example of this innovation (refer to the success story on page 18 for more detail).

Jeremy Dennis, Global Product Owner of Söze and Global Analytics Lead at Akkodis, has worked in the PS&J sector for over a decade. He says, *"whilst it is easy to become enamoured with AI technology, the successful adoption of these systems comes down to HCD principles; ensuring the technology is effective and enables users to get the job done with minimum effort."*

"The best designed system should be almost invisible to the end user in the context of the task they are trying to accomplish," he adds.

Employee wellbeing and mental health

Employees in the PS&J sector regularly deal with highly confronting and potentially traumatic situations. While many frontline workers in this sector report a 'calling' to do this type of work, the intense nature of the job—especially for those in the field—can have a detrimental effect on their health and wellbeing.

In addition, research[7] identifies heavy administrative workloads, like paperwork, disparate legacy systems or inefficient processes, contribute to individual workload and organisational stress, and can also have a negative impact on employee wellbeing.

Workers in PS&J continually report higher rates of several mental health conditions, including post-traumatic stress disorder (PTSD), anxiety disorders, depression, substance use and overall burnout.[8] Research by Fortem Australia even suggests one in ten first responders have PTSD.[9]

Technology can help support employee wellbeing in several key areas. Operational efficiencies can be achieved through improved integration, processes and automation, improving productivity, and reducing organisational stress. Innovative technology can also enable proactive wellbeing support. For example, mobility enabled apps, wearables, and virtual and augmented reality tools can help employees manage stress in the workplace (see section 5 for more detail).

Conversely, sub-optimal technology can amplify stress as—in a worst-case scenario for the PS&J sector—it can result in avoidable serious harm or loss of life, either for colleagues or members of the public.

Employee attraction and retention

Attracting and retaining staff for PS&J roles is becoming increasingly challenging, particularly for frontline positions. In NSW alone, staff turnover in the police has almost doubled since 2015.[10]

To address issues impacting their workforces, organisations such as the Australia New Zealand Policing Advisory Agency (ANZPAA) are analysing the key factors influencing workforce wellbeing for jurisdictions. This includes looking at how to retain existing people and broadening diversity in the hiring process.

Positive mental health and wellbeing strategies enable police, and those who support delivery of policing services, to build resilience to cope with adversity and trauma, when it arises.

Through its research, ANZPAA has developed a set of Mental Health and Wellbeing Principles. These demonstrate a commitment from police commissioners to building and maintaining mental health, wellbeing and resilience.

Organisations such as Fortem, a non-profit organisation focused on supporting first responders and their families, provides clinical support and wellbeing programs designed to encourage social connection. This has been shown to be beneficial in building resilience and enhancing overall wellbeing.

Fortem's research[11] confirms that by encouraging social connection, wellbeing activities also enhance individual and community preparedness for challenges—including disaster preparedness—which can affect first responders. Programs that include preventative health and wellbeing build the long-term resilience needed to operate in first responder environments.

Many of the challenges outlined here are having a negative impact on attracting and retaining staff in these vital organisations. While technology is not a 'silver bullet' to solving these challenges, it can help address some of the core issues that are detrimental to workforce productivity, satisfaction, and wellbeing.

2—Human Centred Design: people at the heart of solutions thinking

Popularised by Nobel Prize laureate Herbert Simon, the study of Human Centred Design (HCD) evolved at Stanford University Design School and has become a framework for a creative problem-solving process.

It begins with understanding human needs, and ends with innovative solutions to address those needs.

As digital transformation continues at pace for private and public sector organisations, increasingly the focus has shifted from updating technology systems, to understanding how users of those systems—and business strategy—will benefit from and embrace these technological innovations. HCD is a framework that can support this goal.

In Australia, the Victorian Government has identified HCD as a driver of innovation both within its departments and for the broader community[12], describing HCD as "an approach to problem-solving that puts the people we are designing for at the heart of the process."

Akkodis research[13] supports the notion that taking a HCD approach to the application of technology can support improved operational and organisational outcomes—particularly in the PS&J sector.

There is also evidence[14] to suggest that applying HCD principles to the development and implementation of technology can help create effective and efficient organisational outcomes, while also creating positive emotional engagement with end-users and the broader workforce.

Developing human-centric solutions, based on a deep understanding of user needs and experiences, helps optimise organisational systems. The goal is to enhance workforce communication, cooperation, and resource management, reduce organisational stress, and improve employee productivity and wellbeing.

Akkodis helps organisations incorporate HCD principles into customer experience design and the implementation of technology solutions. The process employs an empirical approach to form a strong foundational understanding of how humans interact and work with technology to take actions and make decisions.

> "Our empathy-led approach ensures we centre our strategy and solutions thinking on true user needs and a holistic understanding of their activities and interactions with those solutions. We've seen the benefits this can bring in dealing with PS&J clients in all major Australian states."
>
> Dan Roberts,
> Head of Akkodis Advisory.

3—Law enforcement: an operationally led, technology enabled approach

Akkodis has worked in the law enforcement sector for over a decade. Working closely with these agencies has revealed that many of the challenges faced by law enforcement are reflective of those in the broader PS&J community.

There are several factors putting pressure on law enforcement agencies: the need to rapidly solve cases; processing exponentially increasing amounts of data and digital evidence; pressures on resources; staff attraction and retention, and the need to improve wellbeing outcomes for frontline workers and their support networks.

Through interactions with both commissioned and non-commissioned police officers, Akkodis has developed an operationally led, technology enabled approach. Working with police and other law enforcement agencies to address core challenges and priorities, we have co-developed solutions that support operational and organisational efficiency—including improved communications, prioritised resource allocation, case management, and the processing and analysis of digital evidence.

An example of this approach is the work Akkodis has done with the Western Australia Police Force: co-developing award-winning technology solutions[15] that address core operational challenges and reduce organisational burdens. These solutions include the Yarning app and Söze.

Yarning, a first of its kind Aboriginal language translation app, allows officers to select and convey essential messages to Aboriginal People in their native language. It facilitates meaningful communication between police officers and speakers of Aboriginal languages and increases awareness and understanding of important matters in Aboriginal communities (refer to the success story on page 17 for more detail).

Söze, also developed in collaboration with the Western Australia Police Force, is a powerful data analytics platform that empowers police investigators to integrate and visualise vast amounts of data from multiple sources and devices. It identifies persons of interest and their relationships, providing law enforcement with advanced analytical capabilities to enhance public safety and security by saving time and reducing risk.

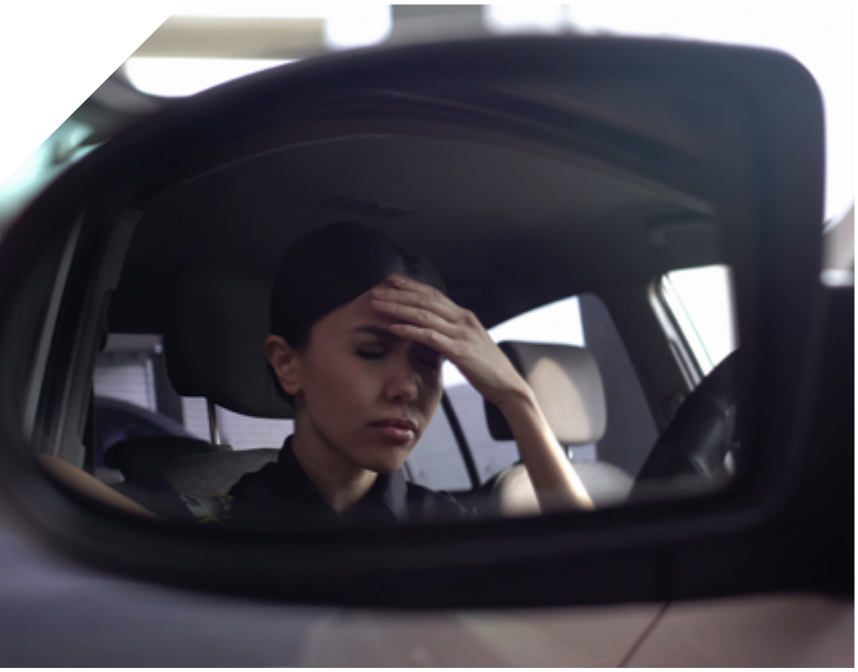
Söze has enabled investigations to be completed in a fraction of the time it would normally take. In one case, Söze enabled investigators to complete 24 months of analysis in only 6 months (refer to the success story on page 18 for more detail).

Inspired by these and other law enforcement partnerships, Akkodis continues to explore how to further deliver positive outcomes for law enforcement agencies, their workforces, and the communities they serve.

4—Reducing organisational stress: the role of technology

For workers in the PS&J sector, especially those in the field, organisational stress is a significant issue. This type of stress manifests differently to the operational stress which PS&J workers experience when fulfilling their core responsibilities.

Organisational stress can occur in workplaces due to high workloads, resource management challenges, communication issues, the heavy burden of administration, and organisational culture.[16]



In a recent study by Fortem Australia, organisational stress was found to be just as damaging to employees' mental health as occupational trauma.[17] Cumulative organisational stress has also been found to deplete first responders' resources, resulting in fewer resources to invest in coping with operational stress and trauma when it arises.[18]

Dr Kristen Hamling, a registered psychologist with over twenty years' experience, has worked extensively with first responders. In her PhD research, Wellbeing in the Emergency Services,[19] Dr Hamling identifies both operational and organisational stress as having a negative impact on the wellbeing of first responders.

As part of the Akkodis research project,[20] Dr Hamling provided her clinical insights. *"Technology has got a lot to offer here,"* she says. *"Reducing organisational stress in emergency services workplaces requires a multi-modal approach. Akkodis is using HCD principles to investigate how technology can mitigate elements of organisational stress and thereby alleviate demands on first responders and their families."*

> "Automation of systems and processes to reduce the time and increase the accuracy of administrative tasks can have a positive impact on both wellbeing and organisational outcomes."
>
> Dr Kristen Hamling, Psychologist

More automated, intelligent processes

In her research, Dr Hamling indicates *"excessive paperwork"* is one of the challenges she often hears cited in her work with first responders. She suggests that using technology to reduce the time and stress of administrative tasks could *"increase resources and free up more space to use the resources in a more meaningful way."* As Akkodis' research has also confirmed, slow and inefficient processes can contribute to organisational stress for employees in PS&J organisations.

Automation of manual processes around reporting, case and incident management can reduce stress and enhance stakeholder engagement by streamlining workflows, reducing errors, and enabling faster responses.

With more efficient and consistent interactions, stakeholders experience improved service quality, leading to increased satisfaction, trust, and stronger relationships. Automation frees up time and resources for more meaningful, personalised engagement efforts and higher quality user experience (refer to the Jury Management System success story on page 19 for an example).

Enhanced communication and collaboration

There is considerable scope for technology to enhance communication and coordination among first responders, enabling employees and organisations to work together more efficiently and effectively.

Real-time messaging systems, mobile apps, and dedicated integrated communication and collaboration platforms can ensure quick and reliable information sharing, leading to better response coordination and reduced response times.

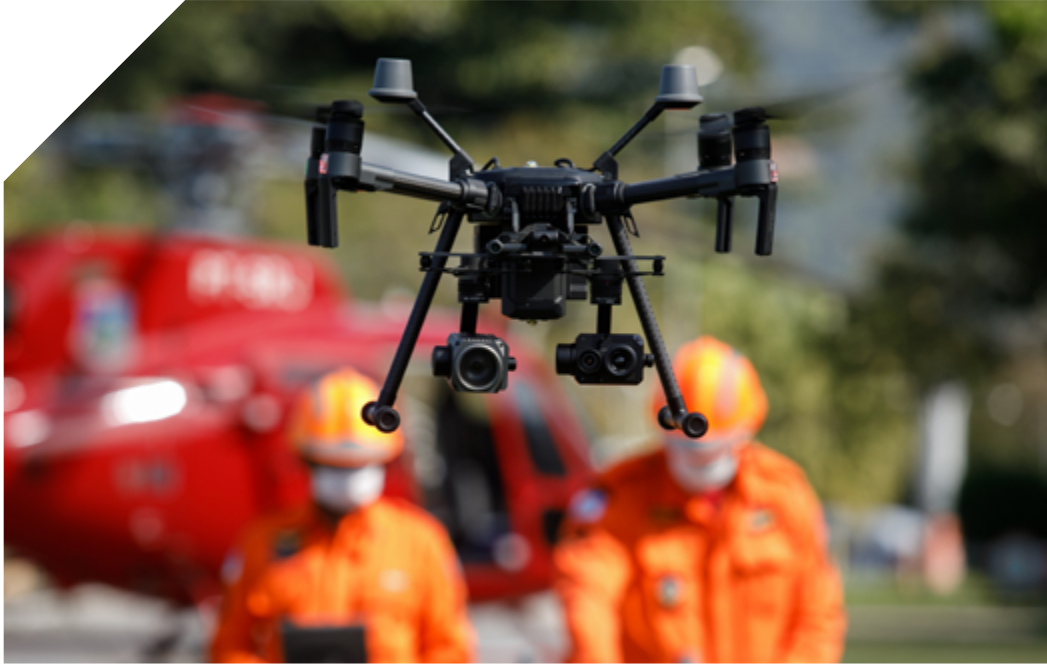
An example of an integrated communications system is OneForce Locate[21]: a solution developed by Akkodis in partnership with the Western Australia Police Force. Built on Microsoft Azure, this mobile app allows officers to view their location, status, and current duties, as well as that of their colleagues. Available as a desktop or web app, it can also be used by supervisors to push notifications to assist with coordination incident response.

Data analysis and predictive modelling

Data analysis offers many opportunities to transform the PS&J landscape, including improving community outcomes and mental health support for first responders.

Analysing data collected from various sources, such as emergency calls, incident reports, and physiological sensors, can provide valuable insights into improving operational outcomes and the wellbeing of first responders.

Advanced analytics and predictive modeling can help optimise incident response prioritisation and resource allocation. It can also be used to identify patterns, risk factors, and early warning signs of physical and mental health issues for first responders.



Data analytics can help identify patterns of criminal behaviour and develop more effective crime prevention strategies. By analysing historical crime data and socio-demographic factors, law enforcement agencies can allocate resources to high-risk areas and deploy proactive policing efforts. This leads to safer communities, and helps reduce the mental and emotional strain on first responders by preventing crime rather than requiring a response.

Applying data analysis can also assist with understanding and addressing mental health needs of first responders. It enables organisations to track stress levels, exposure to traumatic events, and overall wellbeing of their personnel. By adopting a data-driven approach to the early identification of stress and trauma, organisations can identify opportunities for timely interventions, counselling, and support services.

Data analysis can help in designing wellness programs and mental health resources tailored to the specific needs of first responders, reducing the long-term psychological toll of their demanding roles and promoting better mental health outcomes.

Evidence-based policies can be driven with data analysis within public safety organisations, leading to fairer practices and improved community relations. By analysing arrest records, court proceedings, and interactions with the public, it is possible to detect and address any systemic biases or disparities.

This data-driven approach supports a more equitable justice system, enhancing community trust and reducing tensions between law enforcement and the public.

Improved community outcomes and the mental wellbeing of first responders are intertwined. Data analysis acts as a bridge, helping to create safer, more supportive environments for everyone involved.

Enhanced situational awareness: Drones, robots and real-time monitoring systems

Unmanned aerial vehicles (UAVs) and robots can assist first responders with situational awareness and communications in hazardous environments, minimising their exposure to risks. Drones can provide real-time aerial views of the incident scene, while robots can perform tasks such as reconnaissance, search and rescue, or the handling of hazardous materials. These systems also provide real-time data to operations centres to optimise incident response management.

There is also considerable scope for technology to enhance the physical safety of field responders. Equipping first responders with wearable devices and sensors can provide real-time data on their vital signs, physical condition, and exposure to hazardous substances. This information can help monitor their health and wellbeing during operations, alerting them and their teams to potential risks and allowing for immediate intervention if necessary.

Virtual and augmented reality

By providing realistic simulations and critical data, virtual reality (VR) and augmented reality (AR) technology can enhance situational awareness, decision-making, and stress management skills for first responders, leading to better overall performance and reduced mental health risks.

VR training can simulate high-stress scenarios and help prepare first responders in a safe and controlled environment. By providing realistic simulations, VR training can enhance situational awareness, decision-making, and stress management skills, leading to better overall performance and reduced mental health risks.

This type of training can also help first responders manage stress and anxiety better. By exposing them to realistic, high-stress situations, it desensitises them to the emotional impact, making them more resilient and better equipped to handle the mental strain that comes with the job.

AR is where digital information, such as images, or data from 3D objects, sensors or the Internet of Things (IoT), is overlaid onto real world images, enhancing the user's perception and understanding.

For first responders, AR can provide real-time data, maps, and instructions for how to manage a particular scenario. By providing first responders with crucial details for potential real-world situations, AR training can lead to quicker and more effective responses during real-life emergencies.

When used out in the field, AR can assist first responders with instant access to procedures, protocols, and medical information. This reduces the cognitive load on responders, allowing them to focus on the task at hand, and reducing stress related to information retrieval.

AR can also facilitate communication and coordination among team members by overlaying the positions and status of other responders onto the visual field. Improved teamwork can alleviate the stress of working in high-pressure situations.

Digital mental health support

Technology can help facilitate access to mental health support for first responders. Platforms and apps can provide confidential and easily accessible resources for stress management, mindfulness exercises, and mental health assessments. Additionally, telehealth services and online counselling can offer remote access to mental health professionals, allowing for convenient and timely support.

Enhanced communication and collaboration

There is considerable scope for technology to enhance communication and coordination among first responders, enabling employees and organisations to work together more efficiently and effectively.

Real-time messaging systems, mobile apps, and dedicated integrated communication platforms can ensure quick and reliable information sharing, leading to enhanced response coordination and reduced response times.

5—First responder transitions: operations to admin

Dr. Hamling has identified that a major challenge for first responders is the transition from operational activities—which can often be physically and emotionally taxing—to the organisational requirements of reporting and administration.

When first responders are in 'operational mode', it often triggers the sympathetic nervous system—the body's response to danger and stress. The brain sends messages to the rest of the body to prepare for, and respond to, danger. It is a stress response often referred to as 'fight or flight'.

The sympathetic and parasympathetic nervous systems (PNS) comprise the autonomic nervous system. They work together to shift the mind and body between alertness and calmness. The PNS response is sometimes called 'rest and digest' because when the PNS is activated, the body responds by increasing digestion, sleep, the tendency toward social interactions, and repairing injuries.[22]

While the 'stress response' can be beneficial when responding to an emergency, ensuring a timely transition to the PNS response is essential for first responder wellbeing.

According to Dr Hamling, in addition to other wellbeing interventions, there may be an opportunity to incorporate technology as part of a holistic support system for emergency services workers.

"While technology should complement, not replace, traditional stress-reduction techniques like exercise, meditation, and relaxation exercises, there is an opportunity to explore its role in enhancing wellbeing outcomes," she says.

Several technologies and practices could help individuals shift from a sympathetic (fight or flight) to a parasympathetic (rest and digest) state of mind:

Biofeedback devices: These wearable or sensor-based devices monitor physiological markers like heart rate variability (HRV), and provide real-time feedback. They can help users learn to regulate their autonomic nervous system and shift into a calmer state.

Heart rate monitors: Wearable devices like heart rate monitors or smartwatches can help users track their heart rate and understand how various activities or relaxation techniques impact their autonomic nervous system.

Neurofeedback: This advanced technology involves monitoring brainwave activity and providing feedback to help individuals learn to self-regulate and shift into a more relaxed state.

Virtual reality: VR environments can be designed to promote relaxation and stress reduction by immersing users in calming experiences, such as virtual nature walks or meditation spaces.

HRV coherence training: Specialised apps and devices guide users in achieving heart rate coherence, a state associated with increased parasympathetic activity and reduced stress.

Meditation and mindfulness apps: Apps that provide guided meditation and mindfulness exercises can help reduce stress and activate the parasympathetic nervous system.

It is important to note that while technology can offer numerous benefits, it should always complement comprehensive wellbeing programs and human support systems. The integration of technology should be accompanied by appropriate training, policies, and ongoing evaluation to ensure its effective and ethical use.

6—Enhancing user experience: essential factors in technology design

When taking a human-centered design approach to the development of technology solutions, ‘experience design’ is a key consideration.

Experience design is a is a multidisciplinary approach that focuses on creating meaningful and enjoyable interactions between users and products, services, or environments. It encompasses the entire user journey, understanding the persona, emphasising empathy, user-centered thinking, and the seamless integration of technology and human elements.

Three primary considerations of experience design are often referred to as the 'three Es': **efficiency, effectiveness, and emotional satisfaction.**

Efficiency refers to the ability to accomplish tasks quickly and effortlessly. In experience design, it involves streamlining processes, reducing complexity, and providing intuitive interfaces that enable users to achieve their goals with minimal friction. By optimising efficiency, designers aim to save users' time and effort, enhancing overall usability and productivity.

Effectiveness focuses on the extent to which a design solution achieves its intended purpose. It involves understanding user needs and aligning design elements and functionalities to fulfill those needs effectively. Effective experience design ensures that users can accomplish their goals successfully and efficiently, providing them with a sense of achievement and satisfaction.

Emotional satisfaction encompasses the emotional responses and subjective feelings evoked in users throughout their interaction with a product or service. It goes beyond functionality and efficiency, emphasising the importance of creating engaging and meaningful experiences.

Incorporating these principles of experience design is not only a best practice; it can create a framework for creating technology solutions that resonate with users, delivering efficient, effective, and emotionally satisfying experiences.

SUCCESS STORY

Strengthening Communication: the evolution of Yarning between Western Australian Police and Aboriginal communities

Aboriginal communities in Western Australia (WA) collectively speak more than 60 languages, reflecting the richness of their heritage and cultural diversity.

However, this linguistic diversity has long posed a challenge when it comes to accessing public services and engaging with law enforcement.

The Western Australia Police Force is responsible for the world's largest police jurisdiction, covering vast terrain where this diversity of language can be a challenge for effective communication.

Yarning is an innovative app, built on Microsoft Power Platform, that improves connections and encourages conversation between Aboriginal communities and law enforcement across WA.

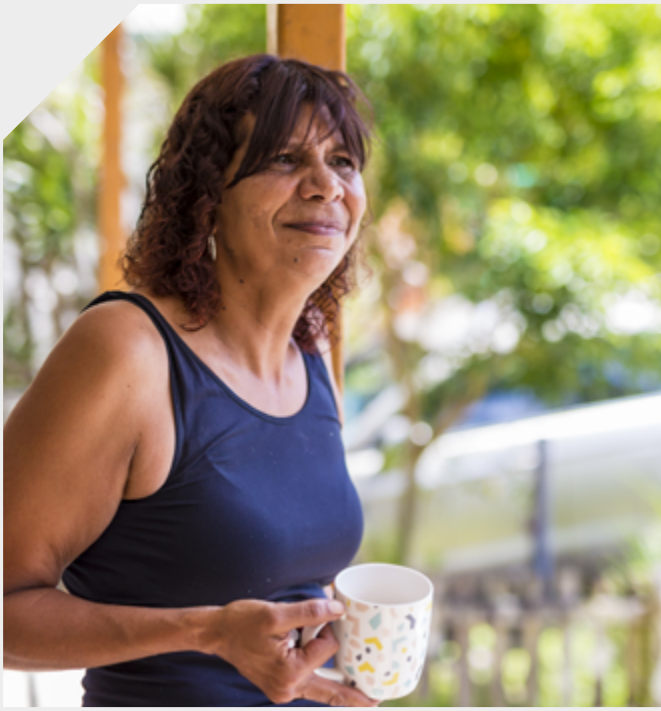
Yarning allows officers to select and convey important messages to Aboriginal people in their first language. The app also has an essential feature that connects users to an Aboriginal language interpreter who can provide real-time interpretation services. For many Aboriginal people, this is the first time they have communicated with a government representative in their own language.

Yarning was developed in partnership with Akkodis, Microsoft and the Western Australia Police Force —in close consultation with Aboriginal Interpreting Western Australia (AIWA), Aboriginal Police Advisory Forum, Aboriginal Mediation Service, Aboriginal Legal Service, Department of Communities, and several Aboriginal elders.

Yarning is now available to more than 7,000 police officers across WA. It increases their awareness and understanding of Aboriginal culture and important matters in Aboriginal communities. It also helps officers interact with Aboriginal people in a more respectful and equitable way.

Yarning has been well received and welcomed by Aboriginal communities, Aboriginal advocates, and members of the Western Australia Police Force. Calls to AIWA increased 25% in the first 12 months of deployment.

Akkodis received the global 2022 Microsoft Inclusion Changemaker, Social Impact Award for the development of this Yarning application.



SUCCESS STORY

Optimising police investigations: Söze's role in digital evidence risk mitigation and improved outcomes

Modern police investigations generate vast amounts of digital evidence.

According to Jeremy Dennis, who led the Akkodis team that co-developed Söze, *"enabling investigators to rapidly analyse this data and discover avenues of potential interest is vital to solving crimes more quickly, and ultimately to reducing harm to the community."*

Söze has been developed from the ground up in collaboration with police investigators to solve real policing problems and deliver tangible benefits that impact on policing results by:

+ Reducing the time and resources required for investigations and increasing the velocity of solving criminal cases. In one case, Söze enabled investigators to complete 24 months of analysis in 6 months.

+ Saving costs through the automation of common repetitive tasks and triaging complex data sets. In one case, Söze saved a potential spend of AUD$97,000 in translation services.

+ Reducing risk by providing a higher quality search capability, meaning that investigators can be more thorough in each case.

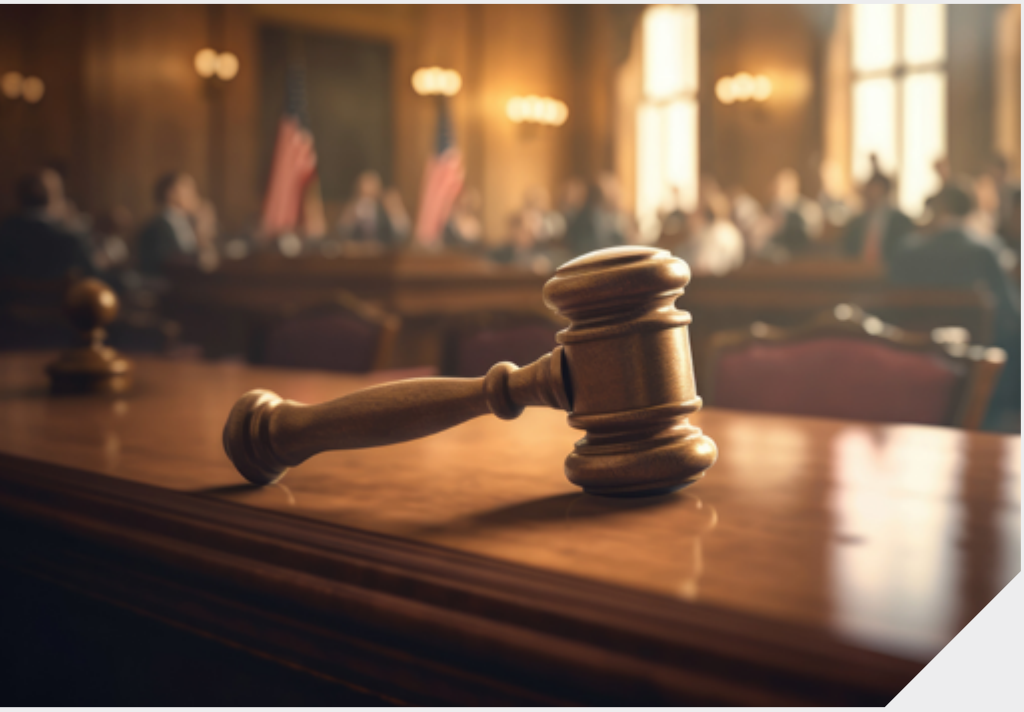
+ Improving prosecution brief quality and analysis for exculpatory evidence.

Söze has also proven itself across multiple sex crime cases by enabling the identification of potential additional and previously unknown victims.

Inspector Tim Thomas, of the Western Australia Police Force, worked closely with Akkodis on the development of Söze. *"There is a very big capability gap in policing, and it's all to do with management and information,"* he says.

"There has been an explosion of information and data across society because technology is just so ubiquitous, and while we could access it, we have previously had no way to analyse it all efficiently and Söze changes that. I've not seen any system of this nature anywhere, ever, full stop."

Söze



SUCCESS STORY

Jury Management System – enhancing service, efficiency, and accessibility

Jury service plays a central role in the justice system. It allows members of the community to play an active part in the administration of justice.

Streamlining administrative processes involved with the selection and management of jury members reduces costs, time and delivers better outcomes for the community.

Developed by Akkodis in partnership with the New South Wales Government, the Jury Management System (JMS) makes it easier and faster for jurors to navigate their way through the justice system. As the solution is based in the cloud, jurors can interact with it remotely, and at a time that suits them.

Importantly, JMS improves juror processing time, with 300 people checked-in for jury service in less than 30 minutes, compared to more than three hours under the old manual system. By reducing processing time by 75%, JMS makes the jury experience far more effective and efficient for everyone involved—including current jurors, prospective jurors and judicial administrators.

JMS improves stakeholder engagement, removes manual processes, and provides administrative and cost savings to court jurisdictions worldwide. What was once a cumbersome and labour-intensive process is now quick and effective, resulting in a faster and more accessible justice system.

7—How Akkodis can help

Through over a decade of work with PS&J organisations, Akkodis has developed a deep understanding of the intricacies and challenges inherent to this sector.

Our committed advisory and technical support to PS&J departments has created the foundation of our comprehensive portfolio of highly efficient and cost-effective solutions. Our team of specialists, well-versed in the PS&J sector, offer invaluable insights, advisory services and deep technical expertise.

Through a combination of ideation and HCD, we delve into current and emerging challenges faced by PS&J clients. This exploration helps us comprehend their needs, co-develop strategic roadmaps and implement fit-for-purpose technology solutions.

Our empathy-led approach ensures we centre our strategy and solutions thinking on true user needs, and we contribute a holistic understanding of their activities and interactions with those solutions. Working closely with first responders has demonstrated how technology provides a powerful opportunity to impact both operational and organisational outcomes.

To accelerate innovation and business outcomes, Akkodis has developed frameworks, accelerators, and solutions that enable effective collaboration with PS&J teams. Together, we innovate at a rapid pace, ensuring that operational needs remain at the forefront of our design and implementation efforts.

Key Akkodis PS&J consulting, solutions and capabilities include:

- Advisory, strategy, customer experience, digital transformation, risk and change
- Data strategy, management and analytics
- Integrated communications and situational awareness solutions
- Process automation, case and incident management solutions
- Artificial intelligence/machine learning—object detection, entity relationships, speech/audio transcription and translation
- Generative AI / ChatGPT—natural language processing (NLP) experiences (inputs and outputs) in context of enterprise data and content, and Microsoft CoPilot experiences
- Evidence, intelligence and investigations solutions
- Development of online registries (e.g., for firearms)
- Technical training, micro-credentials and technical certification via Akkodis Academy
- Virtual and augmented reality training solutions.

Our commitment to help PS&J organisations navigate the complexities of their sector, fostering efficiency, safety, and the overall wellbeing of their people—and the communities they serve—is at the core of our mission.

About Akkodis

Akkodis is a global digital engineering company and Smart Industry leader.

We enable clients to advance in their digital transformation with Consulting, Solutions, Talent, and Academy services. Headquartered in Switzerland and part of the Adecco Group, Akkodis is a trusted tech partner to the world's industries.

We co-create and pioneer solutions that help to solve major challenges, from accelerating the clean energy transition and green mobility, to improving user and patient centricity.

Empowered by a culture of inclusion and diversity, our 50,000 tech experts across 30 countries combine best-in-class technologies and cross industry knowledge to drive purposeful innovation for a more sustainable tomorrow. We are passionate about Engineering a Smarter Future Together.

Find out more

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If you would like to learn more about how Akkodis can help you develop technology solutions which positively impact organisational efficiency, effectiveness, and the emotional wellbeing of employees and communities please contact our team.

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