

## INTiLE Interview with Interviewee 4

Q2

Interviewer

And yes, there we go. So recording has now started so on to the first question and that's about your previous experience in this area. So would you tell me about your experience of introducing new technologies into UK law enforcement?

Interviewee 4

Yep, so I mean, what I will say in new technologies are wonderful. But when it comes to being used by police, it is something else because police officers are are detectives, they're investigators. They're not necessarily IT skilled people. So any technology that that you bring in and is initially not accepted by police that that's that's what I've seen. They like to do things in a certain way and technologies either going to take their job or it just isn't going to work. And I think if you don't, if you're not from an IT world and you bring technology to an investigator, the investigator investigator either says right brick wall, I'm not gonna use it. I don't want to use it. I'm quite happy with the way I do it or they expect to technology to do too much.

Interviewer

Yeah.

Interviewee 4

So, uh, you know, people need to understand that technology is is not going to do everything 100% accurate all the time and and the the end user is the one that makes decisions on all technology technologies and enabler to do a job that's not there to replace a police officer. So. So when I've sort of when I've tried to introduce technology, I was really surprised on how long it takes for forces to to take it up. And so you know, I an instance for me is is when, when [redacted software type] software was used by police, it was horrific. It was the easiest sort of well, it wasn't the easiest. It was the simplest tool to use as in press numbers 1234 and five and and it would give you a category and everyone's happy. And then when I sort of came in and said well actually when you press 1234 and five, why don't you start looking for something else just before you press it and think about the image differently? So think about the the evidence a little bit differently. And although everyone sort of saw well, actually that's a good idea. The move away from the simple tool to something that would be more beneficial to them actually took many years to do. And even though it was free, even though they could download it from a website, even though they could plug it into any computer and you know there's no tracking, there's no security issues because it's not talking to the Internet. And actually it was very

difficult for police officers to implement that into to their workflow. And that was that was a little bit of well, it was. It was two-fold. It was one.

Officers are unable to sort of pick up a tool and say, yes, I'm going to use this because of the bureaucracy of the sort of the, the governance surrounding the software, you know, are we, are we paying for this? Does my IT know about this? Does the the security know about this? Have I gone through a fair process of, you know, going to lots of different companies and saying this is what I need? What can you offer?

So so even when you say to the the British police.

Government here is something free. Here is something easy to use. They still say.

Ohh yeah, I'd love to do that, but I can't. I have to go through all these processes of spending lots of money. Public money.

Lots of time, lots of effort in order to plug it in when we know on day one, we should really be using it.

### Interviewer - FQ2

Yeah. OK, thank you. And we'll come on to the governance actually in the next question. But just as a follow up to that. So what came from that experience which you would use with a future similar requirement for introducing new technologies?

### Interviewer 4

So I mean I I think I think since since that earlier example the bringing in of technology has become an extremely difficult process for UK policing, it is, it is generally there are so many barriers being put up that I'm probably seeing the length of time to deploy a tool is taking 2-3 four times the amount of time it probably used to and and and that's because of the of the new new rules and regulations with regards to the ISO accreditation, which I haven't met anyone that says yes, I'm happy that I need to accredit this software and you know, I've not met anyone that says yes, the process was simple. I've not met anyone that says I agree and you know, and this is the the best thing ever. And in fact, no one. No one wants it. No one thinks it's a good idea. It is slowing down progress. It is slowing down innovation. Yet we're still pushing forward with it and there isn't anyone to take up that mantle to, say, hold on, I'm a sufficient representative from government or policing to say no you you've made a decision to do this. It's not working for police forces. We're not going to do it. Let's come up with something more streamlined and cheaper and easier to do. But because we've made the decision, no one challenges it, so we try and make it work and that's that's what I see now is happening to policing.

It it we can't give anything to policing in a short space of time, it it it, you know, we had something which was nice and easy. So we had we had the tool it it was ready to go more or less on day one of building it. But it took us about two years to deploy

it.

I'm just still deploying it so it's probably into the third year now.

Well, we're still deploying it because of all the bureaucracy that goes along with deploying technology. So things have not got better. Things have got significantly worse.

Q3

Interviewer

OK, so probably tied in with that, actually we'll move on to the governance question now. So what governance considerations do you feel are necessary to introduce new technologies into law enforcement?

Interviewee 4

So. Listen, we all understand this security is a big factor, right? I completely understand that ISO accreditation in some form has got to be done. I don't know if it has to be done in the format and which it is now, but I do believe that you've got to prove that the tool works and that can be a simple there's my test hard drive, you know, I'm going to plug it in and the tool should show this. And if the tool shows it then you should be able to say yes, that's fine.

And we should be stream-lining that. I do understand that, you know, things have to be done in a fair and just way.

But forces should be able to say, right? I want. I don't know. I want a tool that.

We'll we'll be able to read mobile phones. They should be able to go out quickly to a conference. Have a look at loads of stalls speak to the people and say right, that's the one I'm gonna go with.

You know, as a representative of my force I am the subject matter expert, I'm here with the policy, with the budget holder, and I'm able and trusted by my force to make that decision. Now, unfortunately, we don't allow that to happen. So what happens is that you will go through a process of.

Of finding the right software so you'll make your requirements. You will write them all out and this costs money, so it costs money ran about £30,000 to do that to write your requirements, get your business case together for a project, put people in place before in order staffing costs is about £30,000 to send that out to industry and say we want something to look at mobile phones and then everyone will come back apart from the company that you wanted to go with.

So you end up with a tool that you probably didn't want in the 1st place. You'll use it for five years, which is too long to use the tool that you didn't want. But in order to change the tool after using it after training people after deploying it and putting in the infrastructure to support it, it's probably not going to be worth your while changing it for something else. So you're then. Or you could be stuck with the tool that is not fit

for purpose and you've just wasted everyone's time and money. So by putting in these this governance procedure, you're actually stifling what the government wants us to do, and the government wants us to be innovative. The government wants us to utilise artificial intelligence. They want us to be dynamic. They want us to be. You know, to cut bureaucracy. But we haven't done any of that at all.

### Interviewer – FQ3

Yeah.

And so do you think that actually is achievable in UK law enforcement that we could put those governance structures in place that are achievable and we can deliver on those?

### Interviewee 4

I think I think there certainly are achievable and the way that they are achievable is by increasing the spend limit. So at the moment you know we can all buy something up to a certain amount of money and we don't need to go through that gathering process. But we're not living in a 60s now things is expensive. So things is going to cost more money placing have more staff. Specialist units have more staff, so we don't go out and buy one piece of software and it does everything for us. Actually, we buy one piece of software that has many licences for many people to utilise it, so the price is a lot as a lot more money, but you're still using that one piece of software but it's the licencing cost that puts you over that barrier. So I completely understand that you've got to have processes so that there isn't any maleficence, you know, or malpractice so that you know you're not being bribed to, you know, to go with one company. But there are certainly steps that you can take internally that that can say this will go through a three-stage process with people that don't work in the same department to say you know, have you paid due diligence to this? What is it about this software that you said it's the right thing to do? Who have you spoken to? What did the user say? What what was your proof of concept? And as long as we can do that with relative ease and I think you probably can then I don't understand why we have this you know this this barrier of saying, right, if you go up to and I don't, I don't know the number £60,000 then anything over that you're gonna have to go through this massive process, £60,000 a lot of money.

### Interviewer

Yeah.

### Interviewee 4

You know, and you can spend £60,000 a hundred times in a force.

Well, hold on a minute. They don't have to go through any of that. You bureaucracy

because they've kept under the 60,000 limit, but they're still spent the same amount of money as the one tool that you really wanted that it's taking you two three years to get in place. That's not. That doesn't make any sense.

Q4  
Interviewer

Yeah.

Okay, thank you. So next question is about the requirements to introduce new technology.

So thinking now about the main requirements needed for this, what do you think are the main building blocks to successfully introduce such new technologies?

Interviewee 4

So I think I'm so so we requirements is it is a funny one because requirements come from people that are not innovative, requirements come from people that can tell you about a problem statement.

But they don't know what the solution is.

So So what generally happens is that we go to people that have a problem statement and we say today so. So what, what do you want this app on the phone to do?

What button do you want it to press? What? What do you want to see? And they go well, I don't know.

Because one I don't work in IT, I'm a detective and I'm used to locking up bad guys. But all I know there's that when I get a mobile phone coming in, I want to read the text messages really quickly.

But that there, you know, we go well. OK. Well, let's delve into that a lot more. These people, not IT people, but we get from them requirements, that is not about.

Problem statements are not about the problem, it's about the features that they want to see.

Interviewer

Yeah.

Interviewee 4

So. So. So I personally think what you do with with requirements is you need to be going to companies and saying this is my problem statement. How do you as the specialist?

At a company, how? What do you think that we need? What is it we need to be successful? And then that's where you work together to build requirements.

#### Interviewer – FQ4

Okay. And do you think there is anything which may prevent successful implementation of the new technology? I mean you've already hinted at one previously, but is there anything else?

#### Interviewee 4

Um.

Well, you know that there are other things like, you know the, you know, the things like licencing models that that, that that we have and that you know we can't just say. Licences models are really difficult for a force because because when when a force is saying right, how many licensees do you need? Well, the force go well, I have never used the tool before. I don't know how many people are going to be able to be trained in the first year. I don't know how many people are gonna be trained in the second year. I don't know if they're crime-type is still going to be here next year. You know, so that licencing cost that gets wrapped up maybe in the two year bundle for 500 people.

In real terms, I don't know of any product ever that I've seen been put out that hits their licencing model.

#### Interviewer

Yeah.

#### Interviewee 4

They're way out. They're either yes, I want 50 licences but I've got 200 users. Ohh my gosh, I've made a terrible mistake or I've got 500 licences and I have only 50 users of it and that I've seen all through government, all through policing and I don't think anyone's there ever got it right and it's simply because you cannot predict a future you do not know what is around the corner. So if we were able to to have a a licencing cost with companies to say no, I I do understand that you need a substantial or a significant amount of money to work with us, but we shouldn't pay for things that were not using.

And and and that's where some companies can come up really well, you know, you know, some of the [redacted – software type] companies where you go. Well, I will buy one licence, I will buy 2 licences, I will buy three new, plug them in and all the way through the year you can buy a new licence and it starts on the day that you buy it rather than April to April. This is my budget. This is what I have for the year. These are my licence costs now buy it in April but hold on. I'm not. I don't wanna buy it in April because I'm not gonna start using it until October after the after the the summer period and all the children go back to school and then all the reports from, you know,

[redacted – operational reference] is going to come through and we know that that's our busiest time. Well, actually, I'm not gonna use it until then, cause I'm officers are gonna be on leave during the summer. But you still have to buy an April cause that's where your budget is and you've just wasted that period of time and money.

#### Q5 Interviewer

Yeah, and and that sort of moves on to the next question really, which is about lessons learnt. So thinking about your knowledge and experience of introducing new technologies, can you describe what lessons you feel can be learned from these to help introduce new technologies?

#### Interviewee 4

So I would say so that there's two major things I think that we miss. One of them is marketing. We we generally don't market enough or we don't give ourselves enough time to market properly properly across forces. So there are too many we sort of. We we are surrounded by by the tool, by the company, by the project and we think everyone knows about it. But as soon as you walk outside the door, no one has a clue what you're doing in that office. No one knows. But there was this thing of the official and official sensitive. And you know how much information am I allowed to give? And then you know, and then you, you know, your security people will say ohh no. Well you you can't possibly advertise on the web. You can't possibly put put a video together and then put that on the website of the company. You can't possibly do any of that because the British public will know what tools you use. Yeah, well, you know what the company's already advertising themselves, because that's how we found out about them in the 1st place that have already got those videos. They're just saying that [redacted - Police Force Name] Police, you know, they're not saying sorry that [redacted - Police Force Name] Police are using it. They're just saying that this can be used. And actually, some of these companies really go into detail about how much in in is on the Internet about how you use it and how it works yet, we our security stops us from being able to market things properly because of government protective system, which I don't think is relevant in in these cases. And then there isn't that that avenue, there was there was number one place that you can go on from police forces and say where's their technology portal for me but where do I go? Ohh, right. OK, so I'm. I'm in the the website. The government tech. Right. I want a system to do blah blah blah. Ohh yeah [redacted- police force name] police is using the system called this. Ohh, I might contact them and see so that doesn't exist. So what there is is there's all these.

There's all these good work going on, but we just don't know because there's no central place where everything gets gets recorded and you know and you've got



things like the [redacted – Government system name], which is an offering by a company. But police, police are not interested in the offering of the company, they're interested in what the next force is using. That's what they want to know. So there's your market. And then the other thing that I think is a big barrier to the usage of a system is dealing with business change properly.

Now this business changer is a big one because you what we're not really getting forces ready for that and marketing and business change has to work hand in hand. Marketing is about getting people, getting people excited about the new ideas that we've got, business changes about, getting them ready to receive the product.

Interviewer

Yep.

Interviewee 4

Now what we don't do well is we don't do training well, do we? Got a College of Policing. Everyone says, what the hell do they do? We still don't really know. What what they do. But when it comes to teaching technology, I don't think we're there yet. So we can have these products, but without a training programme to go along with the products without the the Force readiness to release their staff to do the training without the force putting aside money to train their staff without the force putting aside the time to train their stuff, they're never gonna use it, so it's just going to land and that's where the business change element is really important because business change will tell you you need training, you need to put it on a website, you need to do a newsletter, you need to.

You know, to go and speak to people face to face, but but we miss all of that. We just pick it up and go. Yeah [redacted – police force name] you asked for the tool to look at mobile phones. Here you go.

Interviewer

Yeah.

Interviewee 4

Well, they go well ain't got time to teach myself how this works, so I'm not gonna touch it. And then six months down the line, you've paid your six months licencing costs haven't you, you just wasted all that money and then they pick it up and have a little play with it because you're fund them up and said, what the Hell's going on? You're not using it? Why? You're not using it and then you pick them up in three month's time and you do the same thing. And it's only really until you stand over the top of them or you get someone that goes. Well. Actually, I quite like this too. That's the only reason how you get a tool implemented and utilised.



Q6

Interviewer

Yeah. And that kind of leads on to the next question again, which is around the key to success. And so what, what do you think of the most important keys and factors to successfully introducing new technologies for law enforcement?

Interviewee 4

It's about law enforcement and knowing the operational benefit of the tool. So you know you you have, you have technology giants like the Home Office. That have project managers that come in, they've never worked in policing, they don't know, they don't know. In all they know is that this tool here, if you plug it into a mobile phone, it will show you text messages, but they don't know the value of that. They don't really understand what the benefit to policing is going to be. So you know, the right very high-level benefits monitoring and benefits realisation plan to say it will save time. It will find victims but they're not really now how it saves time.

Interviewer

Okay.

Interviewee 4

or finds victims and then they try and put that into policing language so they stand in front of police and go right. So the the benefits realisation and the benefits tracker will do this. We've got a project proposal, we've got a development plan, we've got checkpoints and policing go. No idea what any of that means.

And there was a disconnect. There was a middleman that should be there. There's got to be someone in the middle that says. What is this tool? Why are you giving me this tool? What does it mean for me? And that's one of the things that I'm trying to implement into to my backlog, is that any request that comes in has to fill that that column that says what's in it for me? What do I get out of it? And that's the bit that we're missing. So I I think, you know, that is a barrier to success. And actually, if we were able to change that and put things into policing language. If we were able to second police officers into these project teams, put someone from the area of business, pick them up and put them in for six months and say help us to deliver this or help us put this in policing language so that police can understand when I knock on the door and say I've got 10 licence for this triage product that they understand exactly what the benefit to them is going to be.

Q7

Interviewer

Okay, thank you. Next area now is looking at urgent operational requirements. So can you explain the impact which urgent operational requirements might have on introducing new technologies to law enforcement?

Interviewee 4

So if it is it, it is an interesting one this because technology changes all the time and the risk changes so often that I have recently seen you know, one force come forward and say look you know, this is what I'm doing. I've got a major crime team working on this. I've got all these stuff going through this, a laborious pace.

And then I say.

Yeah, well, just buy this piece of technology that costs you 2 grand and it will do it all for you and you can deploy your staff somewhere else and just sit one person down doing it and they go. Ohh. How do I do that then?

You know the technology is there in, in most instances you just need me to speak with the company and be open and honest about what you're trying to achieve and the company may make a couple of tweaks, but the company that worked with police want to help the public.

Because you're not gonna be billionaires working with the police, so there's got to be a reasons why companies wanna work with us. And that is to give something back to society. So.

So if you make it easier for for forces, so even if if you made that you know that a budget that said.

Specialist teams they're very £60,000 every year. You don't have to come to us and ask us for for permission as long as you use it in this environment, which is an environment which is safe so it doesn't speak to the Internet. You can bring something in quickly and use it because at the moment you can't do that. It's a thing of the past. You can't do that with any technology anymore. Even free technology. You can't bring it in and use it. It's got to go through the governance process. It's got to go through the security process. It's got to go through the ISO accreditation. It's got to go through GDPR compliance and and all of that stops you from being able to react to something quickly.

Interviewer – FQ7

Okay and of those how might any of these negative impacts be best overcome?

Interviewee 4

You need someone who is very strong in government and I think you do. I think the policing Minister is very strong.

You need someone to say enough is enough.

You need someone to say, right how much money are we spending and have the evidence presented to them and say to them I, you know, have case examples and say I've got a case, this is what I need, it took me two years to plug it in.

And this this is the operational this benefit as a result of it taking two years and you need that evidence and you need that evidence to go back to the ICO, to GDPR, to ISO accreditation, to all those barriers and you need evidential um supportive evidence and a senior minister to go in and say my police officers are facing these barriers. You are not helping them do their job effectively and in fact, you're putting up barriers to protecting the public. I want to see a change in this amount of time and it needs to be a small amount of time that's going to put people under pressure, but it needs to be done because we can't continue the way we are.

#### Q8 Interviewer

OK. So we've touched on the next bit briefly, but now this question's about non-technology factors. So do you think that there are any non-technical/technology factors which may also be important to ensure the successful implementation of new technologies for law enforcement? And if so, what are they?

#### Interviewer 4

Okay.

Ohh training training is is the big one.

Yeah. You know, as I said, you know, police officers have recruited because they show the the capability of investigating crime. They are not recruited because they are capable of using technology. So we have possibly the wrong person in the wrong job all throughout the country. I think policing is coming to grips with that, which is why they're employing digital media investigators. So they are realising it. But when you've got a police force of 8000 staff and you've got 6 digital media investigators, with the greatest will in the world, they're not going to be able to make any difference. So really and truly, if you were able to put in again a bespoke training programme for all of the tools that you're delivering, I think that would that would help people and it can't be delivered solely by the company that makes the software because then it is a technical piece of kit that says this is the output of the programme. It will do XYZ. Actually what you need again is that working with the police to say yeah the output is this but the outcome is this and that's the big one. The outcome of saving children's lives save capturing more bad guys, streamlining your investigation, speeding things up. That's the thing that police need to know and need to understand. How do I speed up my process? What buttons do I need to press? In order to speed up what I'm doing already and if we deliver that training in a

different language and we increase the training budget, we open up more training venues across the country and we release our stuff to do that training. Then the utilisation of this is going to be a lot better.

#### Interviewer – FQ8

Yeah, okay. And to follow up on that, what level of importance do you think that the training aspect has compared to the actual technology aspects?

#### Interviewee 4

Well, well, without the training, you're never gonna use the technology. So you know, if you're on a scale to 10, training has got to be up at 8 or 9 because there's no point in bringing in the tech if you're not gonna train people to use it.

#### Q9 Interviewer

Yeah, okay good. The next area is around visions.

*[Interviewed abruptly stopped due to technical failure]*

*[Interview recommenced]*

#### Q9 Interviewer

There we go. It's started again, right? So and the next question is around vision. So how do you think developing a vision about implementing a new technology within UK law enforcement can be best achieved?

#### Interviewee 4

OK.

OK so.

There are certain people that are visionaries, right, and you've got to you've got to get those people on board. There are certain people that just know that something needs to be done, but they don't know what and they're not necessarily the one you want to be writing your your vision. So you know, there is a new rule that's been opened up to policing and and to the Home Office. And it's called product management. And you have to seek those people that talk 10 years in advance.

The ones you come up with hair brained ideas because they're the ones that will give you that vision where everyone couldn't see what a a proper solution probably could look like because they're so entrenched in the in the weeds of the of the problem area that they just cannot see the end result.

So.

You know, bring in product management has to be the way forward for policing. It's got to be the way forward for government because they are, they are the ones that are able to step back, understand the problem and then say in simple terms. So you want a tool that can analyse the mobile phone, not only do you want to look at the text message and download the the the text actually it would be helpful if you could download the videos and the still images as well, and everyone goes oh my God, I didn't think of that. And and that's the skill of the product manager.

#### Interviewer – FQ9

Yeah, okay. So you use the phrase product manager there, but within the overall implementation process, who do you feel should create this vision?

#### Interviewee 4

Well, I mean, the vision should be created from from when you start it shouldn't be created when you're just about to implement something, because if you're doing it when you're just about to implement something, it's too late. Yeah, you you haven't planned your change um strategy. You haven't done any change strategies you you know, you probably haven't engaged with your users enough and you're bringing in a tool and you'll probably be making the the the the workflow or the team change the way they work in order to suit the tool and that that that doesn't work. So your vision has to be from the very start, it has to say where is it going to sit and you have to know all that in your discovery phase before you even implement your tool. It's too late.

#### Q10 Interviewer

Okay, thank you. The next area is about preventing resistance. So would you describe any resistance which you feel may arise from the introduction of new technologies in law enforcement?

#### Interviewee 4

I mean, there was definitely this resistance because, you know, police officers have been doing this, you know, investigating for for time immemorial, you know, and and they they are quite comfortable in doing things in a certain way. And the resistance is change. The resistance is doing it another way. But then there's other resistance. There's resistance from budget holders, from understanding that this is another tool that we've got to deploy. So that means if I'm spending 300,000 on that tool, how many police officers can I not know? Can I no longer pay for as a result? So there's

the budget holders that are going to be putting up resistance to all technologies and it happens in every single force with the budget holders do not pay for it and this is the reasons why, you know, you know, we have to step in from the Home Office and say, well, actually we're going to do it before you even get your money. So we're gonna take off the price of this tool before the government gives you your funding in April.

Because the budget holders will not pay for things.

You know, there's there's another, there's another resistance of, you know, how long do I need to sign up to something?

You know, is it a one year contract, two year contract. So there is a resistance to signing up to something for a period of time which you might think is too long because you don't know what your budget is going to be next year and if you sign up to it today and you haven't got the money, you're breaking a contract, you might have to pull funding from somewhere else, there is resistance you know from the techies themselves, because in order to deploy new software you've got to have the infrastructure to deploy it. So they have got to fit into their day job, the creating an infrastructure, an area to deploy a tool and make sure that the tool works so they're doing the many projects themselves in order to plug it in and get it work and get it tested. And they don't want that extra workload because every single police officer that fits in a [redacted – refers to operational team] team now has 30 crimes or more. So there were hundreds of cases that they're sitting on, where they go, I just haven't got the time to be plugging it into, you know, my network and making sure it works, making sure it, you know, it's ISO accredited, doing the paperwork in order to plug it in.

You know, buying more RAM, hardware, you know, etc to make it work. They just don't want the added work because none of this gets implemented by magic fairies that go around with a magic wand and say you now have 100 licensees and you know, how have this tool to do your mobile phone forensics. Bing. No, that comes from the people that are doing the day-to-day work.

So now they have to do the day-to-day work and implement your tool.

### Interviewer – FQ10

And so how do you think that resistance can be best overcome?

### Interviewer 4

There needs to be a central pot, so there needs to be a technical user engagement team, right? That is something that I think with every product that comes from a, a, a government area. There needs to be people that are set aside to go to that force and sit with them and spend a bit of time with them and say we are going to get you up to scratch. We're gonna work with your IT. So IT you need to no ifs or buts you're

gonna book out one week, we're gonna sit down for this one week. We're gonna plan. We're gonna implement, and we're gonna deploy this tool. And then you move on to the next force and you do the same all over the country. But unfortunately, those teams are very few and far between.

The IT departments can't give them the time in order to sit down and do this work with them.

You know.

But the only way to do that is you have a a separate team that can come in and do that work because you cannot do it on top of your day job.

Q11

Interviewer

OK, moving on to the last of the sort of focused questions and this is about how and when you deem an implementation to be successful. So thinking about a successful implementation of new technologies, what do you feel needs to be achieved to attain the level of success?

Interviewee 4

So so we , we have deployed the tool and and it the tool is is deployed online, where everyone can have access to it.

So it's it's in the cloud.

It is easy to log in.

It's just putting your username password in any machine in a mobile phone. Anything else, and then you can do your searches and the searches are displayed in a way that a 5-year old child is able to do those searches.

The way it gets displayed to you is like a 5-year old child would understand what it what it it you know it's displayed.

And the up the uptake of that is easy to understand because we've got police officers that are going out to forces and people like myself who understand the business area and able to say to them if you use this tool, you're going to identify [*redacted – identifies operational area*].

And the way you were identifying was by doing these steps 12345 and everyone goes well, I know exactly what the outcome is going to be.

I know the output is just press that button and I can do that and guess what I can say to them? There's your licence. You don't have to ask your police force. We do all the work centrally. You'd have to do your ISO accreditation. We do that.

You don't have to do your GDPR risk assessments, we do that. We do it centrally and we do it once for the whole country.

And that there gets rid of all all of this. So you don't have to deploy hardware, you'd



have to do training cause we've done all that for you. We've got online portals that you go in and get your training. And once you're trained and you tick through the boxes, Bing, you get your certificate and away you go. So it's all built, built into the tool, and that has got to be a way forward for everyone.

#### Interviewer – FQ11

Okay and for it to be successful. Do you feel there's a time frame in which this needs to be achieved to enable that to be more widely accepted?

#### Interviewee 4

I don't know whether there were there was a time frame, I mean, I mean, if you're implementing a tool that the force has got to see it at a stage where they're not gonna be old and grey and retired before it gets deployed, right. So if you say in 10 years time you're going to have this, you're gonna have people go ohh, not interested.

You know what's your problem statement? I don't know, cause I won't be here in 10 years time.

So there, there has got to be an end in sight. There's got to be a, you know, this is my two-year point. This is my one-year point. This is what I'm going to have and and I'm going to deal with today's crying today's issue today's problem today. So I do think it has to be done in a timely manner but is that six months three months, one month I don't know.

#### Q12 Interviewer

OK. And on to the last question, which is the kind of the usual catch all type one, are there any other factors or issues we haven't yet discussed which you feel are important for the successful implementation of new technologies for law enforcement?

#### Interviewee 4

I I will say there is a there is still a general distrust of companies from [redacted – specific area identified] where, if you go to policing, policing work hand-in-hand with companies, so your frontline officer will speak to the salesman, the developer, the the project manager, the delivery manager and there will speak direct and they will say oii, when I press that button it doesn't work and these guys are go ohh well I tell you what, let me fix that for you or tell me what what exactly are you doing and the police officer will will tell them exactly what's happening.

And [redacted – area identified], we keep them at arm's length.

And we go. Ohh no, we're not telling the company what we're doing. The company

can't know you're ins and outs of your investigation, but the company needs to know that in order to give you the best product for the for the job. So.

What I try to instil is that once, once that company is authorised and signed off, as in, they have the the the clearance to work with you, they're no longer a company. They are the [redacted – force/department identified]. They are part of us. They are part of our team and we have to create this team working environment. There is no them and us when it comes to fighting crime, we have to do it together. We just happen to get paid and from a separate stream. But actually you've got a product manager that is telling his/her company, you know this officer or over here needs a tool to look at text messages. They're they're doing exactly the same job as as I'm concerned.

They're saving people's lives because if he didn't say if he didn't listen to this guy and this guy didn't say it and he didn't hear it and describe it to his company and the term that they will understand and his company that deploys it and then he uses it and finds the child or finds the adult or stops the burglary, there is a complete disconnect. It doesn't work, so they need to work hand-in-hand. They need to be part of the same team and there needs to be that trust with organisations and policing to work together to share that information, which we consider to be official, sensitive and secret. And it's not really, because if you're talking about offenders do this, I'll tell you what, there's thousands of offenders going out doing it.

And then they're not, they're not applying government secrecy rules by telling people this, you know, I'm not going, it's going to explain to you how you break into a car.

I'm not gonna explain to you how I get my laptop out, and I open up outside the door and then I link into to your you your code on your key and I because actually they're telling everyone about that. It's online, it's everywhere, but we as the police will go ohh, we can't possibly tell anyone about that. Well, unless you tell these companies that this happens and this is how they do it, they are not gonna do anti-crime measures in order to help you solve that problem.

## Interviewer

Yeah. OK. Thank you very much that that's the questions. So I'm just gonna stop the recording now.