

## INTiLE Interview with Interviewee 3

Interviewee 3

Ohh, there we are, yeah.

Q2

Interviewer

The recording has started, so we're being recorded and the transcription's running, so we'll go into the first question. So would you tell me about your experience of introducing new technologies into UK law enforcement?

Interviewee 3

From.

Um. Well, let's let's start from my starting the computer crime unit then at, at a police force and then in 2002, that's probably my my my starting of of digital investigations journey. Um. So I, um having started that unit with with a couple others, um, I then looked at my, my, my biggest sort of sort of tick box, if you like, I think was when I decided that law enforcement ought to look at mobile phones in 2003.

And so so bearing in mind then there was no steer from the central, you know, the central body for for policing training wise.

There was no standards.

And so you were on your own a little bit so, um, that then that ended. So to take in a phone, what can we do with it? Looking at software, looking at legal side looking at? Um you know, interception of communications, you know, I was there with a with a biscuit tin once to try and block a signal from the mobile phones cause that's then. And believe it or not [redacted – operational].

Um but um.

So that was, the start of that little journey of of of mobile phone investigations. Now I then tied up with a colleague at another force at [redacted – force/agency] and who was in that same sort of position of looking at this area and, and then we got other people involved, we got obviously it was [redacted – operational unit] at the time got them involved and and that journey from that starting and being at conferences going, you need to start looking at mobile phones and most of the room going, no we've got [redacted – operational]. No, no. So that was a big journey, and and it's been very rewarding and I've got proud of that of of what I've bought the table for law enforcement.

And and then you know, I I took that journey then on to look at data look at mobile phone data and created databases that sort of populate databases and into one. I've

taken that to, you know from local police into to [redacted – operational units]. So yes, that's one of my tick boxes.

Interviewer – FQ2

So what, what came from that experience which you would use with a future similar requirement?

Interviewee 3

Say that again, sorry, missed that one, sorry.

Interviewer – FQ2

So from that experience that you built up doing that, what came from that, that you would use in a future introduction of new technologies for law enforcement?

Interviewee 3

Um.

Well, I mean, I found it rewarding because it was at the beginning, so it was completely brand new. So a lot of things have already been partly developed we sort of stumble on. So if we look at the computer side, you know you are the [redacted – operational] are already there. And and so yes, you're at the start of [redacted – operational units]. Um. It's. There's some standards were already there and so you you in mobile phone world there was nothing you know how we gonna stop the interception of communications? How we gonna do this? And so that part was quite rewarding. So what that did for me was.

How we then engaged with not the the training school, and internal stakeholders and then other colleagues around the country it it was.

It was massive, it was so that, you know, from being myself at one particular police force I it it built on, you know, sort of, like I said, the training. So I you know, I was, I was. I was one of the trainers at [redacted – operational] in the end so, um, you know that and then, um, you know, and reaching out to colleagues across the country, even even a further field sort across across the world in different places.

Um, and so if I looked at it now, that that was the benefit of that, not just this little sort of niche or now I'm, I'm, I'm sort of getting data out of [redacted – operational] because that's the flavour. That's your investigation at the time. This was a whole new kettle of fish where it's a big area of digital which now is probably the predominant one rather than say traditional computer side.

Um, and so, if I look at it for what I've achieved and it I think it's beneficial to the fact that it was, there was nothing out there so you could start the ball rolling from the training side, from the standards, from legal side and things like that. That's part.

Does that help?

Q3

Interviewer

OK. Yeah, lovely. Thank you. Next area is around governance. So what governance considerations do you feel are necessary to introduce new technologies into UK law enforcement?

Interviewee 3

Um.

The the the.

New technologies is is because because of technology is constantly evolving and so the governance behind a lot of them is sometimes a little bit flaky, because it is.

Um you know. If you look at some of the tools that we do use, um, there could be only around 5 minutes to be fair, and so the governance isn't always there.

Saying that, there's sometimes within law enforcement that they they think that I I I still recall some colleague of mine saying well it's free software so it must be rubbish so and so because of them sort of thinking of well is there any governance around it and it's been protections around it for for law enforcement to use well no it's not about that we we we used we've used [redacted – operational] for about 20 years which is still free.

Interviewer

Yeah.

Interviewee 3

And yet. So it's a challenging one, but I think we have to be flexible on the governance of what we do do in law enforcement.

Interviewer – FQ3

OK.

And do you think that's, um, achievable to be flexible within UK law enforcement?

Interviewee 3

Yes.

I think it should be, yes, whether it's whether it's achievable, it should be, it should be. Yeah, that's the way it should be.

Q4

Interviewer

OK, moving on to the next question then, this is about requirements to introduce new technologies. What do you think is the main building blocks? What are the main building blocks to successfully introduce such new technologies for law enforcement?

Interviewee 3

A lot of times you have to get round the stigma of, but we've always done it this way. Um and so, that that that usually is a reluctance. So if I put my IT head on that you know you've always used this particular procedure to do this and now you're introducing something that potentially better, potentially quicker, potentially more secure, potentially more and more governance behind if you like. And and and I think that's the big challenge where you you're fighting against. We've always done it this way.

Interviewer

Yeah.

Interviewee 3

So yeah, and that that's that would be my, my, my thoughts around that. But we should we should embrace that technology because else we're not gonna get anyway.

Interviewer – FQ4

Yeah. And you may have answered that the next question with that. But is there anything which may prevent the the successful implementation of new technologies for law enforcement?

Interviewee 3

Yes. Staff. Yeah. We've always done it this way. Yes. Yeah. The stick in the mud. Yeah, sort of, line of, yeah, not prepared to change. Yes, I forgot what, what did someone say to me?

I was looking at some some [redacted – operational] area of work and, this this particular, this particular package, where the they'd proven where it is something was gonna be taking you sort of 80 hours whether reduced it down to two.

And that reluctant then to to in this particular force to move to this new way of thinking was, what about our overtime and that's that's what you get. Yes, yeah. And they say I I mean I I'm being back in a police force then, you know again police are are guilty of and that's probably a lot of public sector places are that you know if you've got 10 people in this particular department, one leaves. They don't go ohh. I tell you what, could we do without that person and then change it a little bit and actually make us more efficient there and do that the constant going. Ohh need that person back. We'll need a tenth person. And so when I take the analogy of, um [redacted – operational] was always a good one for me. So [redacted – operational] and we've always had 10. So someone leaves, we want that 10. They go whoa, whoa, whoa, whoa. You're prepared to put someone [redacted – operational] Hold on, digitally we may have the answer that would that that particular [redacted –

operational]. So why are we bothering with the other days, we're gonna get on that Tuesday because we're using our technology better to actually provide the answer. So then I'm not saying that every [redacted – operational] cause that could happen, don't matter you can evolve, but it's how it's how you use your technology better, but to get rid of that we've always done it this way.

Q5  
Interviewer

OK. Thank you. Uh, next area is around lessons learnt, so thinking about either your own experiences or your knowledge of introducing new technologies to law enforcement, describe what lessons you feel can be learnt for these to help the introduction of other new technologies.

Interviewee 3

Um, I think early engagement is better where sometimes we're guilty of just going along with it and then, here you go, this is this is this is the way you're gonna do it now.

But the flipside to that is, and I'm probably guilty of this what I'm trying to do now in some of my work on here, um, is you want to prove the concept of it working in the environment before you let it loose. But then that's that catch 22 where people if you'd have gone out too early to engage and say look, this is what we're trying to do, let's engage, a better and and you know, try and come up with the answer, you might fall at the first hurdle because the environment don't work so. So yes, there is that slight catch 22. I mean, if I look at my time, going back a while, in policing.

Um, if I look at what they used to do, say at [redacted – force/agency name], then you get a new we had a new IT department, say it was a new command and control system. Um. What they would do is they'd get somebody from who's worked on the control room who's done, that's what they used to do, they embedded someone in the IT department. And so then things did work and so similar to that, I would. That's that's that's quite an important step. So you're getting that sort of user interface alongside that technology interface as well.

Interviewer – FQ5

Okay. So you've discussed a few things there. What do you think would be the most impactful to help ensure successful introduction? So is there a single one thing that would be the most impacted?

Interviewee 3

Engagement. Engagement to being. Yeah. In engagement and and showing showing the value of I think that's important, yes, yes.

Interviewer

Okay.

Interviewer 3

Yeah. If I look at, if I look at some of the work we do digital when we, you know, sort of, you know, investigate a mobile phone and we'll go right. Now, I have a I have bug bear where people can't populate some basic fields of their own name because they've examined it or their an exhibit number.

And now go. Well, I've got it. It's it's mine. I'm working for him. No, no, no, no, because they're not seeing the bigger picture of where that data is gonna go to where that actual bit of metadata that you've put it in is why it's important and so. In the past, you know you've sat down and said this is what we do with that data. Look, Ding, Ding, Ding, Ding, Ding, Ding.

Ohh then the penny sinks then. So you're engaging with them and it's better enforcement, so then they know what the bigger picture is better, rather than working in silos.

Q6

Interviewer

Okay, thank you. Next area is around the key to success. So tell me what you think the most important key factors are to successfully introducing new technology into law enforcement.

Interviewer 3

Uh.

Key to success?

Um, um. I'm trying to think of, I mean I I think I think.

Our network here the [redacted – operational] network, I think that's been the success and I think that's borne out of the passion of people who are working on it, um, and it's measured by, in fact, what it's doing in, for us, it's actually now bringing some of our corporate systems onto that network because of your engagement, better engagement, you know technology if you like, but that flexibility that we've got as a support network. So that would be quite a key factor for me and it's measurable by how many people and services are now coming onto it.

[FQ6 NOT ASKED AS NOT MORE THAN ONE ASPECT RAISED IN Q6]

Q7

Interviewer

Okay, thank you. Next area is around urgent operational requirements.

Interviewee 3

Ok.

Q7

Interviewer

So explain the impact which urgent operational requirements might have on introducing new technologies to law enforcement.

Interviewee 3

Yeah. Yeah. Well.

I would say I would say training's key.

That is not a lot, you know, want something doing urgently now?

Yeah, they've gotta be, you know, people are gonna start using that particular new technology, whatever it may be. They've gotta be confident using it. But then that's sometimes goes with training. And again, it's back to engagement again of showing what the value of that new technology is. And then people will engage in it.

And.

Yeah, but you know, yeah, as we know, I've been in an operational world. Yeah, we wanna do things now so. And so that's how the flexibility I think so.

Ohh it is. It's all about engagement really with the with the with the end users, yeah.

Interviewer - FQ7

OK. And then?

How about, um, the negative impact? How might any of those in the urgent operational requirement area be overcome?

Interviewee 3

Um what?

But I don't, I don't know really. I don't know how that would be, don't know.

Interviewer

Right, that's not a problem at all.

Interviewee 3

OK.

Q8

Interviewer

The next area is and you've slightly touched on this, but it's gonna expand on areas now. So the non-technology and technological factors, so do you consider there are any non-technical factors which may also be important to ensure the successful implementation of new technologies for law enforcement? And if so, what are they?

Interviewee 3

OK.

Non-technical?

Um, I'm not quite sure where where we're going.

With that.

Um.

Q8

Interviewer

So you mentioned in one of the previous questions around training.

Interviewee 3

Yeah.

Interviewer

So that that would be an example of a non-technology um factor.

Interviewee 3

Yeah, I mean, I was thinking on the lines of.

Where where you know the the our real estate that's suppose as as as a as a key factor. Where do we utilise or?

You know, all our physical buildings now better since the age of COVID since the age of working from home.

And I think again, yeah, that that will be one of mine that can we use better and do we need at all you know.

That's be one consideration.

Because technology is helping us do that and sometimes prevent that sometimes, then you know long run, so you save money. So yeah, that be where I go with that one.

Q9

Interviewer

OK. Next area's around vision.

Interviewee 3

Sorry?

Interviewer

Vision. Developing a vision.

So how do you think developing a vision about implementing new technology within law enforcement can be best achieved?



Interviewee 3

Well, in the [redacted – force/agency named] as well as you've got, you know sort of three-year five-year plans that they they sort of come up with.

I I often get it where you've got, you know, you have to have some sort of structure of where funding will go in some ways and but.

I sometimes question do they need some areas of it, because I don't think they can plan for some of them because.

You know criminalities evolving all the time of of a ways we we have to do it, so.

Yeah. The planning through business models and business plans are there, but.

You know, you often think this should be more flexible for meeting operational needs.

Interviewer – FQ9

Okay. And then who within the overall implementation process do you feel should actually be creating the vision?

Interviewee 3

Yeah.

It does seem to be very top heavy to create that vision when it actually should be a bit more engagement with a lot more, you know.

So on the ground, people who can actually see what's going on.

Interviewer

Yeah. OK.

Interviewee 3

Yes.

Q10

Interviewer

Um next area is around preventing resistance.

Interviewee 3

Okay.

Q10

Interviewer

So would you describe any resistance which you feel may arise from the introduction of new technologies for law enforcement?

Interviewee 3

There's often resistance because again, people have always done what they've done and won't change, and so that that that factor there or they're actually trying to implement things that probably don't need implementing, that's another thing, or we actually should be a bit more open and transparent about, um the things that we do need to have rather than things that we'd like to have.

Interviewer – FQ10

OK. And how do you think such resistance be best overcome?

Interviewee 3

Well, often people hide behind emails, but that's that's that's a bad move. But I think I to me, resistance, it should be, it should be out in the open because if it starts festering things are resistance, then people will go down their own merry path and try and try and do their own thing and then you've got, you know, two or three, four things doing trying to achieve the same thing, but doing it all completely different so, and you know, it's proper engagement to be fair and that actually make it.

Make it fun.

Some jobs, I mean, boring of sitting around. I mean, in one particular meeting room where where you've got a top heavy line where at the end of the day, whatever said here, it's all gonna go down 1 route anyway. So that's what I think.

Q11

Interviewer

Yeah.

Okay next one, which is the the last of the sort of focused questions for you is looking at when we get to deem it successful. So thinking about a successful implementation of new technologies and law enforcement, what do you feel needs to be achieved to attain a level of success?

Interviewee 3

Um.

If if it's.

To me, a new technology should be constantly evolving and so if it if a user is embracing that technology and it's constantly evolving, I think then.

I think I think a user experience then is a lot better. You know if you go you know you we all sit there, you go to a website that's not been updated four years. You think it's not been and not active and things like that. And so you know so it's.

Yeah, that that to me and that it's always that might just be a colour change on the front screen to actually sort of intro. Ohh something's changed. But yeah that you know you have all these feedback forms about you can we change this and we can change that. It's just better engagement to be fair. But yeah it's making things a still active and updating.

Interviewer – FQ11

Okay. And do you feel there is a time frame within which this needs to be achieved for it to be more widely accepted?

Interviewee 3

Ohh.

I wouldn't know but, but you feel you do know. That's things of. Yeah, that should have been updated by now or that should have changed by now or.

Interviewer

Yeah.

Interviewee 3

So I wouldn't know the actual time frame.

Interviewer

Yeah.

Interviewee 3

Because somethings could change within a few days or then a week and then it might be six months, but.

That might be OK, but on some systems might not be, yeah.

Q12

Interviewer

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

Interviewee 3

Um.

No, because as I say it's important engagement, but um, um.

Showing the true value of what you're doing touched on that.

Um, I can't think of, can't think of anything more to add other than what we've touched on over different questions there. Yeah, yeah.

Interviewer

Okay, that's fine. So that that's the last of the questions. So I'm just going to stop the recording.