

INTiLE Interview with Interviewee 14

Interviewee 14

Yeah.

Q2

Interviewer

And yeah, the transcript's coming up on my side as well. So, OK, let's go into the the questions then. So this is about your previous experience. Would you tell me about your experience of introducing new technologies into UK law enforcement?

Interviewee 14

Yeah, can do so.

This will be obviously probably a primary area is obviously when I was in [REDACTED – 5] they.

They identified.

There was a capability gap in respect of bringing forward a team that focused on front end degregation of capabilities.

Lining up with obviously the strategies of of of what [REDACTED – 5] was going to provide for, for the, for [REDACTED – 1].

So they formed the what was then the [REDACTED – 5] team.

And that was an opportunity for me to get me temporary promotion for the first time and and then I came in as the [REDACTED – 4]. So what was quite interesting was was a fresh start.

So could build a team up from a scratch identified.

You know.

Key key to the success of of, I think bringing in capabilities.

Is 1 because you're taking that sort of area away from people on the front line because it was a nice little hobby to do or, you know, bring through some capability.

But what was being what was found there was one people weren't investing all the time into that, but also two.

Was you're you're is your delivery year.

Interviewer

I think it's just arrived, there's a car outside, so just keep going until the noise kicks in.

Interviewee 14

Yeah. So so the key key element was that people couldn't invest the time two, it was very siloed in respect of is it all right?

Interviewer

Yes, it is a delivery.

Interviewee 14

Go on, I'll stop.

WAIT IN DISCUSSION DUE TO DELIVERY AT THE DOOR

Interviewer

Sorry about that. We're done kick in.

Interviewee 14

Is it it? Done, is it?

Interviewer

Yeah.

Interviewee 14

So yeah, so it's very siloed. So it wouldn't be taken into sort of some of the the regional requirements it you know and also the national requirements. So it's key to bring in some individuals with the right experience across the you know the delivery of of of [REDACTED – 5]. So they had an understanding and a specialism across some of the you know the fundamentals of their capabilities. So [REDACTED – 3].

And also part of that was to bring to start up the the [REDACTED – 5] team as well, which we have learning recruitment into or anything. So they were their aspirations really to improve the sort of consumer sides.

So bringing those individuals in and I was lucky enough to attract the right people into the role so we could build a real good framework around engagement to make sure we collated those user requirements also was to put a matrix up against our current capabilities.

Where those capabilities

Aligned.

And then obviously going out and interviewing, so not only SLT end users.

Customers as well as well. So in respect of what they were receiving as in part of the product.

And then obviously coming up with a bit of a risk matrix in respect of the capabilities aligned in [REDACTED – 5] that helped us identify where the.

Where the threat areas were where we had to react now and whether that was so we split it up into different areas really. So there was.

Degradation of capability because of technology development. So for instance, [REDACTED – 3].

So that had a massive effect on some of our front-end equipment.

Two was.

Internal external barriers to delivering that capability, which could be legal, could be. Could be processes.

Or how do we put it? I'm trying to put this kindly so so there's other obviously other departments that had.

Had their own ways of delivery.

So and to try and tell them no, that's not the right way you should be doing it this way.

'cause we want to bring a new capability and that will reduce the need for you.

You know, so there was some, you know, sensible, you know, sort of sensible, but, you know.

Some difficult conversations to have with with other departments that supported the transmission of the product for the front ends to the midpoint to the back end, wherever that happens, will be a [REDACTED – 5].

So this very quickly gave a priority list of round 'cause we have, you know, there was only six people, so you know limited resource. So we had to focus that resource on on the problematic areas.

So fundamentally then, you also have to do a delivery plan that came into that fruition, whether or not you want needs to innovate. Most of our most of our requirements was a COTS or GOTS solution. It had to be the here and now so we weren't doing. We weren't really doing true innovation where you were taking a real problem statement and holistically looking for.

Beyond the horizon, sort of.

Solutions. So it was very much. Let's go and get the [REDACTED – 3] that are out there currently within the industry and partners. So we've reached out to partners as well, bring them in, test them in the environment, they'll be tested, bringing the operational users as well. Then we'll do matrix select which was the best one.

And then we buy, you know, we purchase that one and then split it across the the, you know, deliver with training anything that needed to be changed with infrastructure. But one of the problems we did find as soon as people knew we'd bought this new capability.

Then they use this urgent op requirement.

To just to bring it through, bring through capability without it being tested without it being tested in the environment it's needed without testing if it works with the back end, what the implications of those so it caused merry hell. So as soon as we knew people knew we had kit in a storeroom, they wanted it.

Which we, you know, we have to manage, made us unpopular as a department. We were unpopular because we were we were had that we were we were controlling the delivery of that. But what was really important that we delivered a full solution that worked.

So we did let some elements go and it was great. So some elements were you know, we were told by seniors, yet they've got, it's got a we've got a threat to life, they've got to use this capability. And of course it all went horribly wrong.

And it was great because I could sit there and go. I told you so.

I you so.

Yeah. So yeah, but.

So that continued. And then we had to bring in some governance around that. So we used to have a monthly.

[REDACTED – 4] meeting with within [REDACTED – 5] and they were prioritised where our focus would be so we would present the matrix. So there's a capability matrix. That's what the degradation is. Well, that's where the threat is.

Then you'd have the project leads would come up, give an update and respect of how they're putting through that, that, that, that solution and they would either say, stop, go or continue, you know.

Or or and that would prioritise the resource in those different areas and then that would be that would be how we prioritised it and then let on the feedback. So yeah, work quite well with the limited resources we had.

Quite a big budget.

But limited resource, so we had to lean in into the operational area and pulling people on secondment. So if we were doing a big project, we'd put in some SMEs to come in. That was good for their, their CV and their own personal development.

But yeah, working closely [REDACTED – 5] which worked well and didn't work well in some circumstances.

Competing priorities for funding, so that was one of the one of the challenges because we would go in and say we wanted to invest in a [REDACTED – 3] because that's what we found from it. That was the best element.

And then [REDACTED – 5] would be going in and saying we're going to improve the [REDACTED – 5].

So they would then implement a [REDACTED – 5] that we had no front end kit to to that was compatible to go into and then we would bring new [REDACTED – 3] kit in there wasn't compatible with the old [REDACTED – 3], so.

That was that was some challenging areas where we had to work a little bit closer, hence why I brought in the Community Forum group to try and improve that. So there was early engagement with all the internal stakeholders, including [REDACTED – 5]. So there's an understanding right at the early stage, if there was some capability, we would be pulling through, everybody had an understanding.

Q3

Interviewer

OK, excellent. Thank you. We'll move on to the next area and that's around governance. So what governance considerations do you feel are necessary to introduce new technologies into UK law enforcement?

Interviewee 14

Quite interesting. So I think probably when we're on the when we're on the operational side, we probably didn't have enough governance. So that's probably why we failed in delivering and I and I don't. I don't mean I don't take that.

You know harshly in that respect. But but because the focus is.

Operationally led then, I don't think you take a step back sometimes in respect that you need that governance because if you've got the governance there.

Which is primarily really, really important that you've got a second pair. It's almost like a second pair of eyes, isn't it? In respect of looking over what's your portfolio? So why are you doing that? Why are you doing that piece of work? Have you got, you know, is it legal? Is it ethical? Is it financial? Plausible, you know, is it legally?

Especially for being in law enforcement, our environment, you know, we legally compiled to do it. Is it a need?

Does it make the you know might need to be. You know the strategic or mission statement of your of your department, but more importantly of the of the organisation, because different organisations differ in respect of that sort of governance process.

I think now coming into [REDACTED – 5], which is really much about innovation.

And you see the the elements of governance that are in place just to bring one piece of work through actually has opened my eyes and gone. Wow. Yeah. Now I now I get it. So you've got a dedicated governance team.

Focus completely on the process of what needs to be followed for any work to be done.

You know that senior sign off and that you know not just hit one signature. There's there's two or three signatures that it has to go through in respect to that review. Then you have an independent reviewer. Then once that's been done before it then has to go to a community governance board in respect of signing off, presenting the different stages. So. It is a collective input to any pieces of work that's done one to make sure you're collaborating, I think, which is important. Two to make sure it's value for money.

Three to identify. You know what is the benefits to the community? It might only be 1 certain area, but it might be so important that one area needs the investment that it will have a benefit across the Community.

You know, in other areas in respective of of that I think 2 it highlights elements that you might not forgotten about.

Like training, I think we're both, you know, from time spent in [REDACTED – 5] that you do is one thing that's you know that comes up in this in the threat assessment is people skills and training and you go how can you miss that that should be part of every QP. In my mind every QP should have the training element in there because you can have the best capability in the world. But if no one can use it then it's next to useless isn't it? So the governance process. Yeah I I think.

I probably if in all honesty, when I was in [REDACTED – 5], we had a bit of governance because we had the SLT, but again they were biased, they're going to be biased in respect of that because they're part of the business, whereas I quite like in [REDACTED – 5], you have an independent governance team. So they're not part of the innovation team. They solely look after the financial, legal, commercial requirements and do all that engagement. So it's not a burden on the people that are innovating or bringing in new capability. But then you've also got the senior sign-off to make sure and you know from a budget holder point of view. But we would always, we'd always do that. But also you've got people outside of the [REDACTED – 5] environment that are also looking over it from a, from a business partner, partner objective. So there might be HR, there might be finance, there might be commercial.

And then I really like, that then it goes to.

Another innovation, you know, like we have the [REDACTED – 5], we've got the same thing on the other, on our side, which is the Community. So then you've making sure there's no, there's no duplication, there's buy-in from the community. This is an area to to do, to do the work in. But then you've also got above that another one which is making sure that the strategic direction is in the right, you know that that development is going in the right way, so.

If some people might go well, that bloody overkill that stifles innovation.

But does it? I don't. I think it just makes sure that you're doing the right work for the right people to get the right result and it's value for money, which is key.

Q4

Interviewer

OK. Thank you. And on to the next question, that's around the requirements to introduce new technologies. So thinking about this, what what do you see are the main building blocks to successfully introduce new technologies?

Interviewee 14

As in, as in what your first, you're scoping your discovery phase or or you you is is this. This is prior to identifying the problem, or once you've identified the problem.

Interviewer

So this is just looking at the introduction of a new technology. What do you think are the key things that you've got to put together to be able to get that through that process?

Interviewee 14

All right. OK. So you. OK, so it well, first of all you need to you you certainly need to. collate, understand the user requirements, you know you know whether you use Moscow, what you know what can you deliver, you know, what must you deliver? Could, should and what you're not going to deliver and promulgate that at all stages. You know, I think it's very, you know really important that you have.

Engagement with all you know, stakeholders whether their internal stakeholders to pull through the capability or or and also external capabilities that might be the the end users in that respect. So everybody has an input, everybody understands what you are going to be delivering 2 is it financial feasible? Have you got the funding, there's no point in starting anything without that two again got the right resources you know it's it's no good just having 30 people you have the right people that are going to help.

Accelerate.

And deliver so identifying what your resources where you need you know what assets you need to also implement any.

Stages of, you know, Discovery pilot, you know, alpha, beta.

In respect of modelling and you know.

But you've also you've also.

So that's the financial side. I've lost myself a little bit. So you've got the financial side and then?

The other building blocks the financial.

People.

User requirements.

So you might need a test environment, you know, tested environment of of of where you can run.

Run the.

Whatever. Whatever you're implementing, you can do tests. You can do it, make sure it's test in the in the.

In the same environment that you're going to operationally deploy capability.

You know you've got a training is fundamentally is another building block because and it the knock on effects of you bringing in the capability might have knock on effects to other capabilities. So you might need to align your implementation plan with bigger corporate. Sort of requirements that you know. So you've got to be doing that. That's what's so key around that internal stakeholder groups, you know, identifying who your stakeholders are before you even start. You know that are going to influence maybe influence or need to be on board in respect of implementing your capability because there's no point getting halfway down the road and then some say no, you can't do that because the network won't allow it or out security processes won't let us implement that sort of change and.

All this sort of the firewall or whatever, you know, in respect to the data transmission and stuff like that, so.

And then I think real, one of the things that is one thing that I implemented when we is customer feedback as well you don't. You know I don't think we do a lot of that.

Yeah, we implement stuff and then it's almost like it's forgotten about and that through life management of a capability, there's never that sort of scoping right at the beginning ago, right, we're going to, I'm going to really like the way the MoD implement capability so.

When they deliver the capability to BAU.

Almost exactly the same time.

They look at they they're implement saying, well, that's ten years. So in 10 years that this capability is going to last for 10 years, we're going to need this stage of maintenance, servicing and whatever, but it's end of life is 10 years. And as soon as they've implemented it, they're then looking at the replacement for that already. So when it becomes to that 10 year, it is a smooth transition and they've got all the elements of training in that. So they've got their road map in respect of this is what we're doing.

In that 10 years and they're all, but they're not taking their eye off the first implementation of of that capability or mod one or whatever, and they'll introduce different mods because because the environment changes, things changes all there. So they don't just deliver and forget about it, which if we're honest, I think we probably do that in [REDACTED – 1], we deliver. It's forgotten about. ****, what do we need next year for sustainability?

But we'll do ****. Didn't think about that and that's not thought about and and all of a

sudden you've got a really expensive capability, which you can't switch off.

Because you're going to start from scratch or every time, and it gets the risks that are being managed in respect of that capability might be huge and somebody's got to sign off on them while you're trying to play catch up.

Interviewer

Yep.

Interviewee 14

Should I? Yeah, yeah.

FQ4

Interviewer

Thank you and, and is there anything which you feel may prevent the successful implementation of new technologies to law enforcement?

Interviewee 14

Personalities.

Financial.

You know you might identify something that is that that meets absolutely everything around user requirements and.

But.

It costs £100 million say and we haven't got 100 million. We got 10 million.

So you've gotta sometimes, you know, manage those expectations.

And actually maybe not meet all your requirements, because you've gotta fit within the budget constraint, which you know government, we've got to do that we're not. You can't. You couldn't. You might not have the gold standard, but you're going to be able to deliver the bronze standard.

But a lot of it, I think a lot of it in our environment is to do with.

Departments being siloed.

Different personalities.

And opinions.

Could, can and and also I think also is other people's workloads as well. You know you've got a, you've got to influence across those workloads to get your work prioritised, especially if you're requiring some implementation of other other capabilities and you've got to align it to them.

So you've got to do a bit of influencing skills, communication skills, but yeah, there's I think there's lots of factors, but I think I think the one thing that I've come across is not necessarily people's processes.

It's individuals.

It's individuals and if you can build a relationship with those individuals, then sometimes you know they'll they'll prioritise your requirements quicker than they will others. And

fundamentally that's what helps you deliver or doesn't deliver.
Yeah.

Q5

Interviewer

Thank you. On to the next area then, that's around the 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 learned, for those to help the introduction of other new technologies.

Interviewee 14

Well, I think he is having a clear process, isn't it? I think we both we we would both agree to that is if from the out start communicate clear, clear comms and that's the cross the Community. So whether that's your your your initial you know your initial team.

That's doing the work.

But the element where you've got to, you've got to, you've got to, you've got to have those comms with the end users because if you haven't got them on board, you'll never deliver anything successfully, I think. But you've also got to manage their expectations as well. So it's a bit of leaning in.

But also the the element of leaning in to be nice and supportive, but also is to deliver some bad news sometimes in respect of no, we're not gonna be doing this. And these are the reasons ABC, you know, especially if you pull some capability because it's not that, you know you found out whilst doing some of your tests, it's not legally compliant or something like that and you need to pull that you are going to be Mr Unpopular so you know clear comms.

Is fundamental clear plan.

Absolute clear pan identifying where your milestones are in respect of, you know, the end of your discovery. Start in finishing pilots, the elements that you need resources you need to support those different areas of work. Having a clear plan, a clear delivery plan in respect of that and also.

Identifying early any blockages to that delivery and then utilising your management chain to to unblock those.

So building good relationships.

With your close stakeholders is key.

And then and making sure everybody understands your direction.

Prioritisation.

You know.

Do I like? Do I like agile? I'm not sure. I'm not sure you know the the method of agile delivery. I'm not sure if I like it or not, but I think there's elements to be taken out of that and other methods of project delivery.

I think you find your own comfort zone in respect to delivering there. Sometimes you if you know the subject really well, you don't need to lean in so much.

But sometimes when you're you don't, and then you've got a feeling your team doesn't, then you're gonna have to lean in a lot more around that. But clear comms, I think it's probably the for me. Clear, clear comms and.

A robust delivery plan that you are reviewing quite a lot, you know, probably on a daily basis.

Having a Sprint meetings, I think work. I quite like the daily stand ups, quite quite like that because you can cancel them if you don't need them.

And I've seen some good practise around just having two a week of the stand ups for each Sprint and I quite like that and you review the workbook and away you go and support where you can and you, you feel more of a community then when you're pushing forward and delivering some of those capabilities.

Q6

Interviewer

Yeah. OK, thank you. And you've probably touched on some of the next question, but that's around the keys to success. So can you tell me what you think the most important keys to successfully introducing new technologies into UK law enforcement are?

Interviewee 14

Well, it's utilising I think, yeah. You you know, if you decide to utilise some project management theory or tooling. Then stick to that. But then make sure everybody else understands that, because then like I said, there you can implement your sprints. You can agree, then you get your workbook up. I mean, you know, Office 365, I really I'm, you know, I've been pleasantly surprised how good that works in respect to project management sort of.

Tools.

And.

But the, the and it's funny, isn't it? I've got I'm. I've been involved with two at the moment, so I've got one that has to do a Sprint every morning.

And actually I think that as a that.

That shows a bit of an inexperience because the work that's the the project itself doesn't need that, and I think if you can, you can sit back and holistically sit back and go right. I'm going to plan and this is going to go back planning, I'm going to utilise that tool. What do I need? What do we need? What what do we need to to build success and get success right? Actually, I'll probably only need to or I'll need 3 a week or actually only need one a week, you know.

And I think if you can act dynamic, if you if you're achieving everything and everybody's. We have a really, you know, you might have the A-Team that's supporting you on it and they will just rattle through it. So just need to light touch. But you might have the Z team, so you will have daily Sprint sprints, you know, and it's that's the way to do it. So yeah, I think if you're, if you're if you're leading a team to deliver capabilities, clear comms with a clear utilising clear tooling.

Don't overburden with admin, but make sure you're meeting those requirements. They're clearly defined and you have, you know, you Sprint or whatever elements you need. Those little touch points in within those sprints and to make sure you're meeting those goals.

FQ6

Interviewer

OK, thank you. And which of those do you feel be the most impactful to help ensure the successful introduction of new technologies?

Interviewee 14

So I think what, whatever tool in your utilising to deliver your comms or structure or. You know, whatever. But you know, if you're having boards, meetings or whatever, you know people use different means of of communication. But I think if you have those, those milestones clearly identified that you you know what it's going to be achieved for those milestones and then communicate that out to both the Community and your stakeholders. You use a use, user community as well.

And you that they're part of that journey all the way through the project. I think. Then then you'll have you'll you'll get success.

Q7

Interviewer

OK, lovely. Thank you. The next question is subject that you picked up on towards the start and that's around urgent operational requirements. So can you explain the impact which urgent operational requirements might have on introducing new technologies to law enforcement?

Interviewee 14

Well, again.

Urgent operational requirements again and this is again around clear comms, isn't it? So if anybody can see a ***** in your armour of, well, how can I get that capability and be the first to use it without going through all this as some people might call it, all this rigmarole of bringing on board on boarding the capability.

So you need that governing structure in place, so if someone does come in and say we've got this urgent operational requirement, we need to do this and that is the only piece of kit we can do. You know the first question. And so I used to have to sign off on it. So as the as the [REDACTED – 4], there'd be a [REDACTED – 4] that would overpower me the the [REDACTED – 4] for the thing that has the [REDACTED – 4], it was my decision whether or not I would if there was a, it really was an urgent operational requirement and why so they might be able to.

We were able to.

Convince. Let's say that the [REDACTED – 4] who didn't have a technical background was more of an investigative bound background, so then it would come to me to this final sign

off.

And I would push back because I would go. Why not using this capability? Why aren't you using that capability? What's the constraints and why do you need this? And I couldn't answer it, so they couldn't answer it. They didn't get it and it would upset people, but. You know you, it's that governance factor around the urgent ops, because the danger is you implement something and it happens you implement something, they go and use it. And actually, the risk, the fallout of it not working, especially if it's a risk to life. Is fundamentally.

Whereas you've got a tried and tested bit of kit but it's a bit of a pain in the **** to deploy, but actually it's tested in that environment. It works if you've deployed that then that person would have died in that you know, you know I'm talking hypothetical here, but that person wouldn't have died because they would have had [REDACTED – 3], but you decided you wanted to do the ouchi guchi 5000 and put that in. But it's not been tested. It overheated in that you know in that environment you put it in and it failed because we've not done that. We've not to that stage of the testing.

FQ7

Interviewer

And you've probably sort of answered the next part of that, but how do you think you can best overcome the negative impacts of urgent operational requirements?

Interviewee 14

It's again and that's that's part of your comms, isn't it? You've gotta have that if you have that governance element in that actually it works both ways because the governance element justifies your decision making.

And and whereas if it's just a phone call and it's voo voo, but if there's people have got to put pen to paper in respect of this is the rationale. This is why I need it. These are the risks. This is the mitigation to that risk. If we implement this and you and it's a two way conversation in respect of putting that in place.

But if the governance factor says no.

That's all well and good, if the governance factor says yes, the risks are identified in respect of, well, these are the risks you're signing off on those risks to deploy this piece of equipment that you are aware because it's been documented, these are the risks. So it's managed, it's managed and people are aware.

Or people were aware, so if they took it, these were the risks. And then if if, if it happened, there's no comeback, there's no comeback. So there's no comeback on the team.

Either either way, so you know the operational team will be able to go. No, I knew the risks. We took the risk we signed off on those risks.

And this was our justification, because that would be in the paragraph before of why we utilise that, because there clearly there was apps we wouldn't have been able to do the job if we didn't deploy that piece of kit is the kind of scenario. So then yeah, you would release it.

But then it failed, but at least they can say, well, we knew that we knew the risks to that. We all signed off on that, that it made failing. So again, clear comms isn't it?

Q8

Interviewer

Yeah. OK. Thank you. On to the next section there and that's about the non-technology factors. So do you consider there are any non-technical factors which may also be important to ensure the successful implementation and if so, what are they?

Interviewee 14

So it's a really good story. So when starting up the [REDACTED – 5] team, so first of all, bought all the 3D printers and apps all go smoothly.

And then one of the [REDACTED – 5] that we brought on board goes, oh, I want to borrow this big [REDACTED – 3]

Luckily, luckily we got round it so.

But but.

How easy you can forget get so focused on the technical user requirement of what you're trying to do, and you forget about the little things. You know, in this case we needed the [REDACTED – 3] which cost you know it didn't cost a lot of money. It was 500 or quid, but it delayed the IT delayed the you know business bringing it through the business as usual because we didn't we couldn't do you know then we couldn't do the training because we couldn't get the [REDACTED – 3] plugged in. We had to call the engineer, you know booking the engineer again and.

Oh yeah. Sorry that had a knock on effect to the delivery. And you know, I'd stand up and answer that and you know and put the cards on the table and said, you know, we ***** ** because so again, having that governance element or having a second pair of eyes looking over your plan and going, do you take this into account, have you thought of this? Have you thought of that? So sometimes having a #2 in respect to your project delivery or a what do they call it, they sort of have a they have a they call it like a tech.

Architect or tech? Not tech the architect. They call it like a, but this is obviously the technical environment, but they have a they have an independent project manager that overlooks your project plan and just goes. Have we thought about this and oh look, and if we had had someone like that, they would have noticed that.

FQ8

Interviewer

Yeah. And I think you kind of answered the next part of it, but what level of importance do you think these have in introducing new technologies compared to the actual technology itself?

Interviewee 14

Yes, well that example says it all, doesn't it? You know, whereas if I'd had someone there that was just out taking a holistic look at the whole plan and the capability, you know, the technical capability we brought through was absolutely outstanding. And when it was up and running, provided some really great support around [REDACTED – 3] and making stuff for [REDACTED – 5]. But fundamentally we forgot that it was this size and that was, you know, we even walked the route. We walked the route.

And you know, walk the route with the people that were delivering it and the company and nobody, nobody.

Even thought about the they just went. Oh, yeah, double doors. Yeah, they opened. Yeah, that's lovely. And wide. Wasn't high enough, wasn't high enough for my pallet. So we couldn't get it in.

Interviewer

Yeah.

Interviewee 14

So.

Q9

Interviewer

OK. Thank you. Next area is about vision. So how do you think developing a vision about implementing a new technology within UK law enforcement can be best achieved?

Interviewee 14

Yep.

Oh yeah, you've got a set of vision early, so whether that's whether that, you know, caught a vision. So if your vision is is for your department or for your specific project, if you're not, if you've not got, whether you call it vision or your.

Your goal, your project goal in respect of what you're hoping to do, I think you need that.

You know, you should be promulgating that. All those governance, that governance, governance elements that you're reaching into, in that community you're reaching in, that's that's that managing the expectation. So it's really important you have that so people understand this is what we're hoping to. This is what this is, this is what we're hope to achieve at the end of this. That's our vision. That's what we need to to adhere to and deliver and whether or not you know, you stick that if it was a massive project.

And I get that we don't really deal with huge great projects, but if it was a huge project, you'd probably have that up on the wall, wouldn't you? And that, you know, where you're doing your daily stand ups that would be there and you'd be pointing to it, right? That's what we're that's what we're here to achieve. How are we getting there? And then when it's sort of breaking down those elements.

FQ9

Interviewer

And who within the overall process do you feel should actually create this vision?

Interviewee 14

I think collectively, I think if you've got a team, if you've got a project team, that'd be one of your first sprints. Well, not your sprints, but that'll be one of your first. You know when you're doing your planning and what's required you'd you'd you'd, you'd pull that vision together. Because I think if you get, if you, if you develop it as a team, you'll believe in it as a team and you'll thrive to deliver it, whereas if it's done by the project manager or the SLT or the customer.

Would you get that buy-in? Would you get that agreement? And I know you have to. You have to provide a bit of leadership sometimes to it, but you would, you could coach people into it or, you know, into getting to the end result of that vision statement. But as long as you've got that sort of buy-in, I think it's really important to get that buy-in.

Q10

Interviewer

OK. Thank you. Next area is about preventing resistance. So would you describe any resistance which you feel may arise from the introduction of new technologies to law enforcement?

Interviewee 14

Yeah, people don't like changed though, so you got you gotta have. You gotta have some. Not, not not. Sorry, that's that's that's a bit of a derogative term. You get some individuals that don't like change, they're very comfortable in what they're doing. They're very comfortable. They know how the kit works. They're now well, this is how I do it. I know that it works. It doesn't, you know, they'll be very.

Tunnel visioned in respect of I can do my job.

But the knock-on effect, the reason you're bringing a new capability might be because the infrastructure's changing and it no longer supports that piece of equipment. So we need to bring you a new bit of kit.

And people don't like change in that respect because they've got, they've got to learn something new, they've not got the confidence of whether it's going to work properly. Is it going to do this to me is going to be support. So again comes down to that columns, doesn't it? You need, you need to bigger projects. You certainly do need.

A.

You know, to manage that change, whether that you bring in a an expert that's, you know manages change across a business area or help you implement that capability to manage the change. And that could be you know you could be training, it could be engagement, it could be you know making sure there's an understanding of why you're doing what you're doing.

And and help implement that change with a soft landing effect.
Rather than a boom here you go, have it.

Q11

Interviewer

OK. Thank you.

And I guess that the next bit is about how you then at the end of it kind of deem it to be successful. So thinking about a successful implementation of new technologies for law enforcement, what do you think needs to be achieved to attain this level of success?

Interviewee 14

Well, you would have outlined the benefits anyway in the beginning. In your business case. So I think initially from a from a strategic you know sort of look you would have looked across what are the benefits to make sure you've delivered those benefits.

But I think fundamentally is if you were bringing in capability.

You would be looking at the achievement across the month. You know as it reduced as it reduced man hours as it reduced money cost has it has it has it achieving 100% efficiency with deployments in respect of you know every time it's been deployed it's worked well and then but also you want to identify where things may be not working as well as you anticipated. So you know that's where you might be you know like I said earlier where you've got.

You know you don't just deliver and forget as a as a as a, as an implementation team or whatever. There's still that you're keeping one eye on that capability because the industry partner that you may have chosen might be will be coming out there carrying out their own R&D in respect of it. You know, what's the improvements? Can we implement that as a different mod stay or?

Feedback to the industry that this needs a bit of a tweak or that needs a bit of tweak so it's you're all you're you're you know, and you'd bring that in as a short bit of programme work just because it that implementation you wouldn't just go right. Here we go. Yeah, that works. Here's mod 2. Just load that up the next day everything out that's been deployed goes ****. You're still going to have to test that firmware upgrade or whatever in your test environment to make sure. Yeah that that doesn't that's not going to affect us and and you know to be fair.

We used to with the firmware. By the time we'd fully tested the firmware and delivered it to BA to to the business, there'd be another firmware upgrade, so we were always one firm way firmware upgrade behind in respect to what was being delivered. And then of course, you get people going to the shows and they're going well, they're using 7.4. Why are we using 7.3? Because.

We've tested it and then we know it works. So. So, yeah, it's that constant sort of.

Constant focus on the capability still support it where needed and identify where things are working well, aren't working well and that helps support further investment or or not, or you might be able to make a decision around. Actually we can we can extend this category for

another two years because we've not used all of the consumables that we ordered to support it through it through life management. It's still doing what it's doing or you might identify, right we're we've got we've got to bring a new capability in two years early and if you're on that pathway like I said at the at the beginning of that bringing in that new implementation of capability then you can accelerate some of those elements.

FQ11

Interviewer

Yeah. OK. Thank you. And do, do you think there's a time frame within which this needs to be achieved to it to be more widely accepted within law enforcement?

Interviewee 14

No.

No, because I think you can't get. You can't. 'Til you know what a problem is.

Or until you you know, 'til you start a project, can you define any timelines? Because there's so many different factors.

That.

And and if you've not done that discovery piece, you know you know how long a discovery is you do discovery for, I don't know, a month, six weeks, 9 weeks, whatever depending on the scale of the of the of the technology. But 'til you've done that piece, you cannot map out timelines of what you're going to do, what you do because something might be really easy to implement and you can do it in six months, something could be really, really and it has loads of external influences on you delivering that and it might be might be you know national.

In respect to that capability, because it feeds, you know, you get other people go, oh, we want this, we want this. And then you're starting to look at the national infrastructure and it's going to take you 12 months to deliver. And then that'll have a massive change programme to to to support that because you'll have different regions, different ways of working. Whereas if you're just delivering it for little old [REDACTED – 5] and it's got no, it's not touching anything else outside that you can deliver that really quickly and you probably don't need it, you probably, there's probably no change to manage in respect to that.

Interviewer

Yeah.

Interviewee 14

Very little.

Interviewer

OK. Thank you. You'll be pleased to know that we're on to the last question now, which is the kind of catch you all.

Interviewee 14

I think I've been an interview.

Q12

Interviewer

So it's all the the kind of other sections. So are there any other factors or issues we haven't yet discussed which you are fairly important for the successful implementation of new technologies for law enforcement?

Interviewee 14

One thing, and I think we find this in the air where we work is breaking down those bloody silos.

You know, if you could, uh, you know, if you could have a virtual open office with everybody in the organisation and you've had those, you know.

All pushing in the same direction in respect of your goals rather than.

You know, and that's what causes.

Most of that, that's probably you know. One is delving into what everybody else is doing, whether that's in our organisation or within our partner organisations of trying to get an understanding of what is, what is, what is the, what is out there, what what's people doing, what are the people doing, is there areas we can collaborate or whatever and then then having to deal with your internal stakeholders that are all got their own ideas and push in different directions.

So that probably leads down to strong leadership, doesn't it? So whoever your your top dogs are, you need that vision.

That everybody can buy into as a, as an organisation that you can clag yourself on to a clear prioritisation of the work that's needed to support that mission, and then we should all be put in the same direction there. And I know I know you're going to get, you know, in the perfect world, you're never going to get.

Yeah. Everybody going. Oh, yeah. Yeah. Like lemmings. Yeah, that's great. Is. I know that. But I think I've been in my time. We've been in meetings and you're sitting there going. What the, you know, you're so disjointed. And and and not not part of the team pulling forward in respect of the greater good. You're just doing it for the individual good.

So yeah, I think that's the biggest thing and that's probably UK based. I think is we're we're very siloed.

Because people are people, people always got to think, you know, knowledge is power. Come a scenario, I'm not gonna tell you what I know, because then I'll lose my kudos or power or whatever. Whereas actually, you share that knowledge. You get a lot more done. And you'd actually probably you know, if you were an outside company, you'd actually probably save money because you could lean in, lean out, yeah.

Interviewer

Yeah. OK. Thank you. That that concludes it. So I'm going to turn off the transcript.