

## INTiLE Interview with Interviewee 2

Interviewer

There we go. That looks like it's working now.

Interviewee 2

Yep, that's it.

Q2

Interviewer

Excellent.

Good. Um, so we'll start off with the the first question and and this is looking at your previous experiences about introducing new technologies to law enforcement. So would you tell me about your experience of introducing new technology into UK law enforcement?

Interviewee 2

Yes, I've worked with a a number of teams which have sort of got a number of technical requirements. So as a result of that.

Explored solutions that we can introduce into those teams to help them with that.

One of them was quite a large scale one and so it involved a a bid for quite a lot of financial support in relation to it, which was several millions, and that was in relation to a [redacted – operational] that could be shared across multiple forces, so it was a [redacted – operational].

And so it was hosted within the [redacted – identifies force(s)/agency(ies)] to be able to sort of come into that and and and view the cases as they were saying and query themselves, and that's through a web interface.

And so relatively large scale project and quite complex.

Difficulties of the politics of going across in this case [redacted – identifies force(s)/agency(ies)].

Some real challenges and embedded within that.

And then, some of the challenges were, the um, the support for the technology I'm trying to find the right words here, really um so some of the challenges were, often it's a family with other projects as well. The technology gets funded.

But the time and the space and the expertise to properly introduce and integrate the technology often doesn't get funded at the same level.

And so it means that a lot of the teams that using it are almost having to do it alongside business as usual.

And that often is where some of the bigger challenges come for the introduction of

the technology.

The trouble with that as well often is that because it's running alongside other systems and some of the benefit realisation becomes quite difficult because, the, the advantage of introducing the technology is often that it will replace existing technologies um and your benefit realisation comes in your introducing a more efficient way of working and it allows you to retire some of those other systems, which is where you get you get benefits from.

Often we're quite poor at doing that, so all we're doing is adding systems on top of systems and we struggle to retire the old ones. So that actually, um, some of that benefit realisation bit becomes quite difficult.

Interviewer

Yeah.

Interviewee 2

Um.

So yes, experience it. It sort of quite large-scale projects across that and also smaller bits around introducing capabilities and and things like that. So particularly around things like data analysis and and elements like that. So taking some of the the the capabilities that we have within silos and trying to bring them together and and utilise those and the skills required introducing people within that with this.

The skills required for it.

Interviewer – FQ2

OK, lovely. Thank you. And what do you think came from that experience which you would use with a future similar requirement?

Interviewee 2

I think some of that is um, understanding the environment that you're introducing the technology into and ensuring that things like infrastructure are in place.

It often new technology, the.

I'm trying to find the right words for it again, but this the sexy bit is the technology itself and the capability of the technology. However, in order to be able to introduce it, you need to have the infrastructure in place.

And often the funding and the time to build that infrastructure and in the way that you need it to be built is often the stuff that isn't supported in the same way as the new exciting technology that's going to sit on top of it.

Interviewer

Yeah.

Interviewee 2

So actually, it's building blocks, it's starting at the bottom, building those foundations and once those foundations are built, then you can expand in whatever direction you want with a whole host of different technology options. But actually.

What we're often quite poor with is actually those building blocks in the first place. Because what we see is the shiny thing, which is a technology in the capability.

Q3

Interviewer

Yeah, okay definitely I can relate to that, okay. Thank you. So looking at the the governance aspect now, what governance considerations do you feel are necessary to introduce new technologies to law enforcement?

Interviewee 2

I definitely though is something around standardisation across the board so that actually when we we're introducing new technologies, we're all speaking the same language.

Interviewer

Yeah.

Interviewee 2

And, um, the language issue tends to be a problem.

And and whether that's because you know we're we're working off legacy systems and which communicate internally in certain ways and and stuff like that or whether it's actually we're introducing new technologies and we're looking at different technologies, that may refer to capabilities in different ways, that actually getting one standard language for how we're approaching these things, I think is is gotta be one of the most important elements of it all as well.

To that, that foundation piece.

So I don't know if we talking about data and we're talking about entities then actually making sure that we all refer to entities in the same way and we all have the same standards for how they should be expressed. So that actually everything becomes interoperable and and and the most. And I suppose it comes back to those building blocks that what what we want is building blocks that slot together.

Interviewer

Yeah.

Interviewee 2

That we can build on top of each other and the only way we can do that is making sure that we've got a level of standardisation in the technology in the way it

communicates underneath it.

So, yeah. For me, I think that's probably one of the most important aspects of it, is just making sure we're all talking the same language.

### Interviewer – FQ3

And do you think that these, that's readily available and achievable at the moment within law enforcement?

### Interviewee 2

Um, no.

It's a short answer. I I I I think it's really difficult, mainly because most most of [redacted- identifies force(s)/agency(ies)] has been built up from such a diverse range of different siloed building blocks at the moment, that the challenge comes when you're starting to try and integrate those and also get them to talk to each other as well. So those are some of our biggest challenges. We would probably get the biggest benefit from just aligning everything we've got at the moment so that it can actually talk to each other rather than anything else over the top of it. The biggest benefit will just come from being able to talk to each other from different systems.

### Q4

### Interviewer

Yeah.

OK. And the next question actually, yeah, you've thought of already mentioned anyway, but we'll cover it because I need to make sure we standardise that. So this is about the requirements to introducing new technology. So thinking about the main requirements for this, what do you think are the main building blocks to successfully introduce such new technologies?

### Interviewee 2

Um, I suppose it is a bit of what I've just said in a sense, is making sure that, um, we're talking the same language, so we understand when we're talking about different technologies, exactly what we're talking about.

Um, we're understanding what our user requirement is. So we're not market led, we're requirement driven.

### Interviewer

Yeah.

### Interviewee 2

And.

Our ability to articulate those requirements is really important and often, um, one of

the hardest elements of it.

So um breaking down exactly what it is we require of a system and being able to articulate that and then, going to market with those requirements rather than go to market to see what's out there and what, how that might contribute to some of our use cases. So I think from our point of view, the most important thing is being to able to articulate breakdown exactly what our requirements are, make sure that we're talking the same language and that anything that we're doing in the future. So I think one of the good examples of this is [redacted – operational].

And they've been doing that for a number of years now, and that's based around sensors and AI.

And they've published so publicly published the government website standards.

The census should meet if they're going to be sort of introduced into into this environment, so it should be [redacted – operational] compliant, which basically means that they talk the right language and they integrate with the technology in the same way. It doesn't stop that innovation. It just means that the innovation when it's there is almost a plug and play solution. So in the same way that we do with computers and stuff like that, that actually what we're getting is something that plugs into our existing systems and talks to our existing systems and then we can build on that.

And and it's a sort of, yeah.

We're not trying to introduce Duplo to Lego.

#### Interviewer – FQ4

And is there anything which, um, you think may prevent the successful implementation of new technologies for law enforcement?

#### Interviewee 2

I think there are a number of elements and and I do think that one of them, one of the key ones is those ethical considerations.

Um, and again, for me, that's part of that early articulation of our requirements and us thinking about those requirements and how they should be done as well.

UmOhh, the reason that stands out for me. So [redacted – operational], did some work couple of years ago for us where they were looking at, um, uh, different elements of AI, um and as part of that they'd looked at six different projects across policing that had been utilising AI and interestingly of those different projects, all of them had been stopped or stalled as a result of the ethical considerations.

#### Interviewer

Right.

Interviewee 2

And I think it was a really good example when when you looked into them, I think that actually, um, if those ethical considerations had been considered and articulated properly at that very early stage, they might not have had those problems in the same way.

But introducing the technology and then looking at actually how we're using it, should we be using it in that way? Are we happy bringing these data sets together and you know all those different elements and and that is another element, another sort of restrictive element to it, is that working across multiple data sets and what the data was recorded for and whether we're changing the use case and whether those issues in terms of that?

But um, I do, yeah, think from from the point of view that, the the challenges are often in relation to the data and how we integrate it and the ethics around that and considering whether it's right before we start, and rather than having an afterthought afterwards.

Interviewer

Yeah.

Interviewee 2

Yeah.

Because we do an awful lot of work to get to a particular point where suddenly we decide, actually I don't think it's quite well we should be doing this anyway.

Q5

Interviewer

Yeah, that makes sense. Okay. Thank you.

So next question now is moving on to the lessons learnt. So thinking about either your own experience or your knowledge of introducing new technologies for law enforcement, describe what lessons you feel can be learnt, for those to help future introductions?

Interviewee 2

Um. For me, I I think it's about an early articulation of exactly why you're introducing the technology, what the requirements for that technology are.

And and the ethical framework around the use of that technology. So it's really understanding what you're using that technology for, why you're using that technology, what benefits it brings.

And then making sure that the right infrastructure is in place to support that and that infrastructure might not just be physical, you know it it could be hardware or

software, but actually organizationally and culturally and ethnically and all those sort of elements are in place for you to optimise the use of that technology.

And.

You know, I think it's really about how to articulate, articulate all of those elements at a very early stage, to make sure that you've answered those questions before you start throwing yourself in to introducing the technology. Then when you do it, it's about ensuring that all of that infrastructure is in place and then supporting the introduction. The other thing as well is that what we have really poor at generally is we fund the technology, but we don't often fund, the capability to introduce and maintain the technology in the way that it needs to be done.

And then another element is around that benefits realisation and you need to, I think, be relatively hard-headed about how you do it. So if you are introducing new system and the idea is if it's gonna become you, you know it's to make you more efficient or something like that in some particular way, then, you need to early-on articulate where that benefits realisation is coming from and it's probably going to come from, you know, a number of legacy systems being sort of discontinued and you're not continuing with those.

And I think that needs to be part of that real type project planning really around it. There needs to be a project planning, I suppose, that's what I'm saying and you need to have that built in and you need to be able to realise the benefit and that's that's a difficult step. That's the brave step because at some point you're gonna flick a switch and turn something off and not do something that you've traditionally done and the safety blanket is just to leave that switch turned on and run them together, which means you never realise your benefit. All you're doing is increasing the workload rather than reducing it. And you're not getting those efficiencies. So at some point, somebody needs to be brave enough to flick that switch and turn something off.

### Interviewer – FQ5

Yeah, okay. Thank you. So there's a few points there. So which one of those do you feel will be the most impactful to ensure successful introduction?

### Interviewer 2

I think.

Understanding your requirement and being able to articulate them at an early stage.

### Q6

### Interviewer

Yeah.

Okay lovely. Thank you. OK, on to the next question then, um and this is around keys to success, which we've sort of touched on a bit, but we're gonna try and focus

on that now. So tell me what you think the most important key is to successfully introducing new technologies into law enforcement are.

Interviewer 2

And so I suppose it it comes back to that articulating the requirement again.

However, as with any change within the organisation, and it's often communication, communication, communication, you know it's it's.

It will often involve a cultural shift internally in the way that an organisation is running to introduce a technology or a significant new technology.

And that is working with people and taking them on the journey with you. And if you can take you know, the organisation on the journey with you through that introduction and it's far, far more likely to be successful and have an impact than if you are not taking the wider organisation with you and they don't understand the requirements, they don't understand the benefits that may be realised against it.

And they don't feel they have a voice in being able to influence that.

So I I think that, the biggest failings of some of this can be that the the organisational culture surrounding it, and I think that that's the sort of change management, um, issues. So I think any technology that you're introduced, you have to wrap it in that sort of change management element to it where you actually working with the organisation, and yeah, understanding that's probably one of the most important factors for its ongoing adoption.

**[FQ6 SKIPPED AS RESPONSE FOR Q6 WAS SUFFICIENTLY FOCUSED TO NOT REQUIRE EXPANSION]**

Q7

Interviewer

Yeah. Excellent. Thank you. OK, so moving on to the next question, this is now around urgent operational requirements. So can you explain the impact that you think urgent operational requirements might have in the introduction of new technologies for law enforcement?

Interviewer 2

I think we've seen that very clearly with COVID from the point of view that actually urgent operational requirements are often the drivers for the introduction of new technology.

So the adoption might be relatively slow. However, the minute we have an urgent operational requirement, we accelerate that introduction quite quickly. And you know I, so working with a number of different organisations and things like academia and some of the research organisations we work with often, the frustration is that that



they struggle to meet the time scale of urgent operational requirements and, um, policing is very much around solving that immediate problem.

Interviewer

Yep.

Interviewee 2

So what we're really good at is solving a problem. We have a problem. We have to find a solution.

And we will work, whatever we need to do to work towards that solution and we've we generally pretty good at, you know, taping together a few bits of technology.

Yeah, with with this, somebody holding it together at the back to roughly do what you need it to do under that situation.

Interviewer

Yeah.

Interviewee 2

And then, some of our difficulty is then introducing that on a wider scale to introducing that across sharing our knowledge, sharing it across the organisation and and making it a solution for everybody. But we've generally pretty good at solving those immediate operational requirements because we have to and and that can be sometimes frustrating to working with other partners that aren't used to those very tight time scale deliveries and you know they're good for longer term solutions, but if you need something now, um, then you need it, and that's what we're quite good at and just working out how we do it.

Interviewer – FQ7

Yeah. So.

So with that, that there could be some negative impacts with in terms of the pace at which that gets introduced. So if you think there are, how might any of these negative impacts be best overcome?

Interviewee 2

I I think there's an there's an an element to and it's a continual problem, we we sort of face within the [redacted – operational team/unit] and and things like that. It's that balance between how do you meet the current requirements while also understanding what the future requirements are gonna be and working towards those future requirements as well. The current requirements are all absorbing and you know, maybe take your complete capability up if you if you chose to.

However, the future requirements are really important element and there how we address those problems as they come up a lot quicker. So if we already understand

a lot of the technology and the issues they bring with them when it does become an issue, at least then we've got something to draw on to help us with working towards that solution.

If all we're doing, as with policing, we do most of the time, you know, we're spending most of our time mopping the floors because we're too busy to turn the taps off.

Interviewer

Yeah.

Interviewee 2

What we do need to do is get upstream and we need to look at that and we need to understand it and see where those opportunities potentially are to get their and and turn the taps off.

But um.

It's it's working with those partners to try and understand that sometimes what we need is something that works at 70%.

Because actually that maybe gives us a lot more than we've got at the moment and it I I think it can be sometimes quite alien to, you know, people that are are are working in a particularly in a research space because what they're looking for is the perfect solution.

Interviewer

Yep.

Interviewee 2

From our point of view, often just small percentage improvements are are often all we all we need to make quite a significant impact generally because of the volume of the stuff that we're dealing with. So 10% improvement for us and can make significant differences on on resources. Whereas 10% from a sort of research point of view just feels that you're not quite hitting the mark and you're not taking it as far as you want to take it, so I suppose it's it's trying to to work that flexibility in.

Q8

Interviewer

Yeah, that sounds good. Thank you. And so the next area then is around the non-technology factors. So do you consider there are any non-technical factors which may also be important to ensure successful implementation of new technologies to law enforcement, and if so, what are they?

Interviewer 2

I've got to remember what I just said.

And so, yeah, a few things. So then non-technology ones are, understand your requirements and be able to articulate them.

The ethical considerations in relation to the use of the technology, and so again that probably comes back to the first one in the sense understand what those requirements are and how you're gonna meet those and how you're gonna meet those within the legislative and ethical frameworks that we have in place around that. And then the cultural element, as I've sort of mentioned previously as well, I think the organisational culture is a really important element for being able to introduce and and get some longevity out of technology that you're introducing.

So I I, I think there's a number of elements and, and and they're probably some of the more fundamental ones.

**[FQ8 SKIPPED AS RESPONSE FOR Q8 WAS SUFFICIENTLY FOCUSED TO NOT REQUIRE EXPANSION]**

Q9

Interviewer

Yeah. Yeah, okay. Thank you. The next area is about visions and creating visions. So how do you think developing a vision about implementing a new technology within law enforcement can be best achieved?

Interviewer 2

Um. Again, I think it comes back to that, that clear vision of what it's going to do for the organisation and and that I keep saying for the organisation, um, actually, I probably want to take it back one further. Let me give you an example.

When, um, when you deal with a [REDACTED – 2] instant as an [REDACTED – 4], there, um, it's a really nice one to work with because you have one priority, so the [REDACTED – 2], which means that everything you do, you then take back to is that contributing to the [REDACTED – 2], and it might be somebody wants to make sure we're collecting the evidence correctly for a later prosecution or something. However, everything we're going to do, we're gonna take back and we're gonna test against that basic thing of the [REDACTED – 2]. If it isn't contributing to that, we're not doing it because that is not our priority.

And I think that's where that real clear vision comes to is, you know, I've talked to almost internally about the organisation, but actually what what are we there to do? You know we're we're there to safeguard and protect the public.

If we articulate what that overall mission um is.

And then the vision of how, what we're introducing will contribute towards that.

And being able to then and show that sort of road map to that and articulate that and

take the organisation with you at all levels for for that introduction of it. Um I think that's probably you know one one of the most important elements for it, but it's it's been able to, properly articulate, the vision in a way that people can test everything they're doing against it, in a sense, so is what I'm doing, is this technology, contributing to this vision of where we want to go as an organisation and what we're doing within that wider society? So taking it right back, the vision should be um what what are we here to do? And then everything we're introducing, we should be testing against that and we should be saying, is that contributing to it or not? If it's not contributing to it, why we doing it?

And then hopefully, if we can articulate why it's contributing to it, it's easier to take the wider organisation with you in that direction. So I think vision's really important. It's really important to put it in the context of what we're there to do.

**Interviewer – FQ9**

OK, lovely. Thank you. And who do you think within the overall implementation process should actually create that vision?

**Interviewee 2**

I think it's something that, all levels need to, work with. Because actually it's about, it's about buy-in.

So I think just a top-down vision um isn't always the most robust.

Because it it may be that not everybody within the organisation understands that as their mission.

**Interviewer**

Yeah.

**Interviewee 2**

And and and therefore it's really important to sort of almost understand, um at every level, what people feel, they are doing and this it's the mission of the organisation and therefore building the vision around that, um, at some point, somebody has to make a decision and write it, but I do think that it's it's actually one of the real fundamental things. So it's really important to get a whole organisational contribution towards it at every level, because if you get it right, it's something that everybody can hold their daily work up to and go - am I contributing to that?

**Q10**

**Interviewer**

Yeah, excellent. Thank you. Um, moving on to the next section then this is about and it's sort of ties in what you've just been discussing, preventing resistance.

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

Interviewer 2

Um, I think resistance can happen on multiple levels and that's why you you have to have a, a, a proper change management programme, especially for some of the larger technology things where you're understanding the impacts on all of the teams. Um.

So in terms of the sort of resistance it can either come from um a specialist who feels like their their authority and autonomy within a particular area becomes under threat because this new technology is encroaching on somewhere where they've been able to sort of, essentially, be the organisational expert previously and now they're, it, it's being taken away from them. So you've got that sort of resistance.

Um you, you've got that concerns around and you know as we see it in the press with concerns around the introduction of AI and the loss of jobs and actually is this, taking away what I'm gonna be doing?

Um.

And then I think a lot of it will come down to, um, that concerns around change of manage managing people through the change process and making sure that as they are working with new technologies and going into that disorientation bit that they're supported through that to help that. So I I yeah, I think it's really important not to forget, the people in the process of the introduction of the technology.

Interviewer

Yeah.

Interviewee 2

And have a proper programme management around that.

Interviewer – FQ10

Yeah. And I think you've just answered the parts of the next question anyway, which is how might such resistance be best overcome?

Interviewee 2

It's um, I I suppose it's going back to some of your previous questions as well. It's it's about, including people in the process.

Communicating to them and understanding where it is.

Having a clear vision. So that actually people can see the direction of travel, communicate that direction of travel.

Allow the expression of concerns.

And, um, have a free dialogue with the people at every every level of the

organisation that are going to be working with it, implementing it and managing it and understanding what their concerns are and managing those within the process. Because if they're not addressed, then at some point you will have a problem. And so it's understanding what they are so that you can address them as you go along and and you know some of these things can be project changing. And if you haven't taken them into account and they suddenly emerge at a later point and you just suddenly find that you've got something that which doesn't introduce. The other thing which, you've not mentioned as well is um, it's looking at the introduction of technology holistically across the organisation. So one of the things that again traditionally we are quite poor at generally from law enforcement point of view, we tend to work in silos. And so we we we've got quite a lot of independent innovative independent teams that are looking solutions in their space. One of those things were often quite poor, get around, it's understanding the impacts of changes in one part of the organisation on another part of the organisation. So if we're not looking at the introduction holistically across the organisation and we can be solving problems and one side and generating issues as a result of that on the other. So looking at holistic end to end impacts of introduction of tells you, I think it's really important as well, so you just can't put look at it in isolation for one team and the benefits of that team, you need to understand how that impacts, um, the whole process.

Q11  
Interviewer

Yeah, okay lovely. Thank you. On to the next question then we're we're almost there, you'll be pleased to know and it's about deeming it successful, and when do we actually do that? So thinking about a successful implementation of new technologies in law enforcement, what do you feel needs to be achieved to attain a level of success?

Interviewer 2

I think that will vary massively depending on what you're introducing, what the technology is there and what you're introducing it for.

Um so in some cases it might be about making the officer experience better, and so that actually you're giving tools to an offer that allows them to conduct their job in a better way.

Um, so it might be around the officer experience. It might be about streamlining systems, so therefore it might be around, do you know benefit realisation might be around time saved or money saved as a result of that.

Or it might be about enhancing our response to a problem. So it might be helping us to understand, um victim journeys better and how we can better protect and and and, and safeguard, too, and that might not necessarily result in in, you know time or cost savings, but it actually might improve our service delivery to to those end people that are essentially our customers.

Interviewer

Yeah.

Interviewee 2

So I I think there's a number of elements in in terms of what you might see success as and that will be dependent on the technology and how you're introducing it and what the intention of that is is to be.

Interviewer

Yeah.

Interviewee 2

But hopefully at the end of the day.

A whole requirement must be in relation to how we're providing our service to the public and how we doing it in a better way. So yeah, and time saving to the organisation means that we can free more time up to do more stuff that assists the public in different ways or the officer experience means that it's easier for them to interact with people and things. So I suppose coming back to that, what is our mission? What is our vision? Um, actually, is it contributing towards that, it's going to be the main thing and it contribute that in a whole host of different ways: happy workforce saving money, saving time, better service to to you know, end service users and things like that.

Interviewer – FQ11

Yeah.

Sounds good. And do you feel there's a time frame within which this needs to be achieved for it to be more widely accepted in law enforcement?

Interviewee 2

Um. Again, I would suggest that's project specific.

So I think some of it will be a journey and and there will be a continual improvement element to it and that might be around things like victim experience and and things that actually you you you might introduce the technology but actually that's not the end of the journey and it's about that continuing improvement.

So you might have milestones that you can tick off.

But it might not be so firm that you know, one year, that's it, we've introduced it,

we're happy, we can walk away and move on to something else. Actually this is really important area of business. We're going to continually improve. We're gonna continually review it.

And so there's no specific time frame, but you might tick some milestones along the way. And whereas other ones, I think it's really important to have timeframes and very clear milestones in relation to what you're gonna be delivering in relation to it. And that's particularly in relation to the adoption of some of the more fast-moving technologies.

That sort of understanding and acceptance that technology moves so quickly that if you don't introduce it in a quick and dynamic way in the right area, you might lose a lot of the benefit from what you're doing. And actually technology has moved on underneath you while you're trying to introduce the the previous version of it. So I, context dependent depends what the technology is there to do and what you're hoping to do with it, but sometimes, you've got to be really tight on the timeframes that you're going to deliver in because technology moves so quickly if you don't, it's it's moved on and it's become irrelevant and and we see that particularly in some of our specialist capabilities as well.

Interviewer

Yeah.

Interviewee 2

And where you you really do need to, exploit the opportunities, as quickly as possible, because those opportunities may not be available to you in six-month's time.

Q12

Interviewer

Yes. Yeah, absolutely. You'll be pleased to know we're now onto the last question and this is more a general type question now, which is are there any other factors or issues we haven't yet discussed which you feel are important for successfully implementing new technologies to law enforcement?

Interviewee 2

Um.

Yes.

So. Again, I I do think there's a wider societal bit around it.

Interviewer

Er hmm.



Interviewer 2

And you know we police by consent. Um we shouldn't just be internally focused all the time when we're discussing and working with new technologies.

And yeah, again, ethics and and the wider society views of what we should be doing and what we shouldn't be doing. I think we need to explore and we need to take into the context around the introduction of technologies.

So I do think that it's really important that we reflect the public's view of what we should be doing and how we should be doing it.

And that means that we gotta consult. We've gotta go out there. We've gotta have those joint committees or whatever that might oversee the work and the introduction that we're doing. So we can't do it in isolation.

We we have to do it and we, and it's not just a wider public, it's all the other agencies we work with as well. So I suppose again, it's looking holistically across what we're doing and why we're doing it and how we're doing it to make sure that we are not, in our law enforcement silo making problems for other people elsewhere as a result what we're doing, understanding what their challenges are, can we work together to meet those joint requirements and then doing it within that wider, um yeah, public sort of arena and ensuring that we are still policing by consent. We're doing what the public expect us to do with the right tools, and we're not overstepping that mark.

Interviewer – FQ12

Yeah.

And I think you've just touched on some of the answers there, but how, how do you think these are best incorporated into the implementation process?

Interviewer 2

Again, I think it's something that we need to do really early doors. So this for me is part of that early articulation of what the requirements are.

So.

We need to identify what the problem is.

And then we need to start working towards how we might, um, sort of, solve, what solutions might be available to us around meeting that problem.

The part, that articulation is then taking it to that wider base of, um, what what is acceptable on that wider basis in relation to meeting that that issue.

Interviewer

Yeah.

Interviewee 2

And and yet, I mean, there's there's lots of examples in in relation to it.

And, it it's trying to find that balance because if we don't get that balance right then it it will fall down at so many different hurdles.

Interviewer

Yeah.

Interviewee 2

And it's understanding what that expectation is, so yeah, things like [REDACTED – 2] is a really good example of, there are multiple completing competing pressures on how we might use that particular [REDACTED – 2] and if we were introducing technology to assist us as with that then actually we need to take it into the context of what we're doing, why are we doing it, and and what's acceptable, what the government might expect, what the wider public might expect and and what those issues are, and can we mitigate any of them?

Interviewer

Yeah.

Yeah, lovely. Thank you. And that's the last question. So I'm just gonna stop the recording.