

INTiLE Interview with Interviewee 7

Q2

Interviewer

So there we go. The recording has started and I can see that the transcription's coming through as well. So we'll go to the, um, the first question, which is really a kind of introductory about previous experience. So would you tell me about your introduction of new introducing new technologies either into UK law enforcement or in a broader concept?

Interviewee 7

Introducing new technology.

First I would.

I'm trying to understand the customer expectation. What is problem they're trying to solve? What are their challenges? What are the sort of constraints to really get what I would say an assessment of that requirement?

To ensure that what I come up with or what what I go and out and seek matches that requirement and balancing the the time that needs to be done with the cost that we can afford and with the fit for purpose design that they are after, and if it matches those, then I would feel I would have a good understanding of where their mindset is at. Some of it is recorded formally maybe, some of it is about the conversation, is about really feeling for that customer, what is the problem they're trying to solve?

And I feel then you feel that when you go to market or you're trying to position the that technology, it will deliver to their expectations.

And obviously that is an evolving conversation it because sometimes they might say something and more you speak with them and ask them, they might come up with some more things. So the idea is to help them articulate what success looks like.

What would they feel, it is that they're looking for?

And once you get that, you know, that will give you good um will give me and the team and whoever I work with, a good set of requirements that we can then go to the next stage of the design or procurement or whatever it is.

Interviewer – FQ2

Okay lovely. Thank you. And and from that experience, what is it that you feel you would be able to take with you that you would use for any future similar requirement of introducing new technologies?

Interviewee 7

I think the in in my position and I feel privileged in that that you are the central point of contact. So if you have customer A ask you for a set of things, and customer B asks you for another set of things it's how you make that linkage.

That linkage could be tactical, but it could also be strategic and having an understanding of where the organisation is going or where the industry's going or where the threat is going,

helps you to do these linkages, and maybe provide would I would call that synergy.

To say, actually both of you asking me the same thing you've asked them this differently.

Are we talking the same language here? Are we talking the same product? Are we talking the same challenges? Why don't we combine them together? And that's the value I would say their value add as a service provider you can bring.

To one to address the risk much faster, maybe reduce cost and effort, but also bring people together to uh on the shared outcome basis and I know we're talking about technology, but I would like to see it as a much more a people side.

You know, so I do look for those kind of connecting pieces, you know, joining dots places where we can, and and sometimes they're obvious. Sometimes you just have to seek them out there and always looking, you know, what is the most efficient and effective way to deliver this outcome for the organisation or for the public, you know, whoever your audience and your customers are, it doesn't matter what industry it you're in, there's always that kind of, um, importance that if you can start with what it looks like a small, but you make it in such a making a difference in the larger scale. Yeah, I feel as much more rewarding, yeah.

Q3

Interviewer

OK, lovely. Thank you on to the next area then and that's around governance. So what governance considerations do you feel are necessary to introduce new technologies to law enforcement?

Interviewee

Yes, of course. In in, in, in, in governance you then you're talking about the industry that you're in. So when law enforcement, I would say it's about that kind of privacy about compliance is about, uh, information leakage, you know, and and and the and the, the are reputational damage that could cause. That's really important to address those. Maybe it's about legality, you know, about the legal, you know, that data ethics all of those are really important.

In terms of of, you know, I could just compare it to industry that could be about profits, could be about intellectual property. You know, I used to work in [REDACTED – 6], intellectual property is quite big.

You know, so, so you have to understand what it is that are going to disrupt what you're trying to do in terms of of getting it wrong, so you put overly guardrails around those areas. But I think they also need to be balanced with speed, of what you need to do. If you go and put lots of layers that are not necessary, you could end up slowing the whole thing down or you might cost you more money to say I need it to be at [REDACTED – 2] when in fact you might only need it at [REDACTED – 2]. It's a huge gap, so I think governance is important in all aspects, but also if you could balance that with the need, then you can find the right optimal model, to balance the different competing priorities or conflicting priorities.

Interviewer – FQ3

Okay, and particularly from the kind of law enforcement perspective, do you think those considerations that you've mentioned are either readily available at the moment or actually achievable within law enforcement?

Interviewee 1

They um.

I think everything is achievable when you've got the right people in the room.

This is nothing you cannot achieve. Are they readily available? Maybe not. Sometimes they're ambiguous because the level of understanding of what is right and what's not, it could hinder that governance. It could, you could, as I said before, you could put layers in because people are risk averse.

You think, ahh no, we must put all the layers on that. It's because of that lack of understanding and I think in order to achieve that they need to be a listening culture.

And understanding to help in educate.

Not it is not black and white sometimes.

There is somewhere in between and if we can find that between and, it is very much about relationship, nothing to do with technology. Understanding those understanding what can be done, what cannot be done and why is it need to be done this way that I think we can take people with us on the journey and then when you do that then you will find that optimal.

You know the technology is not going to complain.

The people are going to complain. So is how do we bring that kind of methodology to make things faster is by educating is about listening, but you know, be inclusive, you know in that conversation.

And once we do that, then I feel we can put all, so it's achievable.

You know, cause we don't want to get things wrong.

But the same time we've got a threat that is coming to us very quick.

And how do we balance the two?

Interviewer

Yeah.

Interviewee 1

Yeah.

Q4

Interviewer

OK, lovely. Thank you. Um, the next question then is around the requirements to introduce new technology. So thinking now about the main requirements for this. What do you think

are the kind of key building blocks to successfully introduce new technologies to law enforcement?

Interviewee 1

I've touched on that in before.

1st is understanding business expectation or customer expectations. What is good? What does good look like? What is that they trying to solve? What is the problem they're trying to solve? So before going into there is new technology.

We need to ask why?

Why is it that what problem trying to solve? Why are you trying to get to?

And I feel once we get that, that's the first step. Don't worry about what systems, technology or as a process or it is, whatever. It's a journey. What tools do you need to be successful on that journey?

And once we get that, then you start then building that and then the next. And as I said before, the next thing is how much can you afford?

What do you want? Do you want the Rolls Royce of this world, or do you want to just this small? You know, what is it? So we need to position the requirement around what good looks like right before assuming anything?

Before, sort of.

Uh. Uh.

Coming up with with something.

The next thing is, it's accountability of who's doing what and when, not through multiple system where a customer doesn't know and then you ring somebody and said I don't know what Mr X is doing. I'd have no idea. It's just in the system that completely then destroys confidence. So building confidence with the customer.

To understanding those understanding accountability, who do I go to to help me achieve that when things don't go right? It helps that you know because it helps you as the delivery person to go back to the customer and seek support could be a sponsor that you need to speak with. So I think this key for success now of course as you go through the introduction of this new technology, you will hit some hurdles. You hit some bumps in the road. By explaining those at the right time you will ensure your customer's on-board. That's the success, not because of technology. The technology could take two years instead of a year. But as long as we understand where the money is, understand the customer engaged with them, we told them why.

And then on board, it'll be a success because things do happen. You know, the journey sometimes happen, but as long as you, the customers who are your paying customers may be or.

Or citizens. They know what that is and what impact and what value you doing. They would be understanding in my view.

You know, and and we will reduce disappointments. If we got that right, the technology, in relative terms, is easy.

Interviewer – FQ4

Yeah. And is there anything kind of on the opposite of that, which you may think will prevent the successful implementation of new technologies for law enforcement?

Interviewee

I think the opposite is true, of what I've just said.

You know, you go off, but nobody knows what they're doing. There's no real funding.

There's no clear strategies. No, clear understanding why we're doing this.

And I've seen many examples you might have in the public place where multi-million-pound programmes are did not work.

I feel this is largely to do with accountability.

Largely to do with so many professional services doing whatever and nobody's getting grip of it.

It's nothing to do with the technology. Technology's not failed, it's there, it's proven, it works and it might work in in private sector. Why is it not working in public? And this is my own honest opinion from my observation.

It's to do with accountability, where we not clear who's on the hook to do what and empowering them, not just being accountable, empowering them to fly with this and then giving them the tools and the aid. And it is very simple might sound simple, but I've seen it play out where you don't get this right, you know it's uh, yeah, you're asking for trouble, but the technology in itself, it's not the issue, it's how we deliver technology and there's people who delivers that technology. That's what, where it could go wrong. So we need to work more on the people we need to work more on understanding that the challenge and providing accountability for delivery, with the empowerment. It's not about blame, it's about trying to find that right thing and people will fly with it.

Q5

Interviewer

Yeah, lovely. Thank you. The the next area then is around lessons learned and I think you've touched on quite a bit of that as well. But thinking about either your own experience or knowledge, particularly within the law enforcement side, can you describe what lessons you feel can be learned from these to help other introductions of new technology?

Interviewee

I've touched again on some of them, I hope that they help, you know the lessons learned about accountability. I think the other is about commercial acumen.

Often people do not know where the money comes from.

So I said, Ohh you know it's understanding where the money coming from.

And.

Who pulls the levers?

Right. And holding suppliers to account, sometimes suppliers are not delivering. Are we holding them to account? Are we are commercially astute to that? So when I say commercially acumen, I don't mean every single person needs to go on a training course.

It's about finding the right people who are going to be that accountable, be holding the supplier to account and, um, able to take some tough decision to stop if it's not going, not to keep at it, and trying to think it has going to work, you know if if you feel or somebody empowered to say, if it that you're stop.

You know, and it's better to stop and say it didn't go to plan halfway than carry on spending even more money and it ends up being a failure anyway.

And we need to create that kind of environment where we encourage people to make those call tough decision and support it, and learn from it. And I think in the end, when the project does not go to plan, one, because we spent too much money on it. Often it's too much money because we spent too long on it.

And then when we put it in, we didn't get any value out of it.

Right. And it goes back to my early conversation. Do we know what the customer requires? Do you know what what kind of product you required and do that's one second accountability, as we said ownership, it's also about, you know, sort of pace you know about quick decision making and if you empower people, they make decisions much faster. They would not wait for a group of people to meet up. You know, once a month or whatever, what levers, what, guardrails we can give them so they can succeed.

Notwithstanding, we don't want people to go off on tangent. But how do we ensure that we enable that decision making at the local level, or a different level so it and that would unlock what I would call that innovative bit, it would unlock people to to to do things different. Let's try it. Let's experiment.

Let's try some different way of doing something.

Let's be courageous about that and not sort of you know, assume, everything is happened before, so I think what I've seen in law enforcement whatever, often this is risk averse and it's operationally minded, which is good. It's got lots of good stuff, but sometimes things are not black and white like that. So how could we be inclusive as an organisation or as an industry where we really value the different opinions because we all want the same thing.

But somebody might want to do it a different way. Why can't we try it a different way?

Uh, so I think the lessons learned from me is about breaking down, breaking, breaking down silos, enabling more people to be innovative and come-up with ideas and encouraging that, vision, you know, the the mission what we're trying to do to protect the public, we all in the same journey, but we might be coming from different angles from different directions. But we want to go to the top.

But.

And then having that kind of discussion, when we all go together, we all reaching the top, but we might come to it from a different side, but that's OK. If that's gets you to what you need to get to, if you know what I mean that analogy. So I think there is a sort of high-level lessons learned. I've touched on the accountability about all of that. So those are sort of it's the same sort of thing. I hope that helps.

Interviewer – FQ5

And do you feel that there is any one of those or perhaps is the most impactful to help ensure that the introduction is successful?

Interviewee 1

Yes, accountability again.

Interviewer

Okay yeah.

Interviewee 1

Clear line of sight. This is what you're in charge of.

And this is your boundaries, yeah.

Interviewer

OK.

Interviewee 1

Yeah.

Q6

Interviewer

Thank you. The next area is around sort of follows on from this - the keys to success. So tell me what you think the most important keys to successfully introducing new technologies to UK law enforcement are.

Interviewee 1

The key to success? Um.

I think, first we need to understand where we heading. You know what is?

Where where the threats are. What is it we're trying to protect?

And prioritise that.

Need to prioritise on on those.

And then we need to create that thought leadership.

Across a very diverse, you know, industry.

To all come together on the same page.

Often they are not.

And because just the fact is we got, I don't know, [REDACTED – 1] you could see there's a lot of, uh, you know, different direction. I think that's where we said that hinders success, right? And how do we get that that is going to be hugely challenging because they all have different priorities. It's a bit like.

It's a UK law enforcement, but there are so 43 odd, you know, cultures and 40 organisations. How do you get all of those to sing the same thing, right?

So this is excess is to understand the challenges of those and stitch them together. So

somebody said actually all talk in the same thing.

Hello.

Hence, let's look at the lessons of what worked in the past.

We have one single uniform as it happens, but even though some people do have different hats, they can't agree. Or do we have hard hats or baseball hats, you know, but we have.

we have epaulettes isn't the same, aren't they, you know.

So there you go, they've they've achieved the standard.

In a way, they've got College of Policing they're trying to achieve standards. So I think if we can utilise what being successful and build on that and not ignore it, Ohh let's do this, it's all there.

The reason why the UK law enforcement should be one of the best in the world, I would say, not that I know all of the others, but I do see, you know, maybe a bit biased this is for a reason, because it's got good foundation. I, you know, all of this brilliant stuff. It's got good principles. I know it's hitting the deadline for different reasons, but the fundamentally is good. So what is good about it? And how could we leverage on that? It's nothing to do with technology, but how did we implement a single uniform or single standard of whatever?

And everybody buying into how could we leverage on that? So maybe in this instance is used, if this technology might be used [REDACTED – 1].

Look at those kind of standards and and be aspiring to us wanting to be the best in the world. If we're not the best, we want to be, you know. So I think having thought leadership across all the different elements with this technology in my level, whether it's a [REDACTED – 4] all on the same page, even though we are working for different organisation and have different roles, we're aiming for the same mission.

Right. We're not saying we also have some, but it's essentially the same, isn't it? Just protect the public. We are looking at [REDACTED – 2]. They're looking at [REDACTED – 2]. Once you get that, that will enable we all talk in the same thing. We're actually, yeah, we're all.

Yeah.

We are British citizens. We are Crown Servants or Civil Servants. Whatever. Tick, tick, tick. Right. So. So that's sometimes doesn't happen. And I know I'm simplifying it.

But in order for the success to happen, the investment needs to be with that joint point. So when you come to introduce new technology, if we say we shouldn't, we of course we will. It delivers the outcome, protect the public, it delivers cost efficiency, maybe, it delivers innovation, it does reduce bureaucracy, whatever it is that these prints are they keep drivers understanding those key drivers.

Then I'm now going to introduce new technology to touch on all of those, or at least 90% of them. Now, in my view, if you create a brilliant party, why wouldn't anybody wants to join? Everybody would like a part if they, you know, if you explain it in the right way. If you invite them, hopefully you'll get the masses joining and you create that momentum all the time. It does take time.

Interviewer

Yeah.

Interviewee 1

But but.

If we believe in it.

We have to work on it.

And having those kind of enablers like accountability, like empowerment.

Like all of the others will bring engender innovation, innovative ways of working, different ways of working. And when I say transformation, it's about us transforming how we work rather than technology. Technology is just a tool. I'm a technologist, but I don't think it's the one that people are focused on transformation when they talk about technology, when, in fact it's people transformation. So I think the key success here is about drawing, stitching all of the key things as much as possible to say, what I'm going to provide you as a national system, will touch on all the things you told me. You said you wanted this. It does that you want and then you tell them I'm gonna deliver that for you next week. At this price point.

Why would not want to join? I mean to be.

Have to find something else, so we need to think about aspiring to lead by example.

And as [REDACTED 1 and 2], we need to do that more and and be confident with our own ability of what we do things.

We'll had some bumps in the road. We'll had some obstacle, but like anything else, nothing would come straight forward, as long as we convict it, have the conviction, to do it, then I think it could be achieved.

Q7

Interviewer

Okay, thank you.

And so moving on to the next area and this is around urgent operational requirements. So can you explain the impact which urgent operational requirements might have on introducing new technologies for law enforcement?

Interviewee 1

Yeah.

Yes, if I understand your question.

Yes, because uh, on one hand we are 24/7, you know, law enforcement 24/7. But at the same time you wanted to disrupt it and put something else at the same time. So the transition is important, understanding the overlap.

And training, making people.

Helping people to understand that what I'm going to give them.

They're running an operation and then we're going to give him something different. This will help them, so I think.

Going back to my previous one about listening.

Because it's a different situation. That requires different things.

It's never black and white. You can't say I've done it for this Constabulary. It means it's okay for you, then? Well, no, not quite. Because they'll be something different. And by just providing that understanding of the operational needs at the time, then you're able to do the transition much smoother, you know, you're changing something that they are comfortable with. They were running with. They understand it to be running for years. Yes, OK, slow wherever you know. But they understand. And then you're gonna introduce something.

While there, especially when they're like operation, they don't understand it. So. So I think it's about positioning that introduction.

Is it the right time to put it in and introduce it at that level? What impact that will have?

On that operation or on that team?

And then be adaptable.

To maybe not introduce it, because you think I'll introduce it, you're going to do it operation.

Be mindful that.

You might not introduce it because something come up, so it's about sort of.

Being adaptable, I would say ensuring the transition stage is well rehearsed so we don't drop something and having that risk understanding where you can back out of it.

It could be technology change where you can back out of it could be process or whatever, but if you could draw if you like a plan A plan B, then you are in the best possible way of preventing a major incident.

And, and equally.

Continuous learning.

Continuous improvement. So we've done it this time, not just ohh let it go into the next one.

Reflect, stop.

What went well? What didn't go so well?

What can we learn from it? Who's going to, you know, a new continuous learning, so you're always, you know, improving that kind of agility the way you do things.

In whatever shape it is, and often we're talking about law enforcement lessons. I don't know. It's about we don't sometimes stop and reflect.

And we don't celebrate success enough.

Right.

That means a lot to people. When you thinking about the level of, input they put in it, we don't stop and really acknowledge and everybody just brushes aside. Ohh that's going the next one. Next one. Let's knock a door lesson at the door. You know, what have we learned from the other one?

How good that was. Brilliant, let's do the same. And that positive mental attitude, will encourage us to keep thinking differently and keep evaluating and doing things in a better way.

Interviewer – FQ7

Yeah.

And if there are any negative impacts associated with this urgent operational requirements, I think you've sort of touched on some part of the answer to this. How do you think you best overcome those potential negative impacts?

Interviewee

Yeah, I've just done it. I think it is. Unfortunately, things might go wrong. Some could go wrong.

What you gonna learn from it? How could you be better next time? How could you provide confidence?

Whether it's the public or the customer, whatever that you actually gonna do something about it really need to build confidence. People when things go wrong, people's confidence would be knocked.

In the system and whatever you've seen it in law enforcement, how do we provide that assurance to build confidence again?

It when you lose it, it's really hard to gain it.

But.

By being honest, by being transparent, you could start, to build trust again.

So I think, um, the knock-on effect of failure is real. It happens.

But.

Equally.

Loss of life could have happened. You know what I mean? Is there is life and death and you would want to prevent that. And I'm sure you know any operation intrusions acknowledge or whatever we want to do that. But if it doesn't go wrong, who then, going back to the accountability piece, who's going to front it and say I'm gonna do that and we're gonna do this and we're gonna do that. And I feel when you look across the public place and law enforcement people are losing trust is because they don't believe what it's been told?

In the same way as technology, it's the same. It's just human behaviour. It's just a human thing. And then how do we engender that accountability and trust and building trust and say, OK, we've got it wrong this time, this is what's happened, these are lessons learned. And we're going to do it differently this time, and we're going to come back to you with, with, with more, you know, depending who your audience are.

And.

Yeah, I think we should not be afraid of if we got things wrong.

To own up to them.

And put a position so we will work hard to correct them.

Err, I don't believe you people can.

Because you can only say this so much, you know you have to really do it. So it's building that trust is important.

Q8

Interviewer

Yeah, okay and the next area we've touched on quite a bit actually already in directly and that's around the non-technology factors. So do you consider there are any non-technical or technology factors which are also important to ensure the successful implementation of new technologies for law enforcement.

Interviewee

Yeah, um, one of them is about the process to go with it, the training.

The adoption of that technology, so um, for example, if you are putting a new technology and it looks brilliant, it does everything it says, but nobody knows how to use it.

It's no good or when it nobody knows how to call the service desk about it. They don't even know it, you know, so putting these processes in and guiding people through it all, basically nobody knows what data they put in it.

You know.

All that is important to build as part of the package, so the technology is a tool. How you use it and how you interact with it and how it delivers value to you is the bit that will create, create that value. So the process element of it.

The engagement of that tool to ensure that it's actually evolving and improving.

And those, you know, it's a it's basically.

People, the process and technology you need to come together.

And in a such a way that gives you that holistic approach.

Interviewer – FQ8

Yeah. And what level of importance do you think that these non-technology factors have compared to the actual technology aspect itself?

Interviewee

Probably more.

Because we said before you know.

I could give you the best gadget or the best software.

But if you it doesn't, you just not what you need. You probably only did something small.

You know you need just an Excel spreadsheet.

Uh, that's what you will get if that's all I need to do, to help you then, that's what I need to do. But if I just say ohh when whenever you see a project when I see somebody says project plan and you go the give them MS Project costing a lot of money and it looks so complicated. Well, why don't we ask what kind of project do you do?

How many projects do you do? How much can you afford? Ohh Excel spreadsheet would be fine for you.

I think the great so, so, so those I think a lot more critical than just saying I've got MS Project, whatever server costs me an arm and a leg, it's the latest gadget, but it's sitting on a shelf. So I think it's combining as we said the cost element, what you're trying to achieve the time frame you need. Those I really feel as a technology person I think they are more

important than technology.
Ahh.

Q9
Interviewer

Thank you. The next area is around vision. So how do you think developing a vision about implementing new technologies for law enforcement can be best achieved?

Interviewee

I think we touched on that where it could be best achieved by understanding the landscape.

Understanding where the problem we need to solve because strategy needs to understand this a strategy and vision, right?

Where we are where we are today.

Where we need to be.

And how do we get there?

And then have some measure. Did we get there?

Are we there yet? You know, when you do your hiking, you know, going up to the top of the mountain, what do we need? And when we got that, have we reached it or is this the peak?

Great. Halleluia. And sometimes we might get there, still cloudy, you can't see anything. But we're still we we we at the top of the peak. But we need to know have we got there?

What was their measure? Did we say we're gonna get there in a day and then we did it in two days or did we say we want to do in two days we got there in a day, so we could say wow we've achieved that so it gives you that kind of elation that's the vision that you've got right I've got I've set out to go to this level I've achieved it in half of the time.

And I've experienced amazing. And then again when you get there, it's that reflection.

What is it that we've learned in that vision? So I think setting that kind of road map to to understanding that, is this what the UK needs at this level? It might not need it, a national system actually, it might need a regional system.

Might don't need system at all. There was one already. We just need to adopt it, adapt it.

And it would be going OK. So it's not all about new, it should be about what did the vision, what is that we're trying to head and what tools we need to get on the way and who's got those tools they might actually be, collectively, as a group, we might have different bits that we bring them together to create this thing, rather than completely going to the market and said ohh it's new, it's brand new actually we might have intelligent, clever people who are brilliant in in, in law enforcement who can do development and who can put them together in a room for a month and they will come up with amazing stuff. So being innovative in a way we do things rather than think everything is new. Everything has got to be to the market. Everything we need to go and do procurement now, but out there, who's like yourself doing a PhD around this? Who else is doing PhD around this? Then who else is interesting in this topic, let's put them in a room together and see what they come up with.

And they might actually come up with the solution better than we go to the market and utilise this talent, these skills and the passion and the knowledge that exist within law enforcement before we go and think everything need to be shiny new and somebody else knows its solution. And I think the best people who can transform law enforcement, and I say this to my team within [REDACTED – 1] are the people in law enforcement. Not outside. You need some help outside, maybe academia or but the best people who can transform it are the people who are absolutely passionate who are inside it, who knows it inside out, that can actually do it. And are we leveraging on that talent?

Interviewer

Yeah.

Interviewee 1

I don't know.

Interviewer – FQ9

And that kind of touches on to the next follow-up question for that really, which is who do you think within the overall process then is best placed to create this vision?

Interviewee 1

Because of the diverse nature of what we talking about, it's collective, it's everybody is is. About like accountability and data ethic and integrity, everybody.

It's you, with what you doing. It's me. What I'm doing.

At all levels and I hope our bosses and bosses do the same, right. So who?

It is thought leadership is about being able to, you know, to what you doing, you know, using your platform, using your PhD in this instance.

To bring about an amazing improvement leveraging on that PhD to put in things that you hopefully find they're not just what I say, you know, that you feel not only about introducing new technology, but we need to do it in a different way.

Interviewer

Yeah.

Interviewee 1

And equally of others do the same, it's all becomes the masses. It's about engendering a culture, of innovation, a culture of improvement.

Not one single, it's so diverse. It it's not, you said. Ohh. This [REDACTED – 1] leads everything or the match or the at some possible. And also it's difficult because the others will feel left out.

It's everybody, and whoever comes with that nuggets, that idea, let's build on it and flourish from it and then it would be somebody else next time it will be, you know, so everybody needs to have a voice in the same way we talk about people, diversity, this is a diverse kind of set of people and diverse organisation. So the idea might come from the

smallest, you know constabularies in [REDACTED – 1], they might be doing something amazing.

OK, there you know, it's not about the [REDACTED – 1]. No, this is brilliant.

How could we maybe scale it up and help them to say what you and I don't know if that happens enough and sometimes just to do with leadership of those organisations.

You know how they are sort of, bringing that a team on and and and and celebrating what they achieved in order to share it with others you know, so thought leadership.

It's a, it's what I feel it needs to happen.

Q10

Interviewer

Okay lovely, thank you. The the next question area is around preventing resistance. So would you be able to describe any resistance which you feel may arise when we introduce new technologies to law enforcement?

Interviewee 1

Yeah, the resistance often, I think it's about, what does it mean for me? People will ask, why should I care?

What's the impact on my organisation? What is the cost of my organisation? All the things we touched about to enable success?

So if we look at the success factors, you know the the the resistance comes from people not knowing.

Why? You know you asking me to go in this direction or to implement this technology?

Do you know what I run? I run a small, you know, Constabulary with few people, my budget so limited. What are you asking me to do? It will take me three years and it needs fifty people to to work on it. I cannot do that. So understanding those kind of thing. That's where resistance. I don't believe personally people resist for the sake of resisting. They're resisting for maybe a fear of change. Maybe because they cannot afford it. They don't understand it. So it's understanding those blockers if you like, or resistance, we can unlock them and show. But equally being adaptable that yes, you're right, you're small organisation, you haven't got the money. We could see why we understand that. Thank you very much. We move on current sort of keep at it because it's been devised nationally. It means this is again. It's not one, it's law enforcement. It's everybody.

Uh, so so having those kind of understanding resistance is then you, yeah, so yeah. So cost could be understanding, training all of those we touched on.

That's what I feel most people will resist an idea.

Lack of capacity. You know, it's stuff like that expectations not been set.

Interviewer

Yeah.

Interviewee 1

You know a relationship has not been built.

Interviewer

Yeah.

Interviewee 1

Yeah.

Interviewer – FQ10

And you've sort of touched on the next question really, but how do you think we can best overcome any resistance?

Interviewee 1

Yeah, well, that's what I was. You know, I I think we touched on. It's the same, you know, it's about, as I said building relationship, building understanding, listening, sharing what the vision is.

Uh, trying to understand that we are there to help them go on that journey we're trying to build them to be successful.

To really engage with them at that level, it might require a number of different set, but really, for example, if we are introducing a bit technology to nationally and certain organisation need a bit more time, give them that time, go and speak to them. You know, do not tell them because, you know. Make them feel that you were there to take them on this journey. You are there to enable them to fly, to go to the next level.

I truly believe people are gonna be more receptive, and if you're authentic and really want to help them, they will, respond.

Interviewer

Yeah.

Interviewee 1

That, you know, okay, you're going to have people of people maybe understanding that they're different personalities.

And I'm not suggesting it's all clear, but then the other way.

Is be you gonna do it this way? And you're gonna do that and you gonna.

You know, I mean the the choices we make.

What is the best way, to encourage and empower that team or that organisation to say if you do it this way, this will help you unlock the other thing and it actually what are your challenges? We ask them, what are you trying to solve? And then if we map the solution to solving those challenges, hopefully they will see that. Yeah, why not? That makes sense, you know.

And and and when you do that, you can unlock some of those, umm, blockers.

Q11

Interviewer

Yeah, okay. Thank you. Um, the next bit is around when we start thinking of the introduction of new technologies being successful. So what do you feel needs to be achieved to attain a level of success?

Interviewee

Yeah.

The level of achieving.

Um, would you mind? Just give me elaborate on that question.

Interviewer

Yeah, sure.

Once we've gone through an implementation of new technologies, as I think you said earlier, there's been quite a significant number that have not been particularly positive. So it's really trying to identify how we can make sure it's successful and what we need to do to say actually in doing so, this is the point at which we have attained that level of success.

Interviewee

Okay I think. Um.

Drawing expectations, some of them, you know, very complex. But let's start the first one.

What did we set out to do it? By what time frame?

We achieved that time frame, we hit it, great tick. How much money did we have and we stayed to the budget?

Great tick.

Do we?

Have an expectation what the deliverables are and have we done that tick that success for me. You've hit all those marks right now. That's.

You know, let's say achieved, right, how could we exceed, right?

In that journey, have we identified other added value?

Have we actually identified things on the way that actually did above and beyond what the basics are?

Now when we put those across, we could say easily we've hit all those marks and achieved them.

That's success. No, that's expectation.

But also we've added these other added value that we didn't even know they were there, but we unlocked them.

Now that is like there in front of you and it's not often about the huge KPI and it's a simple stuff, so.

If that's not success, I don't know what it is you know, is is a. You know so as again to the example of hiking, you know you've achieved your outcome, you did it and outcome you didn't even think you'd do it.

I mean, that's.

Brilliant. So so having that I would say, you attained the success.

And and celebrate it and repeat it, and even do better the next time. You know, it's no, it's no different to what we do in life to try and be better.

Q12

Interviewer

Yeah. Thank you. And and the final question really is just the the catch all of are there any other factors or issues we haven't actually discussed which you're feeling important to see successful implementation?

Interviewee

No, I can't think so. You've been really comprehensive and asking the questions and I hope it's been of help. But no, I think that covers everything. If there's anything from your side you think I haven't?

Interviewer

No, I'm happy with the answers, so I'm just going to stop the recording then.

Interviewee

OK.