INTERVENTION 2.0
Reflections on the implementation of technology by police and firefighters

EPIC (European Police Institutes Consortium)-meeting
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Overview

1. Context
2. Research design
3. Results & discussion
4. Conclusion
1. CONTEXT

Western Society in the last 3 decades

• **Securization process** (Copenhagen school, 1998)
  
  a conceptual framework that tries to show how new topics, areas and phenomena get framed and addressed in security terms, and what the conditions are that have to be met for this process to occur.

• **Risk society** (Beck, 1993)
  
  focus on risk reduction
Triggers

9/11 and the war on terror

Fear of crime in Western society

IT developments (storage capacity, new methods, new techniques,...)

Severe security measures, border control
Increasing reliance on technical and digital supported means of police control
CCTV, ANPR, biometric databases, use of RFID,...

Big data storage – ‘dataveillance’
Changes in police models
Tends to technological led policing?

Critics
Privacy – what’s in a name?
Control – ‘Big Brother state’
2. RESEARCH DESIGN

- Focus on opportunity’s
- RQ’s:
  - Implementation of technologies, does it affect the daily job?
  - Effects on implementation process?

- Study of Vives University college
  - 100 qualitative interviews in the province of West-Flanders (9 police zones; 3 fire brigade zones)
  - By students (quality control)
3. RESULTS
Implementation of technology - literature

- Most scholars have focus on data protection, privacy,... (see KP 7 en Horizon 2020 programs)
- Effect on daily ‘police’ job
  - No recent studies
- Change management – the key to success
  - Awareness, Motivation, Pathways & Rewards

What’s in use?

- Communication & data sharing
  - Mobile office
  - Data sharing service
  - Social media
  - Administration
  - PC, Tablet,...
- To observe
  - CCTV, bodycam, ANPR...
- Command & control
  - GPS tracking. Automatic Person Location, dispatch,...
- To save life
  - Personal Bodyguard, cold cut system
Implementation process
1. AWARENESS

GOAL:
- Increase of effectiveness
- Less crime & faster reaction
- Information sharing
- Inside & outside the organization
- Increase of accountability

NEEDS:
- Improvement of the administration
- Improvement of the command & intervention

GOAL:
- Increase of effectiveness
- To save life of fireman and citizens
- Information sharing

NEEDS:
- Improvement of command & intervention

Return on investment depending on size zone
Need for global view – one platform/information system on national level

Drs. Evelien De Pauw – Faculty of Economics – Ghent University - Belgium
Guest lecturer – Vives University College
Discussion

• Centralisation or desentralisation to promote innovation?

PARADOX

Need for national structure and coordination

Innovation based on local needs
Strong local autonomy

2. Motivation

Important role for management
“if your leader does not supporting the idea, you will not implement”

Important role for management

Working with volunteers (non professional firefighter teams)

The fieldworker
- Motivated to work with new technology
- Would like to have a bigger influence/participation in the implementation

The fieldworker
- Not really motivated to work with new technologies or to follow courses
Discussion

- Effect of the hierarchical structure of police
  - Paradox
  - Policemen would like to have more influence on the implementation process, but do accept the top down decision on implementations

- Volunteers structure of the fire fighters
  - Management is aware that they might not oblige their field workers to train with new materials or to force them to work with new technology

3. Pathways

- One vision and in agreement
  - A clear vision to act as a single company unit
  - Clarity in different views, opinions and developments

- The adaptation of the legal framework
  - One basic framework
  - With respect for human rights!

- Data-exchange & interoperability

- Cost effectiveness

- Trust & accountability

SITUATION “AS IS”

- No clear vision

- ‘New legal framework’ for every new technology (waiting time for 5 years)

- Chaos – every unit has his own system – no exchange

- High price to keep everything up to date!

- People expect quick response
3. Pathways

INSOURCING
Interaction with other partners - NETWORK

We need private (security) partners if we want to add technology & new software. They have the knowledge & knowhow.

I belief in the network structure

We also should have the knowledge, otherwise the private market is taking over…

Discussion

• Paradox of open innovation
  • Open innovation: use of external ideas as well as internal ideas with inward and outward rewards
    • Not easy in the field of safety & security
  • The role of the private sector?
    • Cfr. Bryne & Marx (2011) : warning for strong private market
4. Rewards

Belief in effectivity
Quick response
Reduce of administrative jobs

4. CONCLUSIONS
Addressing the 21st century challenges requires global and anticipatory responses
  ... need for a technical supported law enforcement
  ... need for adaptive police strategies
  ... in partnership
  ... on decentralized level with centralized support