

# An Garda Síochána

Oifig Saorála Fáisnéise  
An Garda Síochána  
Teach áth Luimnigh  
Lárionad Gnó Udáras Forbartha Tionscail  
Baile Sheáin  
An Uaimh  
Contae na Mí  
C15 DR90



Freedom of Information Office  
An Garda Síochána  
Athlumney House  
IDA Business Park  
Johnstown  
Navan  
Co Meath  
C15 DR90

Teileafón/Tel: (046) 9036350



Láithreán Gréasain/Website:  
[www.garda.ie](http://www.garda.ie)

Ríomh-phoist:/Email: [foi@garda.ie](mailto:foi@garda.ie)

## Re: Freedom of Information Request FOI-000284-2017 Partially Granted

*Dear*

I refer to your request, dated and received on 28<sup>th</sup> June 2017, which you have made under the Freedom of Information Act 2014 (FOI Act) for records held by An Garda Síochána. I also refer to my correspondence of 3<sup>rd</sup> July 2017 outlining that a third party consultation has been undertaken in relation to the records requested by you.

Part 1(n) of Schedule 1 of the FOI Act states that An Garda Síochána is listed as a partially included agency “*insofar as it relates to administrative records relating to human resources, or finance or procurement matters*”. Therefore, only administrative records that relate to human resources, finance or procurement shall be considered.

Your request sought:

*All contracts signed by the Mr Cyril Dunne the former CAO of An Garda Síochána from the 1st January 2015 onwards.*

I wish to inform you that I have decided to partially grant your request on 27<sup>th</sup> July, 2017.

The purpose of this letter is to explain my decision.

### **1. Findings, particulars and reasons for decisions.**

A single contract was signed by Mr. Cyril Dunne during the period referenced in your FOI request. I am partially granting a number of records which are contained within the contract with Accenture Limited to augment the Skilled Resource team establishing and operating the Garda Síochána Strategic Transformation Office. I have applied specific exemptions that are explained below and set out in the attached schedules.

A third party consultation was conducted with Accenture Limited due to the fact that content of the contract referenced certain information that was considered commercially sensitive and/or personal information. Prior to releasing the contract details the views of Accenture Limited were sought and their response considered in conjunction with the legislative provisions of the FOI Act.

The following exemptions have been applied to the attached documents.

**Commercially Sensitive Information – Section 36**

Section 36 of the FOI Act is provided below.

***Commercially sensitive information***

*36. (1) Subject to subsection (2), a head shall refuse to grant an FOI request if the record concerned contains—*

- (a) trade secrets of a person other than the requester concerned,*
- (b) financial, commercial, scientific or technical or other information whose disclosure could reasonably be expected to result in a material financial loss or gain to the person to whom the information relates, or could prejudice the competitive position of that person in the conduct of his or her profession or business or otherwise in his or her occupation, or*
- (c) information whose disclosure could prejudice the conduct or outcome of contractual or other negotiations of the person to whom the information relates.*

I am satisfied that the release of the redacted information contained in section 4.1, 4.2, 4.3 4.4, 4.5, 4.6, 4.7, 7.1 and 7.2 of the contract contains trade secrets that could prejudice the competitive position of Accenture and is deemed commercially sensitive in accordance with the provisions of section 36 of the FOI Act. The business processes and methods, operational processes and pricing structure of Accenture with regard to the services provided to An Garda Síochána is not known to competitors or the public in general and if the records were made available to you it is reasonable to expect that it would prejudice the ability of Accenture to compete in other contracts or negotiations in the future.

Accenture's present customers may become aware of a difference in pricing structures being offered to An Garda Síochána, if applicable, which could in turn prejudice any current or future negotiations with these customers.

It is not unreasonable, in my opinion, to believe that the release of information regarding pricing structures, methodology for delivering on the contract provisions, their process of analysis of what the contract required and their proposal to meet those requirements could have negative commercial consequences for Accenture, thereby prejudicing its competitive position. The release of such information should be seen in the context of the very limited number of companies who could respond to an RFT for the provisions of resources to augment the skilled resources team to support the establishment and operation of the Strategic Transformation Office within an An Garda Síochána. It is therefore a very limited market requiring expert knowledge and the release of the redacted commercially sensitive information would be of benefit to Accenture's competitors.

I am conscious that the disclosure of information via an FOI request is a disclosure to the world at large. The references to pricing structures and hourly rates are particularly sensitive and will give an insight into the business affairs of Accenture that competitors would otherwise be without. Again, I am of the opinion that it is not unreasonable and in fact more likely than not, to believe that the result of releasing such harmful information will be twofold: (1) prejudicial to the competitive position of Accenture in current and ongoing contractual obligations and (2) obtaining business information which will be to the advantage of competitors.

Therefore, I am also partially refusing this document as outlined above under the provisions of section 36(1)(a), 36(1)(b) & 36(1)(c) as they contain commercially sensitive information.

### **Public Interest Test**

There is a Public Interest Test associated with section 36 of the FOI Act whereby my decision must be made having fully considered the public interest relevant to this request.

I have considered the public interest issues which arise in this case and have taken account of the following factors in favour of release:

- Ensuring openness and transparency of organisational functions to the greatest possible extent.
- The public interest in members of the public exercising their rights under the FOI Act.
- That there is more than just a transitory interest by the public in this information being released.
- The right to commercial confidentiality is outweighed by the needs of the public regarding the expenditure of public funds by a public body.

In considering the public interest factors which favour withholding the records I have taken account of the following:

- Allowing a public body to hold commercial information without undue access by members of the public.
- The best course of action which is in the public interest with regard to these records.
- That An Garda Síochána can conduct its business with external contractors in a confidential manner.
- That there is a reasonable and implied expectation by contractors that financial information pertaining to services provided will be held in a confidential manner.
- That there is no overriding public interest that outweighs the right to privacy by an individual or in this case the financial activities of a service provider.

Having balanced the public interest factors both for and against the release, I decided that the public interest in preserving the information and the reasonable expectation that information can be maintained by An Garda Síochána without prejudicing future financial endeavors by external service providers outweighs the public interest which would be served were the records released to you.

I have considered the provisions of section 36(2) and decided that they do not have any bearing on the decision as the overriding interest is to protect the sensitive commercial and financial information in this case.

### **Personal Information, Section 37.**

Furthermore, in relation to the redaction on page 20 under heading 6.1 Project Team on the **Schedule of Records**, I am also satisfied that this information is of a personal nature in accordance with the provisions of section 37 of the FOI Act.

I am conscious of my obligations to retain personal information in a confidential and secure manner and prevent personal information from being released into the public domain unnecessarily. Personal information is defined at section 2 of the FOI Act and includes the following.

### ***Section 2 – Interpretation***

#### **2. (1) In this Act—**

*“personal information” means information about an identifiable individual that, either—*

- (a) would, in the ordinary course of events, be known only to the individual or members of the family, or friends, of the individual, or*
- (b) is held by an FOI body on the understanding that it would be treated by that body as confidential,*

*(iii) information relating to the employment or employment history of the individual.*

I am refusing to provide the information contained within this specific record as redacted as I believe that it would be considered a breach of the confidentiality upon which the information is being held by the Garda Organisation. The release of this information, which is specific to an individual(s), will allow for a person to become more identifiable and possibly named in the public domain. I wish to draw your attention to two decision of the Office of the Information Commissioner in respect of the matter. In Mr X and the Health and Safety Authority Case No 020436 it was held that the name and position of an employee with a private company constituted information relating to the employment of the individual. I am therefore applying Section 37(1) Personal Information which states:

### ***Section 37 - Personal Information***

**37 (1) Subject to this section, a head shall refuse to grant an FOI request if, in the opinion of the head, access to the record concerned would involve the disclosure of personal information (including personal information relating to a deceased individual).**

There is a Public Interest Test applicable to section 37 of the FOI Act.

### **Public Interest Test**

As per section 37 of the FOI Act I have considered the public interest issues which arise in this case and have taken account of the following factors in favour of release:

- Ensuring openness and transparency of organisational functions to the greatest possible extent,
- The public interest in members of the public exercising their rights under the FOI Act,
- That there is more than just a transitory interest by the public in this information,

- The right to privacy is outweighed by the needs of the public.

In considering the public interest factors which favour withholding the records I have taken account of the following:

- Allowing a public body to hold personal information without undue access by members of the public,
- The public interest is not best served by releasing these records,
- That the Organisation can conduct its business in a confidential manner,
- That there is a reasonable and implied expectation by service providers that personal information will remain confidential,
- That there is no overriding public interest that outweighs the individual's right to privacy.

A public interest test was carried out when considering the release of the personal information but having balanced the factors both for and against the release, I decided that the public interest in preserving the personal information and the reasonable expectation that information can be maintained in a confidential manner by An Garda Síochána outweighs the public interest which would be served were the records released to you.

## **2. Right of Appeal**

In the event that you are not happy with this decision you may seek an Internal Review by writing to the address below and quoting reference number **F01-000284-2017**.

Freedom of Information Office,  
An Garda Síochána,  
Athlumney House,  
IDA Business Park,  
Johnstown,  
Navan,  
Co. Meath C15 DR90

Please note that a fee applies. This fee has been set at €30 (€10 for a Medical Card holder). Payment should be made by way of bank draft, money order, postal order or personal cheque, and made payable to Accountant, Garda Finance Directorate, Garda Headquarters, Phoenix Park, Dublin 8.

Payment can be made by electronic means, using the following details:

**Account Name:** Garda Síochána Finance Section Public Bank Account  
**Account Number:** 10026896  
**Sort Code:** 900017  
**IBAN:** IE86B0F190001710026896  
**BIC:** BOFIE2D

**You must ensure that your FOI reference number is included in the payment details.**

You should submit your request for an Internal Review within 4 weeks from the date of this notification. The review will involve a complete reconsideration of the matter by a more senior member of An Garda Síochána and the decision will be communicated to you


within 3 weeks. The making of a late appeal may be permitted in appropriate circumstances.

Please be advised that An Garda Síochána replies under Freedom of Information may be released in to the public domain via our website at [www.garda.ie](http://www.garda.ie).

Personal details in respect of your request have, where applicable, been removed to protect confidentiality.

Should you have any questions or concerns regarding the above, please contact me by telephone at (046) 9036350.

Yours sincerely,

  
SUPERINTENDENT  
ANTHONY M. O'DONNELL  
FREEDOM OF INFORMATION OFFICER

29 JULY 2017

Requester Name:		File Re: FOI-000284-2017						
Page No	Description of document	Deletions	Relevant Section of FOI Acts	Reason for decision	Person(s) Consulted	Objections Yes/No	Decision Maker's decision	
1 to 15	Contract details	Nil	N/A	N/A	Accenture	No	Granted	
16	Charges	2	Section 36	Commercial Sensitivity	Accenture	Yes	Partially Granted	
17	Additional Savings	2	Section 36	Commercial Sensitivity	Accenture	Yes	Partially Granted	
18	Reduction in resources and Reconciliation of effort	2	Section 36	Commercial Sensitivity	Accenture	Yes	Partially Granted	
19	Overtime and Expenses	2	Section 36	Commercial Sensitivity	Accenture	Yes	Partially Granted	
20	Project Management Team	2	Section 37	Personal information	Accenture	Yes	Partially Granted	
21	Contract details	Nil	N/A	N/A	Accenture	No	Granted	
22	Resources	3	Section 36 & Section 37	Commercial Sensitivity/ Personal Information	Accenture	Yes	Partially Granted	
23	Contract details	Nil	N/A	N/A	Accenture	No	Granted	
		<b>Total number of pages</b>					<b>23</b>	
		<b>Total number of pages for full release</b>					<b>17</b>	
		<b>Total number of pages for partial release</b>					<b>6</b>	
		<b>Total number of pages being withheld</b>					<b>0</b>	

23/03/2015

Mr. Cyril Dunne  
CAO An Garda Síochána,  
An Garda Síochána Headquarters,  
Phoenix Park,  
Dublin 8

**Re: Agreement for the provision of resources to augment the Skilled Resources team to support the establishment and operation of a new Strategic Transformation Office within An Garda Síochána.**

## **1 Background**

This Project Document is governed by the Services Agreement between the Commissioner of An Garda Síochána and Accenture dated 24<sup>th</sup> August 2009 ("The Agreement"). The provisions of the Agreement shall apply hereto, and all capitalised terms used herein shall have the meaning set out in the Agreement, unless otherwise indicated herein.

This Project Document outlines the scope of the services and the roles and responsibilities of both Accenture and An Garda Síochána in relation to the provision by Accenture of services to An Garda Síochána in relation to the establishment and operation of a new Strategic Transformation Office ("The Project"). It also provides further detail to that provided in the Agreement.

The document provides a description of the services set out in Section 3 ("Services") and the resources set out in Section 7 ("Resources") required from the commencement of this project in section 3 below, it also describes additional services which may be drawn down. Any additional services will be charged in accordance with the rates set out in Section 7.1.

In the event that An Garda Síochána may require additional Resources in addition to those outlined in section 7 to provide Services, An Garda Síochána may, upon written notice to Accenture request additional Resources for a duration to be agreed between An Garda Síochána and Accenture. This includes the potential and optional facility if required, for An Garda Síochána to drawdown Services to be provided by highly experienced Resources with specific deep industry experience. The Charges for the additional Resources will be agreed in advance.

An Garda Síochána may, upon 30 days' written notice to Accenture, request a reduction in the number of Resources providing the services with a consequent reduction in the Charges outlined in section 4 (Charges).



## 2 Objectives

As part of the transformation programme (“Transformation Programme”) being undertaken by An Garda Síochána, a Strategic Transformation Office (STO) is required to provide the correct levels of accountability, governance and strategic direction while delivering the overall Transformation Programme. The Strategic Transformation Office will also provide the structure, processes and tools to ensure effective programme governance across the organisation. The core function of the STO will be as the guardian and steward of the overall vision and to ensure all initiatives and projects are contributing towards the realisation of this overall vision.

The creation of an STO is critical to the successful delivery and benefits realisation of the overall Transformation Programme for An Garda Síochána. A key purpose of the STO will be to ensure that any changes to priority or scheduling of projects are aligned with the overall strategy of An Garda Síochána. The key functions to be carried out by the STO include: strategic alignment and executive leadership control and prioritisation over multiple and parallel complex projects. The successful performance of these functions requires people with a highly specialised skillset and significant relevant industry experience across the sections under the Transformation Programme (Change Management, Program Management, ICT, Human Resources).

In addition to bringing deep skills and experience to the project these resources will also ensure skills transfer takes place across the Strategic Transformation teams and resources through the use of recognised and measurable skills transfer techniques;

The provision of the services described in this Project Document aims to support An Garda Síochána with the provision of specifically applicable and highly skilled Resources to carry out certain activities, described more fully in the following sections to support the establishment and operation of the new Strategic Transformation Office.

It is expected that during or following the term of this Project Document An Garda Síochána will seek to procure products and services arising from its Transformation Programme (“The Procurement”) and that Accenture may participate in the Procurement. An Garda Síochána will ensure that Accenture in the course of providing the Services under this Project Document is not given access to any information that will not be shared with all bidders as part of The Procurement.

An Garda Síochána acknowledges that the provision of the Services by Accenture under this Project Agreement will not disqualify Accenture from participation in the Procurement.

The Accenture Personnel delivering Services under this Project Document will not provide services in connection with The Procurement, including the preparation of any An Garda Síochána requirements as part of The Procurement.

### 3 Description of Services

As outlined above the establishment of an STO is critical to the successful delivery and benefits realisation of the overall Transformation Programme for An Garda Síochána.

Under this project Accenture will be responsible for providing the Resources to fulfil the STO supporting roles described in this section.

High level roles to be fulfilled under this project as part of the Strategic Transformation Office are detailed below:

- Senior STO Manager
- Senior Business and Human Resources Change Manager
- ICT Transformation Manager
- Requirements Analysis/Benefits Realisation
- Transformational Office Support
- HR Transformation Office Support
- Change Delivery Manager
- Planning and Risk Management Support
- HR Transformation Support Services
- Accenture Industry Specialist Resources (Optional)

Accenture will initially provide An Garda Síochána with a total of 6 resources to fulfil specific roles within the Strategic Transformation Office with an additional 3 resources coming on board in January 2016. The role description and responsibilities of these resources are further outlined in the tables below.

#### 3.1 Senior STO Manager

Description & Accenture Responsibilities
<p>This is a senior management position working directly with the Strategic Transformation Lead of the newly formed Strategic Transformation Office (STO) within An Garda Síochána.</p> <p>The STO Senior Manager will report directly to the Strategic Transformation Lead and will be responsible for areas such as:</p> <ul style="list-style-type: none"><li>• Supporting the operation and governance of the Strategic Transformation Programme Office and the design and implementation of the strategic transformation agenda.</li><li>• Ensuring the requirements, operational strategies and analysis of the transformation projects are gathered and documented accurately for clear interpretation and alignment with other areas of the organisation e.g. ICT.</li></ul>
Working Hours
<ul style="list-style-type: none"><li>• The hours of work will be between 09:00 to 17:30 Tuesday to Friday with the exception of public holidays and bank holidays.</li></ul>
Responsibilities
<p>Assist the Strategic Transformation Lead in:</p> <ul style="list-style-type: none"><li>• Supporting the delivery transformation leads with standardised and high quality project tools, processes and methodologies.</li></ul>

- Support delivery of the Transformation Programme initiatives.
- Work collaboratively with the ICT Transformation Lead and the HR Transformation Lead to support the alignment of all proposed projects with strategic goals and delivering of benefits to the organisation.
- Assist with resolution of programme level issues and reporting on progress within the Strategic Transformation Programme Office.
- Resource management of the Strategic Transformation Programme Office.
- Identifying, quantifying, classifying, assessing and mitigating programme level risks and issues.
- Management and incorporation of feedback from each of the regional delivery leads. This will be a key element in ensuring the successful adoption and implementation of the transformation initiatives.
- Information gathering and distribution, regular updates to all programme stakeholders.
- Change management, project and programme management for the Strategic Transformation Programme.
- Work to put effective skills transfer processes in place and applied to support upskilling across the teams within the STO in a structured and measurable way;

#### Experience Required

- Minimum of 8 years' experience in senior management roles with a proven background in leading large organisational change programs, teams and/or projects;
- Extensive project, stakeholder and people management skills;
- Proven delivery experience of relevant projects including strong project governance and organisational skills;
- Deep knowledge of and practical experience of best practice processes and frameworks for effective change management and delivery;
- Experience establishing, building, leading and developing a team;
- Strong financial budget management experience;
- Experience with resource management and planning;
- Excellent knowledge of scope management & procurement processes;
- Have excellent organisational skills and the ability to interact with staff at all very senior levels in the organisation;

### 3.2 Senior Business and Human Resources Change Manager

#### Description & Accenture Responsibilities

This is a senior management position working with Project and Change Delivery leads within An Garda Síochána's newly formed Strategic Transformation Office (STO).

The Senior Business and Human Resources Change Manager will provide support across areas such as:

- The management and prioritisation of new projects or new requirements including change orders;
- The development and management of standard project delivery processes, tools and methodologies to manage quality and drive standardisation across the programme.
- Ensuring appropriate resources are in place and dedicated to the appropriate projects.
- The development and management of standard issue and risk identification and response capabilities to manage issues and risks across the programme.

- Act as point of contact to manage compliance with legal, regulatory, privacy and data security requirements and any policy impact.
- Management of procurement, contract and vendors for all relevant projects within the Transformation Programme.
- Working collaboratively with the Project & Change Delivery Leads and the transformation SPINE leads in each region.

In terms of delivery management this resource will report directly to the Strategic Transformation Lead.

#### Working Hours

- The hours of work will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays.

#### Responsibilities

Assist An Garda Síochána in:

- Managing project delivery team to support delivery of all transformation projects through well managed processes and tools;
- Assist in providing discipline and governance, managing numerous complex projects to deliver business benefits while minimising impacts to timeline, quality and cost;
- Management and prioritisation of new projects or new requirements;
- Ensuring required resources are dedicated to the appropriate projects;
- Management of integrated timelines and dependencies;
- Act as a contact for all project delivery within the Strategic Transformation Office (STO);
- Work with project delivery teams to resolve any project level issues to support the delivery of transformation projects;
- Ensuring skills transfer across An Garda Síochána ICT Transformation teams and resources using recognised and measurable skills transfer techniques;

#### Experience Required

- Extensive project management skills - preferably recognised qualification e.g. PRINCE2 or PMP;
- Proven delivery experience of relevant projects including strong project governance skills;
- Deep experience designing and implementing change management processes
- Extensive experience managing Issues and risks;
- Strong stakeholder management and communication skills;
- Knowledge and experience of developing and implementing HR Transformation Strategy and Management;
- Track record developing and delivering Job & Role Design, Operating Model Architecture, Journey Management;
- Competency in the areas of Learning Content Design, Skills & Competency Architecture, Training & Performance Support;
- Experience leading and developing a team;
- Experience with resource management and planning;
- Effective written and verbal communication skills;
- Experience with scope management & procurement processes;
- Have process design and financial budget management experience;
- Have excellent organisational skills and the ability to interact with staff at all levels in the organisation;

### 3.3 ICT Transformation Manager

#### Description & Accenture Responsibilities

This is a management position working as support to the ICT Transformation Lead within An Garda Síochána's newly formed ICT Transformation Programme Office. The ICT Transformation Programme Office will provide accountability, governance and strategic direction for ICT projects as part of An Garda Síochána's Transformation Programme.

The ICT Transformation Manager will provide support across:

- The management and prioritisation of new ICT projects or new requirements including change orders;
- The development and management of standard project delivery processes, tools and methodologies to manage quality and drive standardisation across the ICT programme;
- Ensure appropriate resources are in place and dedicated to the appropriate projects;
- The development and management of standard issue and risk identification and response capabilities to manage issues and risks across the programme;
- Single point of contact to manage compliance with legal, regulatory, privacy and data security requirements and any policy impact;

The ICT Transformation Manager will report directly to the ICT Transformation Lead.

#### Working Hours

- The hours of work will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays.

#### Responsibilities

Assist An Garda Síochána in:

- Managing Project Delivery Team to support delivery of all transformation projects through well managed processes and tools;
- Leading in providing discipline and governance, managing numerous complex projects to deliver business benefits while minimising impacts to timeline, quality and cost;
- Management and prioritisation of new projects or new requirements;
- Ensuring resources are dedicated to the appropriate projects;
- Management of integrated timelines and dependencies;
- Establishing and maintaining programme governance structure;
- Assisting to resolve any project level issues in the delivery of transformation projects.
- Acting as the primary point of contact for all project delivery within the Strategic Transformation Office (STO);
- Supporting skills transfer across An Garda Síochána ICT Transformation team and resources using recognised skills transfer techniques;

#### Experience Required

- A degree level qualification, preferably in, ICT, commerce/business or engineering;
- Minimum of 5 years' experience in operational and general management roles with a proven background in leading complex program teams and/or projects within a large organisation.

- Certification in one or more of the following preferred: Lean Six Sigma, Prince2, Project Management Professional (PMP), ITIL Expert Certification;
- Strong stakeholder management and communication skills;
- Experience with transformation management;
- Experience with resource management and planning;
- Strong record of risk analysis, process mapping and progress reporting.
- Experience in procurement processes.
- Have an excellent knowledge of all aspects of ICT, and an in-depth understanding of current trends in Technology and how they influence government and policing organisations;
- Have proven track record in the delivery of innovative solutions to deal with complex and a changing requirements
- Have process design and financial budget management experience.

### 3.4 Requirements Analysis/Benefits Realisation

#### Description & Accenture Responsibilities

This is a role working as part of a Requirements and Benefits Realisation team within An Garda Síochána's newly formed ICT Transformation Programme Office.

The Requirements and Benefits Realisation resource will support areas such as;

- The collection, analysis, management and prioritisation of ICT requirements from across the organisation;
- The monitoring of initiative benefits ensuring alignment with requirements, project objectives;
- Designing and maintaining performance tracking tools for the delivery of initiatives in compliance with time and financial objectives;
- The development, implementation and management of processes to ensure the consistency of delivery across all projects in the ICT Transformation Programme Office;

The Requirements and Benefits Realisation resource will report directly to the Requirements and Benefits Realisation Lead.

#### Working Hours

- The hours of work will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays.

#### Responsibilities

Assist An Garda Síochána in:

- Supporting the gathering of ICT requirements and delivery of initiatives fulfilling these requirements;
- Monitoring numerous complex projects' progress in order to support the delivery of objectives/benefits while minimising impacts to timeline, quality and cost;
- Designing and maintaining performance tracking and reporting to support the timely delivery of initiatives fulfilling the targets of the ICT Programme Office;
- Implementing processes and practices to support consistency of delivery across all projects in the ICT Transformation Programme;

- Develop and manage processes and practices to support consistency of delivery across all projects in the ICT Transformation Programme;
- Support requirements gathering within the ICT Transformation Programme Office;
- Raise awareness of requirements that are not currently being satisfied and benefits not currently being realised.
- Supporting skills transfer across AGS Requirements and Benefits Realisation teams and resources using recognised skills transfer techniques;

#### Experience Required

- Experience working in operational and management roles with a proven background in leading complex program teams and/or projects within a large organisation;
- Experience working in the development, delivery and support of enterprise solutions preferred.
- Extensive project management skills - preferably recognised qualification e.g. PMP;
- Proven delivery experience of relevant projects including strong project governance skills;
- Extensive experience identifying and monitoring issues and risks;
- Strong stakeholder management and communication skills;
- Experience with large transformation projects with multifaceted workflows;
- Experience leading and developing a team;
- Proven record of resource management and planning activities;
- Have an excellent knowledge of all aspects of ICT, and an in-depth understanding of current trends in Technology and how they influence government and policing organisations;
- Have proven track record in the delivery of innovative solutions to deal with complex and a changing requirements;

### 3.5 Transformational Office Support

#### Description & Accenture Responsibilities

This is a support role working within An Garda Síochána's newly formed ICT Transformation Programme Office.

The Transformational Office Support resource will provide support for areas such as;

- The development and embedding of processes and procedures agreed at a PMO level to facilitate the standardisation and maintenance of methods and reporting at the highest level within projects;
- To support project teams with the tools and experience required to project-manage initiatives effectively.
- To develop tools and processes that facilitate, automate and enforce strict governance and best practices across all projects. This will support the highest level of transparency across projects and will help the identification of potential issues and risks at the earliest possible stage.
- Managing completed project deliverables to facilitate a standardisation of the levels of completion, compliance and reuses. This function will also facilitate internal collaboration between projects where possible.

The Transformational Office Support resource will report directly to the Transformational Office Support Lead.

#### Working Hours

- The hours of work will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays.

#### Responsibilities

Assist An Garda Síochána in:

- Supporting a wide range of complex ICT Transformation projects with project management expertise, tools and support.
- Ensuring project management tools are developed in accordance with industry best practices and to secure consistency across all projects;
- Providing discipline and governance, supporting numerous complex projects to deliver business benefits while minimising impacts to timeline, quality and cost;
- Embedding project management processes in a uniform manner across all projects with other ICT Transformation team members.
- Act as a point of contact for ICT Transformation project deliveries raising any potential issues to the correct level;
- Supporting skills transfer across An Garda Síochána Transformational Office Support team and resources using recognised skills transfer techniques;

#### Experience Required

- Project management skills - preferably recognised qualification e.g. PMP;
- Relevant experience working on project delivery and management (preferably in technology);
- Extensive experience managing and reporting issues and risks;
- Effective stakeholder management and communication skills;
- Experience working with large transformation projects with multifaceted workflows;
- Effective written and verbal communication skills;
- Strong record of risk analysis, process mapping and progress reporting;
- Process design experience;
- Strong written communication and presentation skills;
- Have the ability to work under pressure in a complex environment and to tight timelines;

### 3.6 HR Transformation Office Support

#### Description & Accenture Responsibilities

This is an experienced position working as support to the HR Transformation Lead within An Garda Síochána's newly formed HR Transformation Programme Office.

The HR Transformation Office Support resource will provide accountability, governance and strategic direction for HR projects as part of the HR Transformation Programme.

The HR Transformation Programme Office is crucial to the successful implementation of the HR components of the Transformation Programme.

The key purpose of the team will be:

- The management and prioritisation of new HR projects or new requirements including change orders;
- Ensure appropriate HR resources are in place and dedicated to the appropriate projects;



- The development and management of standard HR issue and risk identification and response capabilities to manage issues and risks across the programme;
- Single point of contact to manage compliance with legal, regulatory, privacy and data security requirements and any policy impact from a HR perspective;

The HR Transformation Office Support resource will assist in the overall project delivery activities for the HR Transformation Programme Office, and will be a part of a team responsible for managing complex HR projects to deliver the required business benefits set out by the Transformation Programme.

The HR Transformation Office Support resource will report directly to the HR Transformation Lead and will help to facilitate the completion of all HR Transformation projects as per the requirements while not impacting on timelines or costs.

#### Working Hours

- The hours of work will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays.

#### Responsibilities

Assist An Garda Síochána in:

- Support the delivery of HR Transformation Programme Office projects through well managed processes and tools;
- Assist in providing discipline and governance, supporting numerous complex HR projects to deliver business benefits while minimising impacts to timeline, quality and cost;
- Work to provide support for resources dedicated to the appropriate projects;
- Supporting the management of integrated timelines and dependencies;
- Management of procurement, contractors and vendors for all HR Transformation projects within the business;
- Liaising with other Transformation Office members e.g. ICT and support their work towards the agreed goals and vision of the programme;
- Assist with the resolution of any project level issues to support the delivery of HR Transformation Programme projects;
- Support skills transfer process across AGS HR Transformation team and resources using recognised skills transfer techniques;

#### Experience Required

- A degree level qualification, preferably in, HR, commerce/business or related field;
- Proven experience implementing complex large scale organisational HR Strategy and Transformation programmes in either public or private sector;
- Minimum of 5 years' experience in and general management roles with a proven background in leading complex program teams and/or projects within a large organisation;
- Track record in delivery of HR Transformation Strategic Planning, HR Organisation Design and HR Process Design;
- Extensive knowledge and experience in Job & Role Design, Operating Model Architecture, Journey Management;
- Successful track record and competency in Learning Content Design, Skills & Competency Architecture, Training & Performance Support;
- Certification in one or more of the following preferred: Lean Six Sigma, Prince2, ITIL
- Strong stakeholder management and communication skills;
- Experience with HR transformation management;
- Experience with resource management and planning;

- Strong record of risk analysis, process mapping and progress reporting;
- Experience in procurement processes;
- Have an excellent knowledge of all aspects of HR;
- Proven track record in the delivery of innovative solutions to deal with complex and a changing requirements in a HR environment;

### 3.7 Change Delivery Manager

#### Description & Accenture Responsibilities

This is a position working with Senior Business and Human Resources Change Manager within An Garda Síochána's newly formed Strategic Transformation Office (STO).

The Change Delivery Manager will provide input and support across the following areas:

- Effectively delivering business change whereby individuals receive the support and development they need throughout the change effort across the organisation.
- Developing and delivering training support where required to equip the workforce to respond positively to change
- Building executive commitment whereby the vision and end point of the change are clearly articulated and understood by all and that leaders are actively engaged and leading their people throughout the change.
- Primary point of support for change delivery lead

In terms of delivery management this resource will report to the Senior Business and Human Resources Change Manager.

#### Working Hours

- The hours of work will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays.

#### Responsibilities

Work with the Senior Business and Human Resources Change Manager to:

- Managing delivery to support the delivery of all change agenda items through well managed processes and tools;
- Managing communications with internal / external audiences and executives to facilitate common messages, executive sponsorship, and appropriate stakeholder involvement
- Communication with embedded delivery transformation leads and provide support where required
- Support with training logistics and delivery
- Ensuring appropriate resources are in place and dedicated to the appropriate change activities.
- The development and management of standard issue and risk identification and response capabilities to manage issues and risks across the programme.
- Working collaboratively with the Senior Business and Human Resources Change Manager.
- Provide support for the governance, managing numerous complex projects to deliver business benefits while minimising impacts to timeline, quality and cost;

- Support management of integrated timelines and dependencies;
- Assist teams to resolve any project level issues in the delivery of transformation/change projects;
- Support skills transfer process across AGS HR Transformation team and resources using recognised skills transfer techniques;

#### Experience Required

- Extensive change delivery experience
- Highly effective communications both written and verbal
- Significant experience in senior stakeholder management and communications
- Strong experience of various communications methods and tools
- Experience of developing and delivering training preferred
- Effective collaboration and teamwork
- Previous experience of Garda culture, change programme and communications preferred
- Proven delivery experience of relevant projects including project governance skills;
- Experience managing project Issues and risks;
- Experience supporting resource management and planning;
- Effective written and verbal communication skills;
- Have excellent organisational skills and the ability to interact with staff at all levels in the organisation;

### 3.8 Planning and Risk Management Support

#### Description & Accenture Responsibilities

This is a support role working as part of the Project Management Office within An Garda Síochána's newly formed ICT Transformation Programme Office.

The Planning and Risk Management resource will provide support for areas such as;

- Issue and Risk tracking through the procedures agreed at a PMO level whereby methods and reporting are standardised and maintained at the highest level within projects;
- Support project teams with the application of tools and expertise required to project-manage initiatives and associated risks and issues effectively;
- Assist and drive the uptake and adoption of tools and processes that facilitate, automate and enforce strict governance and best practices across all projects. This will facilitate the highest level of transparency across projects and will help ensure potential issues and risks are identified at the earliest possible stage.
- Tracking and reporting on completed project deliverables to support a standardisation of the levels of completion, compliance and reuses.

The Planning and Risk Management resource will report to the Requirements and Benefits Realisation Lead.

#### Working Hours

- The hours of work will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays.

#### Responsibilities

Assist An Garda Síochána's ICT Transformation Project Management Office in:

- Supporting a wide range of complex ICT Transformation projects with suitable project management expertise, tools and support;
- Work to support the development of project management tools in accordance with industry best practices and to secure consistency across all projects;
- Supporting the discipline and governance required to support numerous complex projects to deliver business benefits while minimising impacts to timeline, quality and cost;
- Helping to embedding project management processes in a uniform manner across all projects with other ICT Transformation team members;
- Work within this team to enable it act as a point of contact for ICT Transformation project deliveries raising any potential issues to the correct level;
- Assist with and participate in skills transfer process across AGS Transformational Office Support team and resources using recognised skills transfer techniques;

#### Experience Required

- Project management skills and knowledge – ideally recognised qualification e.g. Prince2;
- Experience working on project delivery and management (preferably in technology);
- Experience and knowledge of processes and practices for monitoring, managing and reporting issues and risks;
- Experience working within large transformation projects with multifaceted workflows;
- Effective written and verbal communication skills;
- Have the ability to work with high attention to detail under pressure in a complex environment and to tight timelines;

### 3.9 HR Transformation Support Services

#### Description & Accenture Responsibilities

This is a position working as a support to the HR Transformation Office Support and HR Transformation Lead within HR Transformation Programme Office. The position is required due to the extremely significant scale and complexity of the proposed HR Transformation agenda and its touch points across the entire Garda organisation.

The role of the HR Transformation Programme Office is to provide accountability, governance and strategic direction for HR projects as part of An Garda Síochána's Transformation Programme.

The HR Transformation Programme Office is crucial to the successful implementation of the HR components of the Transformation Programme.

The key purpose of the team will be:

- The management and prioritisation of new HR projects or new requirements including change orders;
- Ensure appropriate HR resources are in place and dedicated to the appropriate projects;
- The development and management of standard HR issue and risk identification and response capabilities to manage issues and risks across the programme;
- Single point of contact to manage compliance with legal, regulatory, privacy and data security requirements and any policy impact from a HR perspective;

The HR Transformation Support Services resource will assist in the overall project delivery activities for the HR Transformation Programme Office, and will be a part of a team responsible for managing complex HR projects to deliver the required business benefits set out by the Transformation Programme.

The HR Transformation Support Services role will report to the HR Transformation Office Support resource. They will help completion of all HR Transformation projects as per the requirements while not impacting on planned timelines or costs.

#### Working Hours

- The hours of work will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays.

#### Responsibilities

Assist HR Transformation Office Support resource with:

- Support HR project delivery of HR transformation projects with well managed processes and tools;
- Assist in tracking and reporting on progress and governance, supporting numerous complex HR projects to deliver business benefits while minimising impacts to timeline, quality and cost;
- Work to provide support for resources dedicated to the appropriate projects;
- Supporting the management of integrated timelines and dependencies;
- Assist with the resolution of any project level issues in the delivery of HR Transformation Programme projects;
- Support skills transfer process across An Garda Síochána HR Transformation team and resources using recognised skills transfer techniques;

#### Experience Required

- A degree level qualification, preferably in, HR, commerce/business or related field;
- Proven experience working on complex large scale organisational HR Strategy and Transformation programmes in either public or private sector;
- Suitable skillset and aptitude for supporting delivery of HR Transformation Strategic Planning, HR Organisation Design and HR Process Design;
- Knowledge of processes and techniques to support Job & Role Design, Operating Model Architecture, Journey Management;
- Competency in Learning Content Design, Skills & Competency Architecture, Training & Performance Support;
- Stakeholder management and communication skills;
- Ability to support risk analysis, process mapping and progress reporting processes;
- Excellent attention to detail;
- Ability to work in a fast paced environment with frequent challenging deadlines;

### 3.10 Additional Optional Resources

In addition to the resources detailed above, An Garda Síochána may at its discretion request Accenture to provide resources from its global Public Safety Practice to provide additional short term support to the resources described above. These resources will include:

- Global Policing Business Transformation Lead

- Global Policing Technology Transformation Lead
- Global Policing Workforce Optimisation Lead

Applicable daily rates for these resources are included in table 7.1.

## 4 Charges

### 4.1 Breakdown of Charges

The Charges shall be invoiced as set out in the Agreement. Based on the scope, services and resources described in this Project Document the total charges which are expected to be charged in relation to the Services are shown below.

Table 4.1.1 provides the Charges for the 6 month period commencing on April 1<sup>st</sup> 2015 and finishing on the 30<sup>th</sup> September 2015:

Summary - Team Requirements	
Number of Days @	
Number of Days @	
Number of Days @	
Number of Days @	
Total (Excl. VAT)	
VAT	
Total (Incl. VAT)	€559,103

Table 4.1.1: The cost of services (exclusive of VAT) for the Project from 1<sup>st</sup> April to September 2015

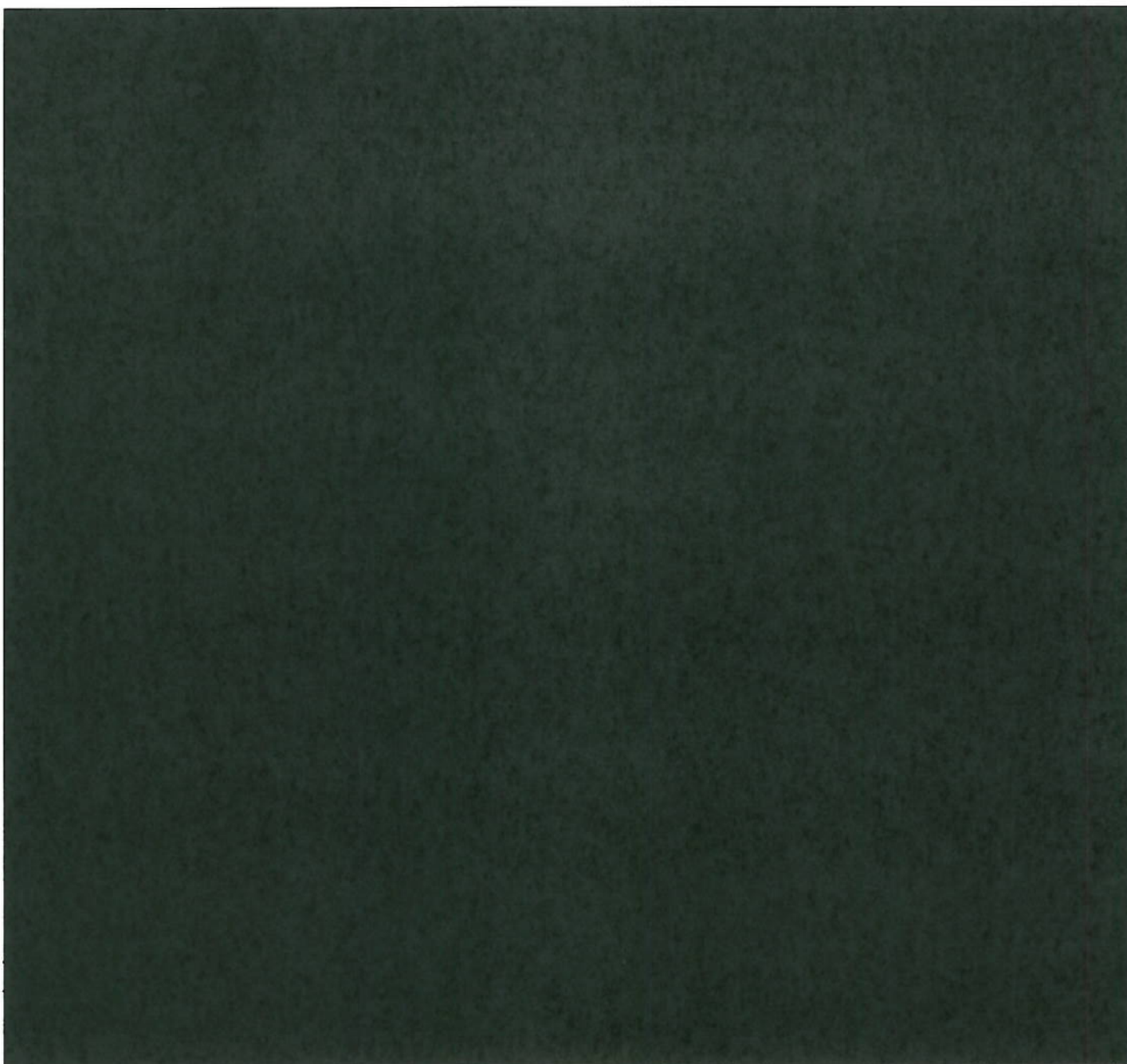
Table 4.1.2 provides the Charges for the 6 month period commencing on October 1<sup>st</sup> 2015 and finishing on the 31<sup>st</sup> of March 2016:

Summary - Team Requirements	
Number of Days @	
Number of Days @	
Number of Days @	
Number of Days @	
Total (Excl. VAT)	
VAT	
Total (Incl. VAT)	€829,250

Table 4.1.2: The cost of services (exclusive of VAT) for the Project from 1<sup>st</sup> October 2015 to 31<sup>st</sup> March 2016

#### 4.2 Additional Savings

In conjunction with An Garda Síochána, Accenture has provided the following additional option of a prepayment of fees.



#### 4.3 Payment Schedule

The proposed payment schedule for the fees described in Section 4.1 is detailed below.

Payment due by	Amount (Incl. VAT)
April 30th 2015	
October 31st 2015	
<b>Total</b>	<b>€1,366,138</b>

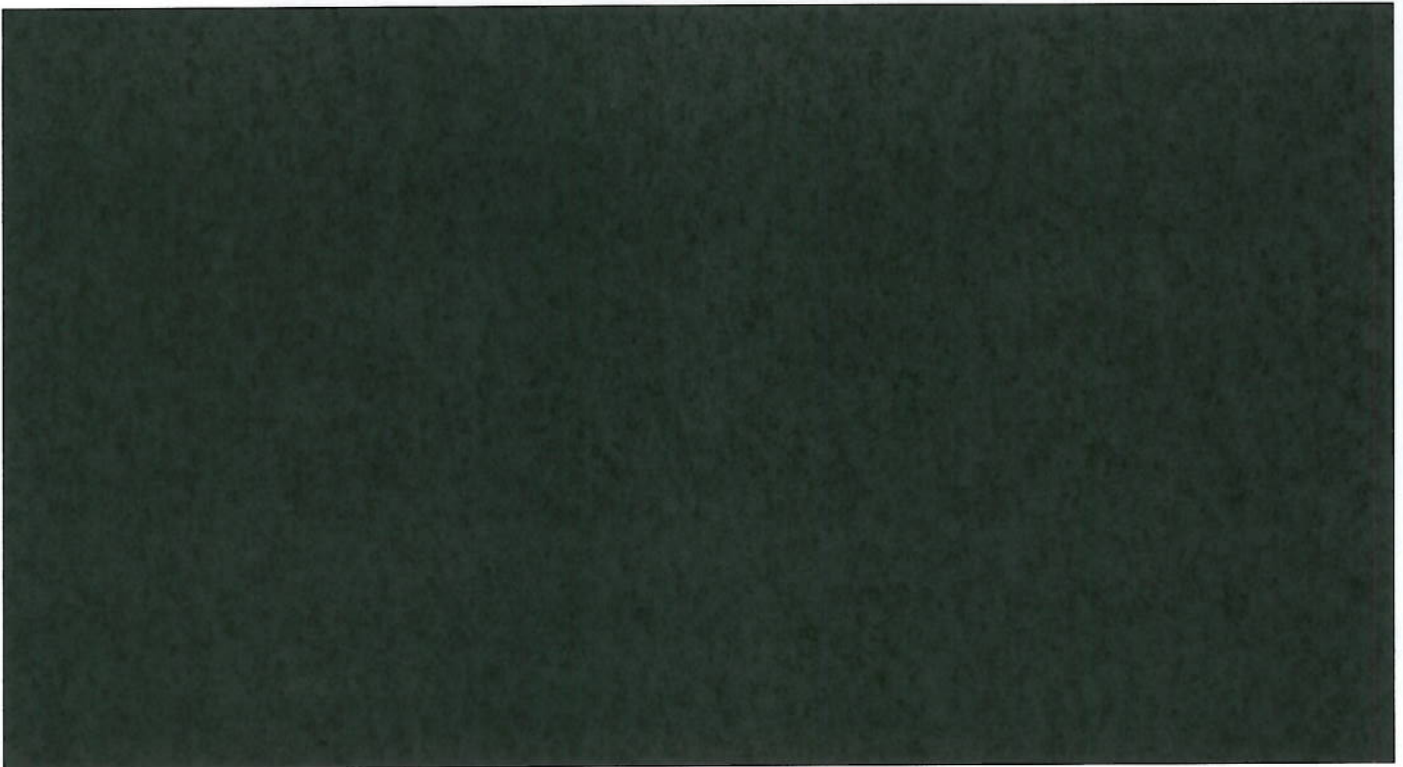
*Table 4.3: Payment for Services to be provided for The Project*



#### 4.4 Reduction of number of Resources



#### 4.5 Reconciliation of Actual Effort against Estimated Effort



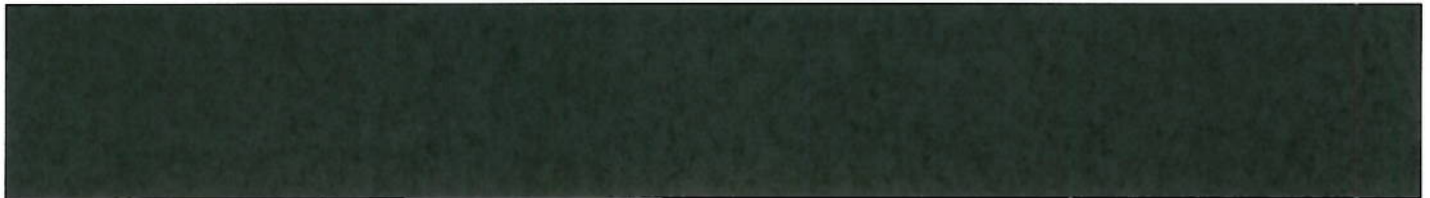
The document provides a description of the services and resources required from the commencement of this project in section 3 below, it also outlines and accounts for the potential ramp up of services and additional resources 9 months after establishment of the Strategic Transformation Office. The introduction of and charges relating to these resources will be agreed in advance.

In the event that An Garda Síochána may require additional resources in addition to those outlined in section 7 "Resources" to support the establishment and operation of the new Strategic Transformation Office, An Garda Síochána may, upon written notice to Accenture request additional resources for a duration to be agreed between An Garda Síochána and Accenture. The Charges for the additional resources will be agreed in advance and will be charged at the rates shown in table 7.1.

#### 4.6 Overtime

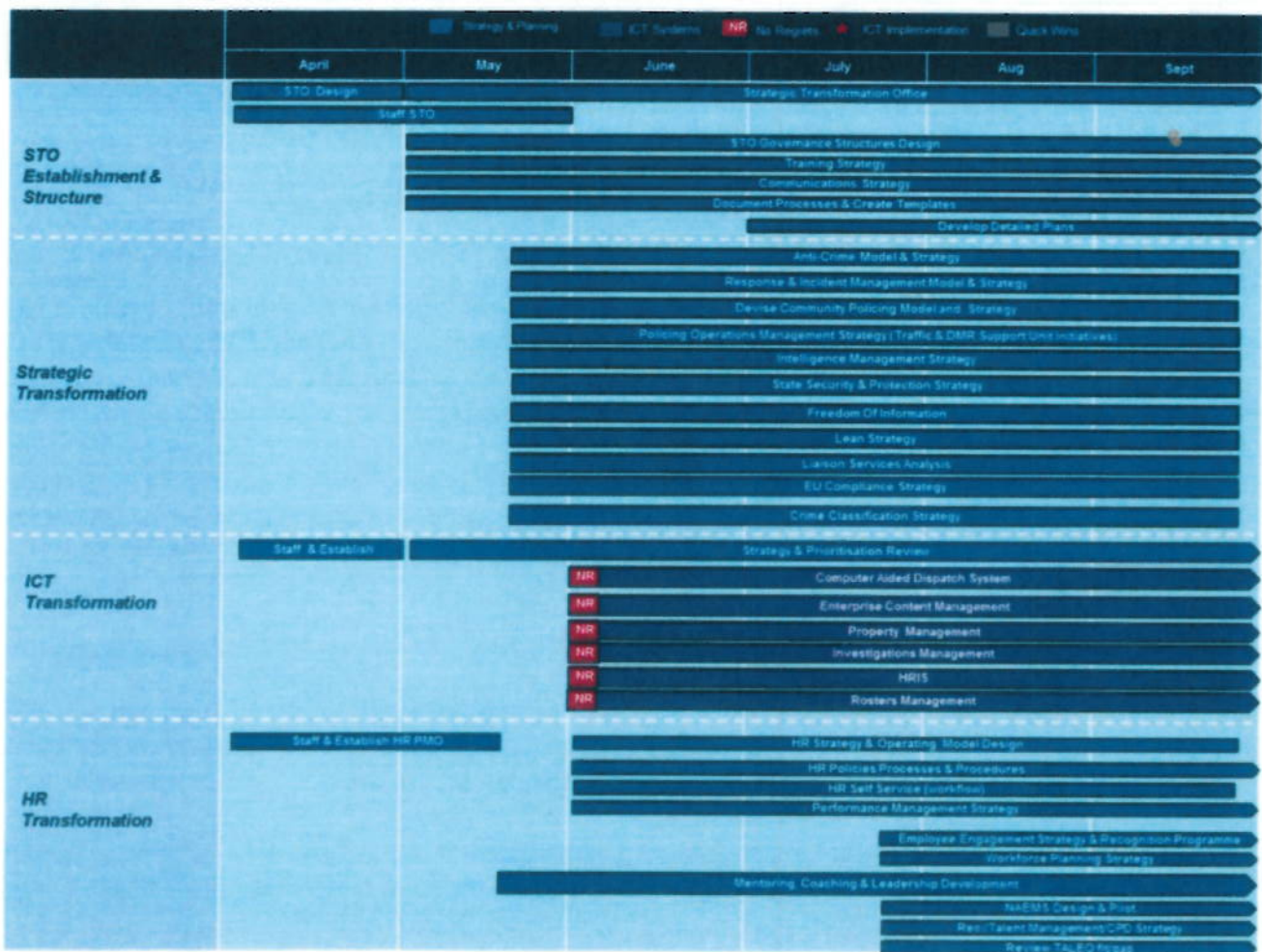


#### 4.7 Expenses



### 5 Implementation planning and project delivery e.g. timelines

The Services described in section 3 will be provided for the period April 1<sup>st</sup> 2015 to March 31<sup>st</sup> 2016. The specific tasks to be carried out by the resources listed in section 3 will be agreed on a weekly basis by the STO management team.



## 6 Governance and Reporting Structure

Weekly status meetings will be held to review any issues raised and the overall performance of Accenture and An Garda Síochána in the execution of their responsibilities in accordance with this Project Document. The personnel who must attend this meeting are listed in section 6.1.

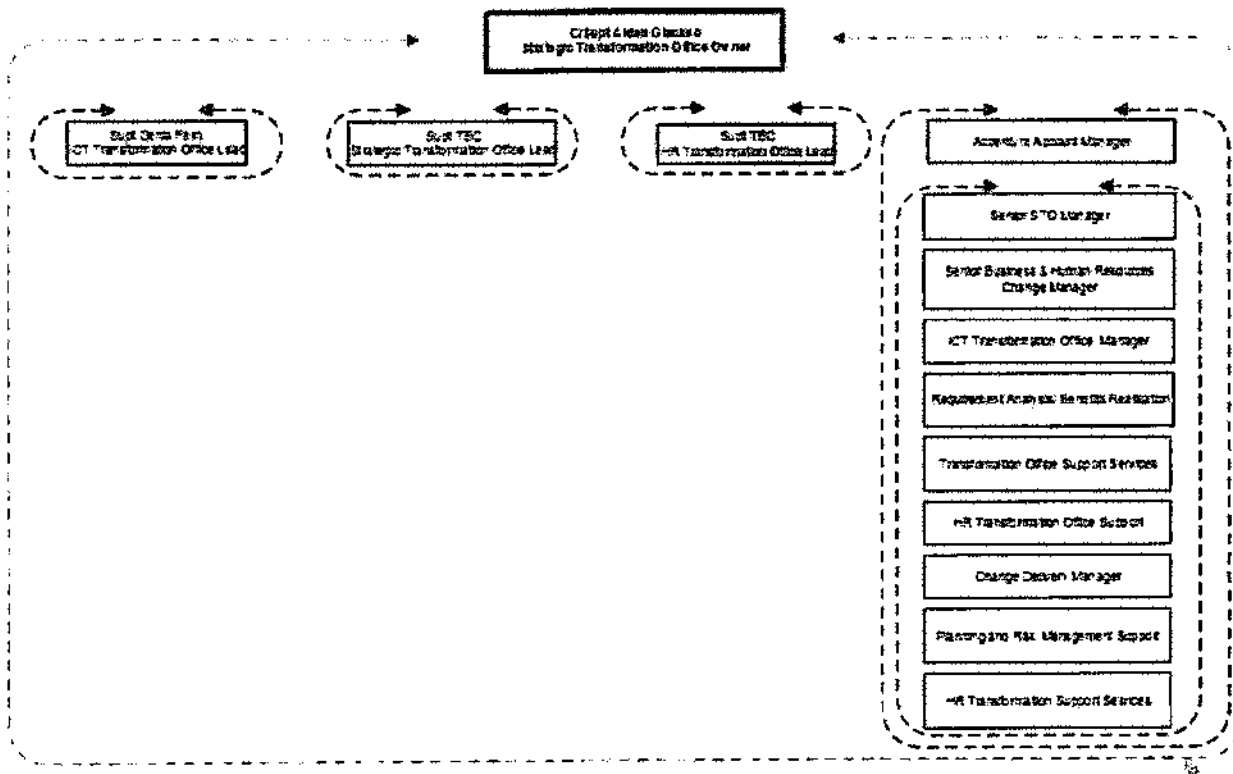
If any of the personnel listed in section 6.1 are unable to attend the weekly status meetings, a substitute must be appointed to attend unless agreed by the chairman. The substitute will have the authority to make decisions on the behalf of the person that they are representing.

Any impact to the project plan and timelines outlined in section 5 arising from issues raised during the course of the project will be discussed and agreed with the appropriate member of the management team and communicated accordingly. Any changes to the Project arising as a result will be discussed and agreed with the appropriate member of the Management Team and communicated accordingly.

### 6.1 Project Management Team

Name	Role
Chief Supt. Aidan Glacken	Strategic Transformation Owner
Supt. Denis Ferry	ICT Transformation Office Lead
Supt. Name TBC	Strategic Transformation Lead
Resource TBC	Senior Strategic Transformation Office Manager
Resource TBC	ICT Transformation Office Manager
Resource TBC	Senior Business and Human Resources Manager

## 6.2 Team Structure



## 6.3 Prioritisation of Work

The priorities of the Accenture teams described in Section 3 will be agreed on a weekly basis by the STO management team. If the full STO management team is not available then the prioritisation of work and any impact on timelines may be agreed between the chair and the Accenture account manager. Any change agreed will be communicated to all members of the STO management team.

All work undertaken by Accenture resources must be agreed and communicated to the appropriate member of the STO management team.

## 7 Resources

The numbers and names of the resources proposed to provide the services described in section 3 are contained in the table below. The resources named below and working hours may be changed by agreement between An Garda Síochána and Accenture in order to cater for the changing needs of An Garda Síochána.

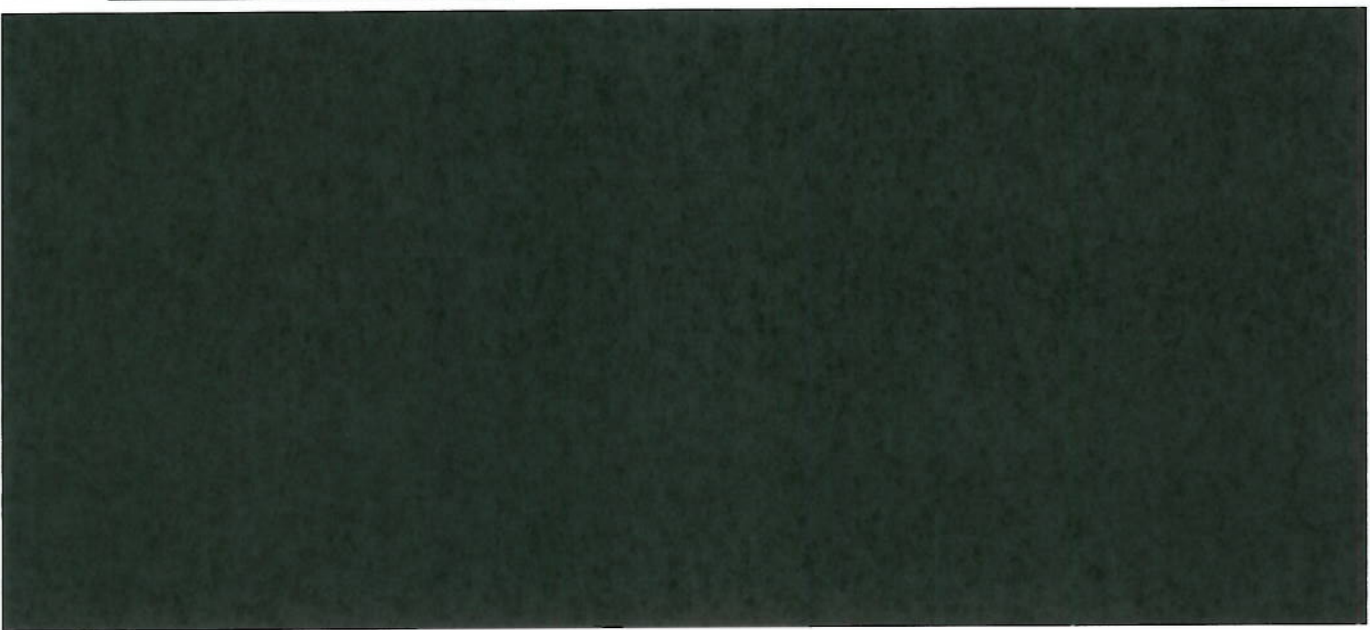
Possible scenarios where individual resources may be replaced are in the event of illness or an employee leaving the employment of Accenture or other supplier.

7.1 Resources to be provided

Role / Function	Day Rate	Start Date
Senior STO Manager		14 <sup>th</sup> April 2015
Senior Business and Human Resources Change Manager		1 <sup>st</sup> June 2015
ICT Transformation Office Manager		1 <sup>st</sup> April 2015
Requirement Analysis/Benefits Realisation		1 <sup>st</sup> April 2015
Transformational Office Support		1 <sup>st</sup> June 2015
HR Transformation Office Support		1 <sup>st</sup> June 2015
Change Delivery Manager		1 <sup>st</sup> Jan 2016
Planning and Risk Management Support		1 <sup>st</sup> Jan 2016
HR Transformation Support Services		1 <sup>st</sup> Jan 2016
Accenture H&PS - Change Management SME		Optional
Accenture H&PS – Defence SME		Optional
Accenture H&PS – Defence Specialist		Optional

Table 7.1: Names and roles of resources to be provided for the duration of this Project Document

7.2



## 8 Dependencies on An Garda Síochána

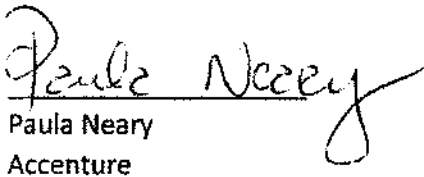
- i. The Accenture and Garda resources identified in dependency (i) will be co-located to facilitate the efficient exchange of information between resources.
- ii. All Accenture resources will be provided with adequate accommodation including network connectivity to allow for the effective discharge of their duties.
- iii. Accenture resources will be provided with the correct level of access (including administrator access where appropriate) to hardware and software to allow for effective discharge of their duties
- iv. Any change in the responsibilities of the Accenture team will be agreed in advance to allow for the impact on resource requirements to be evaluated. In the event that additional resources are required to complete the additional tasks, either SLA's will be suspended or Accenture may increase the number of resources in agreement with An Garda Síochána.
- v. No information will be withheld from Accenture which will impact the ability of Accenture in the discharge of responsibilities outlined in this Project Agreement (subject to Section 6 of the Agreement).

## 9 Assumptions


- i. All relevant information and access to resources will be given to Accenture to allow for the effective discharge of responsibilities in relation to this Project Document.

I would be grateful if you could confirm your agreement to this addendum by signing the enclosed copy and returning it to me.

Yours sincerely

  
Paula Neary  
Accenture

I agree with the above terms and conditions

  
For and on behalf of  
An Garda Síochána

27<sup>th</sup> August 2016  
Date