



ICT Strategy 2010 - 2012

To develop, deliver and maintain highly efficient and innovative ICT services that support excellent policing





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To develop, deliver and maintain highly efficient and innovative **ICT services** that support excellent policing



1 Introduction



I am pleased to present this Information and Communications Technology (ICT) Strategy for An Garda Síochána for the period 2010 to 2012 which describes how ICT will serve the organisation and support the implementation of our Business Strategy over the same period. I am also pleased with the broad consultation involved in its development which I know will ensure it is fully aligned with our business strategy and will enable the realisation of our business goals.

The ICT strategy is driven by external and internal influences and sets out a Vision for how ICT will enable An Garda Síochána to deliver our vision for *'Excellent people delivering policing excellence'*. It is structured around our six business goals and describes the specific initiatives that will support each of these goals. The ICT Strategy states a number of guiding principles that will ensure benefits such as single customer view, governance and best practice will be applied across all ICT projects. It describes four distinct work programmes that will streamline how ICT projects and services will be delivered effectively and efficiently.

The purpose of this strategy document is to state succinctly how ICT projects and services will support An Garda Síochána in delivering our business goals over the period 2010 – 2012. It does not set out a detailed plan or budget for their implementation. This will be completed as a separate exercise and prioritised year on year depending on available resources.

It recognises the need for realigning our ICT resources including personnel, budgets and accommodation. The most significant element of this will be our people who are our greatest asset. Over the years, our skilled ICT staff and industry partners have already a proven track record in delivering excellent ICT projects and services to An Garda Síochána. I recognise, with the constant changes and improvements in ICT, the opportunity to streamline our ICT organisation and I look forward in particular to this moving forward to a successful conclusion.

I would like to thank all those who contributed to the development of this strategy. Many have contributed and, through their cooperation, this strategy has been developed in a timely manner. We will now take this forward into implementation.

M.F. Murphy
Commissioner of An Garda Síochána





2 Executive Summary

2.1 Vision

The ICT Vision for An Garda Síochána is:

To develop, deliver and maintain highly efficient and innovative ICT services that support excellent policing

2.2 Strategic Initiatives

The ICT Strategy has identified a number of strategic initiatives, the purpose of which is to align the ICT projects and services with the business goals of the organisation. These goals are:

- Ensuring our Nation's Security
- Confronting Crime
- Effective Roads Policing
- Ensuring a Peaceful Community
- Working with Communities
- An Excellent Organisation

These strategic initiatives will form the main body of ICT activity for the duration of the strategy.

2.3 Principles

The following guiding principles will be observed for the duration of the strategy;

- Single complete view of all customers as required.
- Single source of information held and used for policing business purposes
- Secure digital communications for all voice communications to the field
- Information must be held and delivered at the appropriate level of security for its confidentiality and importance to the organisation
- Provision of information and services to improve front-line delivery of service, to share information with other state bodies and to make processes more efficient
- A common standards based approach must be applied to all products and services
- A quality customer service will continue to be the key tenet of delivery of ICT
- All work undertaken must deliver value for the organisation, in terms of value for money and measurable improvement in services
- All projects must comply with the ICT Governance framework

2.4 Strategic Programmes

The main ICT activities to support An Garda Síochána Strategy have been grouped together into strategic programmes. They have been structured logically as follows:

- Service Delivery Programmes – keeping existing systems and services running across all of the organisation, such as Communication in terms of data, telephony and radio, and all IT Operations
- Operational Systems and Services Programmes – building and enhancing systems and services to the operational parts of the organisation, such as PULSE and ANPR
- Administrative Systems and Service Programmes – building and enhancing systems and services to the administrative parts of the organisation, such as Human Resource Information Systems and Financial Management Systems.
- Technical Infrastructure Programmes – building and enhancing infrastructure to the organisation in the areas of Communications, security and IT, such as Digital Radio roll-out and IT Security Review

There is a substantial body of work to be carried out under each of these headings to deliver the strategy.

2.5 Implementation Resources

There will be a need to realign the structure of the ICT resources to best implement the strategic programmes described above. Training programmes will be put in place so staff will acquire the necessary skills, supplemented by the recruitment of suitably skilled people where required. To complement this, the relevant accommodation must be conducive to promoting effective and efficient working and to avoid fragmentation of common work groups. With current funding, projects will be prioritised to maximise the value that can be achieved from each investment.



3 Vision for ICT for 2010 - 2012



3.1 Drivers of the ICT Strategy

The ICT Strategy 2010 – 2012 is to support the delivery of An Garda Síochána Strategy 2010 – 2012, and ultimately frontline policing. Its purpose is to direct how ICT will be organised, aligned and implemented, so that it supports and enhances the execution of the business strategy for the period. There are several drivers which influence and set important parameters for how the strategy has been developed and will be implemented. Among them are:

- An Garda Síochána Strategy
- Public Sector Reform Agenda – Transforming Public Services
- Garda Inspectorate Reports
- Government policy
- Public finances
- Garda Public Attitudes Survey.

3.2 Overall ICT Vision

The ICT Vision for An Garda Síochána is:

To develop, deliver and maintain highly efficient and innovative ICT services that support excellent policing.

The ICT Vision is expressed in two aspects. Firstly, the Internal Vision sets out how ICT will be used by An Garda Síochána. Secondly, the External Vision will support An Garda Síochána to deliver a better policing service to the public.



3.3 Internal Vision – how we will work

Our Vision for internal customers is for them to achieve the business strategic aims supported by the ICT systems, equipment and service required to work effectively.

ICT will facilitate An Garda Síochána in delivering an excellent policing service at all work locations, through the provision of secure and resilient voice and data communication and access to fit-for-purpose operational and administrative systems, and supported by specialised services.

This will be achieved through secure digital communications, with access to information which is accurate and current, where and when it is required.

3.4 External Vision – how we will be seen

Our external customers, the public, will continue to receive the reassurance of being protected by a well organised, well resourced, approachable policing service. The normal contact channels of visiting the Garda station, using the telephone and meeting the Garda in the community will be augmented by the use of additional electronic channels of communication as appropriate to each circumstance.

This will enable all members of the public to deal with An Garda Síochána however they choose and receive a quality response, regardless of the method they use. The knowledge that their police service is available to them when needed, will promote a feeling of safety in the community.

The public will find an organisation which has the ICT resources in place to support the delivery of an excellent policing service, underpinned by the core values of the organisation.



4 Strategic Initiatives

As is central to all support functions, ICT is focused on delivering the best, value-for-money service to the organisation. This section sets out how ICT will support An Garda Síochána to deliver on the organisation's business strategy. Each of the strategic objectives from that strategy is set out, with the strategic ICT initiatives which will be applied to support it.



4.1 Ensuring our Nation's Security

This strategic objective focuses on guarding national security, and strengthening international security. This commitment is given to all communities. ICT will help the organisation deliver this by providing facilities that support the operational activities, with international, national and local focus.

Nationally and locally focused activities supported by ICT services which supply;

- Secure access to a single repository of all Intelligence
- Single Customer View of all relevant information as one enquiry, subject to security
- Secure digital radio and data communications to ensure that content is not intercepted
- Telephony, both internal and external, including confidential and emergency
- Support for specialist units
- Sharing information with other Government Bodies, primarily in the Justice area
- Ready access to immigration systems for verification of the identity of individuals
- Support for surveillance operations
- CCTV transmission for live viewing and for post-incident analysis
- Support for special events
- Facilities for analysis of subversives and organised crime
- Facilities to map incidents and individuals for precise locations, to assist in analysis and detection
- Facilities to provide key electronic media services
- ICT facilities for Garda air support unit.

Internationally focused activities supported by ICT services which supply;

- Development of common secure digital radio in border areas
- Sharing of information, biometrics with other jurisdictions, Europol and Interpol
- Facilities for participation in international arrangements to further common security aims, such as SIS II, PRUM and ECRIS
- E-Borders initiatives.



4.2 Confronting Crime

This strategic objective covers the ongoing aim of reducing crime and the fear of crime, thus ensuring that people feel safe in their homes and communities. ICT will help the organisation achieve this through supplying systems, facilities, equipment and infrastructure, which support the operational activities in gathering key information and in facilitating its provision to confront crime.

Day-to-day operational activities supported by ICT services which supply;

- Single Customer View of all relevant information as one enquiry, subject to security
- Single Case View, associating individuals, vehicles, locations, exhibits, chain-of-evidence, gathered together and available as one enquiry
- National Digital Radio System to support secure communications in operations
- Telephony, both internal and external, including confidential and emergency
- Single hand-held devices for all data communication
- CCTV transmission for live viewing and for post-incident analysis
- Computer Aided Despatch for rapid deployment of resources where needed
- Facilities for demand driven resource planning for shifts and rosters
- Facilities for automatic tracking of Garda vehicle locations
- Facilities to provide electronic media services
- Support for interview rooms and other ICT services and equipment in stations.

Intelligence and analysis supported by ICT services which supply;

- Secure access to a single repository of all intelligence
- Facilities for co-ordinating information against organised crime and drugs
- Facilities for crime analysis to facilitate targeting and early intervention and prevention
- Facilities for mapping of crime incidents to identify hot-spots
- Facilities for recording biometrics - DNA database, fingerprints and facial images.

Surveillance Equipment and Services supported by ICT services which give;

- Support for surveillance operations.

International cooperation through information sharing supported by ICT which facilitates;

- Helping identification and tracking of illegal immigration and people trafficking
- Managing of watch lists from Interpol and Europol.

Working with Criminal Justice Partners and the public supported by ICT which facilitates;

- Sharing information in a timely and secure manner
- Sharing information to identify assets which are the proceeds of crime
- Supporting active engagement with the public and business community
- Exchanging information with international partners.

Education and Information supported by ICT which facilitates;

- Advanced training methods in the management and investigation of crime
- Access to legislation
- At scene coordination of incidents, setting up equipment and devices.



4.3 Effective Roads Policing

This strategic objective covers the commitment of An Garda Síochána to making the roads safer and improving the behaviour of road users. It also has the aim of denying the use of Irish roads for criminal activity. ICT will help the organisation achieve this through supporting the Traffic Corps and all operational units with communication facilities and information systems.

Road Safety supported by ICT which facilitates;

- Analysis of accident locations, profiles of time of day and victims
- CCTV live monitoring of traffic
- Profiling of dangerous and banned drivers
- Recording and tracking speeding drivers and persistent offenders
- Enforcement of Road Traffic Legislation
- Deployment and effective use of Speed Cameras.

Crime Prevention supported by ICT services which supply;

- Automatic number plate recognition
- Support for the detection of driving under the influence of drink or drugs
- Facilities to track vehicular movements throughout the country.

Mapping supported by ICT which facilitates;

- Automatic tracking of Garda vehicle locations
- Generation of Garda patrol statistics
- Identification and monitoring of collision prone zones across the country.

Mobile Working supported by ICT which facilitates;

- Mobile access to National Vehicle File, PULSE and NCT.



4.4 Ensuring a Peaceful Community

This strategic objective covers the need to engage with communities to understand their concerns and to ensure a peaceful and safe environment. ICT will help facilitate the organisation to achieve this by supplying communications, systems and infrastructure to gather information, support initiatives and gauge their effectiveness.

Public Order Incident Management supported by ICT services which supply;

- CCTV transmission for live viewing and for post-incident analysis
- Facilities for analysis of incidents and identification of trends
- Facilities for intelligence gathering for detection and prevention
- Facilities for mapping of incidents for analysis
- Computer Aided Despatch facilities for rapid deployment of resources where needed
- Facilities for tracking and monitoring anti-social behaviour
- Confidential and emergency telephony for contact from the public
- Secure digital radio communications
- Facilities for automatic tracking of Garda vehicle locations.

Local cooperation supported by ICT which facilitates;

- Recording the information from confidential telephone and emergency calls and routing the information to the right recipient(s) in the organisation
- Collaboration with local partnerships and Joint Policing Committees
- Customer Relationship Management to record interactions with the local community, rating their significance and to track all significant community events for organisational awareness
- Development of community communication through websites.

Working with Criminal Justice Partners and the public supported by ICT which facilitates;

- Monitoring prisoner releases through notifications from the Prison Service
- Communication with other blue-light services for joint operations.



4.5 Working with Communities

This strategic objective acknowledges that a community based approach is a priority for An Garda Síochána, in order to build and maintain trust and confidence in the Garda service. An Garda Síochána will deliver a service that recognises the diverse needs and priorities of all the people and communities in Ireland. ICT will assist the Garda organisation achieve this goal through the provision of consistent, high quality and reliable support

Community Contact supported by ICT which facilitates;

- Recording and tracking significant interactions with the community and its leaders through Customer Relationship Management systems
- Secure storage of customer relationship information on contact with members of the community, not involved in crime
- Proactive communications in the localities using Social Networking
- Supporting fora for best practice in Community Liaison
- Mass communication mechanisms to diverse communities.

Crime Victim Contact supported by ICT which provides;

- ICT solutions to support changes in the process, arising from the development of the crime victim's strategy, for informing and updating victims of crime

Character Vetting supported by ICT which provides;

- Systems to support vetting for roles in the community.

Information Society Initiatives supported by ICT which facilitates;

- Encouraging use of technology channels for communication and promoting community based policing, including internet and e-mail
- On-line Self-service access to information, forms and transactions not requiring human interaction
- Supporting collaborative working with community groups and individuals
- Electronic submission of Character Vetting requests by registered groups.



4.6 An Excellent Organisation

This strategic objective is to focus on the development of a professional organisation. Our human resources are our most valuable asset. Therefore, the emphasis will be on enabling all parts of the organisation, through ICT, to deliver this goal. The following elements have been identified to facilitate and promote this aim.

Managing our people supported by ICT services which facilitate;

- A comprehensive Human Resource Information System (HRIS) aligned to support devolved HRM
 - Being the prime source of information on everyone in the organisation, including their name, contact details, rank/grade and district, and service from initial application to retirement
 - Tracking qualifications and courses, with alerts when qualifications are lapsing (e.g. firearms certificates)
 - Tracking all absences, planned and unplanned
 - Self service access for updating non-core personal details
- Computer Aided Despatch for rapid deployment of resources where needed
- Demand driven resource planning for shifts and rosters, allowing for re-assignment to avoid predicted shortfalls
- Utilisation of the Garda Portal as an important conduit for communication within the organisation
- Promoting a learning organisation and life-long-learning
 - Garda College learning management system
 - Supporting distance learning – computer based training etc
 - Supporting training in the use of ICT equipment and systems
- Secure digital voice communications allowing all members to be in contact while on duty
- Mobile working through secure mobile network enablement.

Managing Office Facilities supported by ICT which facilitates;

- Managing the accommodation asset and facilities
- Office automation, including e-mail access at all Garda fixed locations.

Financial Management supported by ICT which facilitates;

- Extension of use of the Financial Management System to cover required functionality, such as contract management
- Management of towing and vehicle storage.

Fleet Management supported by ICT which facilitates;

- Effective management system for all vehicles, tracking vehicles, equipment and maintenance, both planned and unplanned
- Controlled self service access for entry of vehicle information from stations.



5 Strategic Principles

There are several strategic principles which underpin the strategy, most of which are already in place. They must be enforced and followed while implementing the strategy. They set down the parameters to which all ICT programmes must adhere. This section identifies and explains each of these principles.

5.1 Single complete view of Customer

There must be a single complete view of all customers as required. Information from operational systems will be assembled to give a complete profile of a person. In the same way, administrative information must be brought together to generate a single internal customer view. This means that all of the required information will be available securely, according to the business needs of the enquirer.

5.2 Single Source of information

A single source of critical information for operational and for administrative purposes must be used by the organisation in a standardised way, enhancing interoperability.

5.3 Secure Communications

All communications, voice (radio and telephony) and data via the WANs and LANs, will continue to be implemented with appropriate security.

5.4 Secure Information

Information is classified as to its confidentiality and how it is used. This drives how securely, access to it is controlled. For information that is managed by ICT, the appropriate level of security is agreed with the information owner, and the required service is delivered.

5.5 Transforming Public Services

Electronic enablement is used where practical to supply information and services directly to our customers. It is also used to facilitate sharing information with State bodies, particularly those in the Justice sector. The main approaches are to identify business areas and processes to prioritise where:

- it improves the service being delivered to our customers
- sharing information with other State bodies streamlines processes
- it is cost-effective

5.6 Common standards-based approach

Appropriate standards are applied in all work carried out by ICT, across all of the work programmes.

5.7 Quality Customer Service

ICT continue to provide and monitor a quality customer service to the organisation. This will become more measurable with the setting and monitoring of service level agreements with the business.

5.8 Value and Benefits Realisation

Throughout all activities, ICT will continue to seek out value for the organisation through building on and exploiting ICT investments to date. This is in terms of value-for-money, furtherance of "green" values through conservation and recycling, and measurable improvement in service. Value is driven out through improvement of operational and administrative facilities and also through enhancement of the information quality. Economies will continue to be sought across all areas of ICT, without compromising on quality of service.

5.9 ICT Governance

ICT Governance sets out the processes by which ICT is provided to An Garda Síochána. It includes all elements of how ICT work is initiated, designed, developed or procured, implemented, maintained and decommissioned. It will apply to large, medium and small projects, with appropriate controls for their size and importance. In Service Delivery, governance will apply to the levels of service specified, agreed and delivered. It is described in the ICT Governance framework.



6 Strategic Programmes

This section identifies the main programmes of work required to deliver the ICT Strategy. It gives a short description of the main components of each programme. They have been grouped as follows:

- Service Delivery Programmes
- Operational Systems and Services Programmes
- Administrative Systems and Services Programmes
- Technical Infrastructure Programmes



6.1 Service Delivery Programmes

ICT Operations

These are ensuring that the main ICT systems run safely and securely. The following is a high-level list of the main activities included;

- Single point of contact for all ICT Service Delivery, 24 x 7
- Regional and Divisional technical officers covering all ICT
- Control of all computer environments and domains
- Network management and monitoring
- Monitor and maintain security of systems and telecoms
- Manage database administration of all live databases
- Capacity planning across all systems, databases and network
- ICT Asset Management – inventory of hardware, software, operating systems, licenses
- Management of all radio bases and equipment, and propagation
- Execution of disaster recovery / business continuity test runs
- Management of programme to allow sharing of Garda masts with operators
- CCTV maintenance
- Support of ICT facilities in stations, such as Interview systems and Telephony
- Maintenance of Digital Radio equipment.

Service Level Agreements

The service levels supplied to the business from ICT Service Delivery must be cost-effective and deliver to pre-agreed standards. To achieve this, ICT Service Delivery will establish and manage Service Level Agreements for all main services provided by them to the organisation.

Portfolio of specialist services

The following are included in the portfolio of services delivered to the organisation:

- OPW liaison for Telecom facilities, for builds and moves, covering networks, data and telephony
- Provision of communications at major events
- At scene support of critical incidents
- Electronic media services
- Support for Crime & Security and National Support Services
- Provision of leading edge communications methods
- Installation, commissioning and configuring the Garda network for control rooms
- Supporting the requirements of the National Units.





6.2 Operational Systems and Services Programmes

Single Customer View

The drawing together of all information relating to a customer from all sources, so that a single view can be seen, will transform how the organisation interacts with the public at all levels. It will support many of our strategic objectives.

Case Management

The identification of information relating to a significant event can facilitate its management as a case. The information includes the date and time, people involved, location, exhibits, description and the impact/effect. Information can be shared electronically with other Justice organisations.

Intelligence

Having all intelligence in a single repository with secure controlled access unifies intelligence to a single source. This helps to complete the perspective on suspects and incidents, drawing from all current sources, while securely controlling the access to the information.

Control Room Strategy

The complete Computer Aided Despatch and Radio coverage of the whole country will streamline the command and control of operational resources, and facilitate the generation of management statistics. These facilities will allow the command and control process to be managed by a small number of Control Rooms.

Operational Resource Management

Supported by systems and tools using historical information and projecting resource demand, to compare against demand (planned shift rosters), resource requirements can be rebalanced to optimise the service delivery. This can help at individual shift level, and can also be raised to predict resource requirements over longer periods at station, district, division and regional level.

Mapping

The integration of geographical information into the operational information systems facilitates the mapping of operational incidents, and their analysis, so that trends can be identified more easily.

Operational System Releases

The strategic information systems will continue to be maintained and enhanced.

Transforming Public Services

The e-Government drive will continue with publication of more information and services on the Internet. It will include Web 2.0 (Social Networking, etc) and move to include Web 3.0 (personalised, profile driven responses to requests). Electronic sharing of information with associated bodies will also continue to be important.

Crime Analysis

The crime analysis sources of information must be extended to include all operational systems, so that the reporting is more comprehensive, and is the definitive version of information and analysis.

Character Vetting

Character Vetting will continue to grow with the numbers rising for initial and repeat vetting. Systems to support vetting will be enhanced to facilitate the increase.

International Cooperation

An Garda Síochána will continue to participate in and cooperate with international crime databases and systems, in compliance with the overall policies in this area.

Document Management

The use of Document Management with associated workflow will help in the organisation of all types of documents and facilitate their effective management. Document driven activities can be initiated automatically, which will reduce the numbers of documents generated, stored, copied and distributed in paper form, and improve the processes.

Data Quality

An Garda Síochána will continue the drive to ensure the quality of all data in operational and administrative systems is accurate and timely.



6.3 Administrative Systems and Services Programmes

Human Resource Management

The bringing together of all aspects of Human Resource information into a single repository will facilitate consistent management of our people at all locations. It will help manage absences, training, pensions, the deployment of people and their ranks or grades.

Financial Management

There are additional financial management information and system requirements, particularly in the area of procurement, contract management, vehicle towing and storage. The existing DoJLR systems will continue to be leveraged where possible.

Fleet Management

The records of the vehicle fleet and all equipment related to it should be held together and be accessible from all work locations where vehicles are kept. Updating of information will be controlled centrally.

Property Management

The accommodation assets of the organisation need to be managed as regards their construction, location, space utilisation, fit-out and maintenance.

Document Management

In the Administrative area, documents can be tracked and associated with stages of the business processes.

College Systems

In support of life-long learning, the Garda College will implement initiatives such as a learning Management System and Computer Based Training. These will facilitate organising learning resources and reviewing them from any location.

Office Automation

The required level of office automation will be available at all work locations, which will enable more efficient working, as facilities will be available where and when they are needed.

Business Intelligence

Tracking of organisation Key Performance Indicators will be facilitated by using facilities which can draw information from various sources to establish actual performance against strategic targets.

Portal

The Portal can be further developed to allow for collaboration within groups and to manage knowledge such as business processes. It can also become the entry point for many ICT systems.

Enterprise Architecture

The Enterprise Architecture sets out how the organisation is set up to function. It describes how the People in an enterprise will adapt their Business Processes, supported by Technology to become more effective and efficient. ICT can support establishing this in An Garda Síochána.





6.4 Technical Infrastructure Programmes

Communications Infrastructure

The network will continue to expand. Secure, reliable communications are essential for the organisation to operate. This applies to voice and data. The National Digital Radio System will soon be complete. Cost efficiencies will be achieved through upgrade of the PABXs. Data networks will be augmented through the upgrade of WANs and LANs to include mobile access through IP and VOIP. Data will be transferred in a wireless capacity such as GPRS and 3G. Unified Communications may be used to integrate some of these services. ICCS will continue to be deployed, which seamlessly integrates radio and telephony for more effective control rooms.

Server / Desktop / Operating System / Productivity Tools

The IT systems operating environment will be kept under review. The servers will move to a virtual environment in the first case and then possibly to a Private Cloud Computing environment. Desktop and Operating systems will be reviewed to determine the best route forward and how and when to migrate. This will include hand-held devices.

Hardware Replacement

A programme of hardware replacement will determine machine obsolescence and when to replace machinery. This will cover communications equipment, PCs, servers and all other ICT equipment. It will also cover replacement of video with digital in interview suites. The programme will ensure that new hardware is bought and installed efficiently.

Software Upgrade / Refresh

There will be a programme to monitor software and licensing which will ensure that versions are kept current and that upgrades and refreshes are bought and implemented efficiently.

Security

ICT in An Garda Síochána will continue to be vigilant in its efforts to keep all voice and data systems secure from external threats and unauthorised access, through encryption, firewalls, physical barriers and any other effective means needed.

Disaster Recovery / Business Continuity

The ICT premises and facilities to ensure business continuity will continue to be upgraded and kept at a standard to allow for immediate switch-over in the event of a disaster. The Risk Register will continue to be maintained to determine the criticality of systems and facilities.





7 ICT Strategy Implementation Resources

To implement this ICT Strategy, four types of critical resources must be put in place. They are People, Accommodation and Finance. All projects in the strategic programmes must be planned prior to implementation, after the strategy has been approved

7.1 People

Key to the successful delivery of this ICT Strategy will be the continued investment in people. This will require a complete review of ICT resources and staffing needs, and the development of a comprehensive HR Strategy for ICT which will be developed in conjunction with all stakeholders including relevant Staff Associations and Unions.

Where practical, ICT will become self-sufficient, through building up internal capabilities and augmenting the teams with skilled resources. This will address maintenance and enhancement of current systems, equipment and services, and their support. It will also cover new projects of a manageable size. In the “buy versus build” question, the favoured option will be to buy, and then to take ownership of the system and equipment internally. For large projects where no internal expertise exists, external organisations may be selected to aid in their implementation, but projects must include skills transfer and a final handover phase to An Garda Síochána ICT. In all cases, projects will be owned and directed by An Garda Síochána resources.

7.2 Training

Essential to enabling the organisation to leverage the investment in ICT systems and services will be to ensure there are ongoing training programmes in place across the Garda organisation and also to include the internal specialist training needs for ICT personnel. It will be necessary to work with the Garda College to develop a roadmap for all ICT related training.

7.3 Accommodation

Structures may change to reflect the needs as described above. To support this, the accommodation to house the people, systems, infrastructure and equipment will need to be fit-for-purpose. It is more efficient and effective to group and locate resources where synergies will mean that better service can be delivered to the organisation. To this end, the fragmentation of common work groups across several locations will be resolved so that like functions are housed together.

7.4 Finance

The current economic climate means that funding is not as available as in previous years. Therefore, more will have to be achieved from less. The emphasis will be on what outcome will give the most value to the organisation for the amount to be spent, and priorities will be set on this basis. The ICT Governance Framework will be strictly observed for all work being carried out. Each project will be supported by a Business Case and have approved financial provision in the budget. Expenditure will be monitored against the activities in the Business Case, to ensure that costs are controlled, and that the planned progress and benefits are being realised for that cost.



8 Acknowledgement of Consultations and Submissions

We would like to acknowledge consultations with, and submissions from all of the following, which contributed to the development of this ICT Strategy.

An Garda Síochána

- Commissioner
- Senior Management
- Management and Staff

Justice and Government Stakeholders

- Department of Justice and Law Reform
- Department of Finance
- The Courts Service
- The Data Protection Commissioner
- The Garda Inspectorate
- The Garda Síochána Ombudsman Commission
- The Irish Prison Service
- The Probation Service

Staff Associations and Unions

- Association of Chief Superintendents
- Association of Garda Superintendents
- Association of Garda Sergeants and Inspectors
- Garda Representative Association
- Association of Higher Civil and Public Servants
- Public Service Executive Union
- Civil and Public Service Union
- IMPACT

Suppliers

- Accenture
- Eircom
- Hewlett Packard
- Microsoft
- O2
- ORACLE