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

Bí linn/Join us

Láithreán Gréasain/Website:
www.garda.ie

Ríomh-phoist:/Email: foi@garda.ie

Re: Freedom of Information Request FOI-000088-2018
Request Part-Granted

Dear

I refer to your request, dated 15th February 2018 and received on 16th February 2018 which you have made under the Freedom of Information Act 2014 (FOI Act) for records held by An Garda Síochána.

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:

- *The contract between An Garda Siochana and the company Accenture for the provision of Skilled Resources, technical and support of ICT systems 1 January 2015 — 31 December 2015;*
- *The contract between An Garda Siochana and the company Accenture for the provision of Skilled Resources, technical and support of ICT systems 1 January 2016 — 31 December 2016;*
- *The contract between An Garda Siochana and the company Accenture for the provision of Skilled Resources, technical and support of ICT systems 1 January 2017 — 31 December 2017;*

- *The contract between An Garda Siochana and the company Accenture for the Provision of technical and migration resources to upgrade the Garda desktop estate to Windows 7 (Project Initiation Document — Windows 7 Migration Project)(2014);*
- *The contract between An Garda Siochana and the company Accenture for the provision of technical resources to upgrade the Garda email environment to Exchange 2010 (Project Initiation Document — Exchange 2010 Upgrade Project)(2015);*
- *The contract between An Garda Siochana and the company Accenture for the provision of a technical team to implement VMware Airwatch mobility management system (Project Initiation Document — Enterprise Mobile Management)(2016).*

I wish to inform you that I have decided to part-grant your request on 16th April 2018.

The purpose of this letter is to explain my decision.

1. Findings, particulars and reasons for decision

Upon receipt, your request was forwarded to the IT Section within An Garda Síochána where a number of records have been identified and provided to this office. I am partially granting a number of records which are contained within the contract with Accenture Limited.

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.

A number of redactions have been applied to the records enclosed herewith and the reasons for these redactions are outlined in the attached Schedule of Records.

Part 1(n) of Schedule 1

Section 6(2)(a) of the FOI Act provides that an entity specified in Schedule 1, Part 1 of the Act shall, subject to the provisions of that Part, be a public body for the purposes of the FOI Act. Schedule 1, Part 1 contains details of bodies that are partially included for the purposes of the FOI Act and also details of the certain specified records that are excluded. If the records sought come within the description of the exclusions of Part 1, then the FOI Act does not apply and no right of access exists.

Part 1(n) of Schedule 1 of the FOI Act provides that An Garda Síochána is not a public body for the purposes of the FOI Act other than in relation to administrative records relating to human resources, or finance or procurement matters.

The term "administrative records" is understood to mean records relating to the processes of running and managing a business or organisation. I am therefore refusing the records as outlined in the attached schedule of records as the information falls outside the scope of the FOI Act insofar as the records do not meet the criteria of administrative records as defined in the Act.

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 also satisfied that the release of redacted information as set out in the attached schedule of records of the enclosed contracts 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 record 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 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 advantages of competitors.

Therefore, I am 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 identable 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,

and without prejudice to the generality of the foregoing, includes -

(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 confidentially 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 the 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 Siochana 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 of the matter by writing to the address below and quoting reference number **FOI-000088-2018.**

Freedom of Information Office, An Garda Síochána, Athlumney House, IDA Business Park, 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: IE86BOFI90001710026896
BIC: BOFIIE2D

You must ensure that your FOI reference number FOI-000088-2018 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

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,

Helen Deely **SUPERINTENDENT**
HELEN DEELY
FREEDOM OF INFORMATION OFFICER

16th **APRIL, 2018.**

	Requester Name:		1. Accenture Contract Dated 01/06/2014		File Re: FOI-000088-2018	
Record No.	Page No	Description of document	Deletions	Relevant Section of FOI Acts	Reason for decision	Decision Maker's decision
	1-2	01.06.2014 - Accenture Contract				Grant
	3-8	01.06.2014 - Accenture Contract	15	Part 1(n) of Schedule 1	Out of Scope	Part Grant
	9-10	01.06.2014 Accenture Contract	3	Section 36	Commercially Sensitive Information	Part-Grant
	11-14	01.06.2014 Accenture Contract	8	Section 37	Personal Information	Part-Grant
	15-17	01.06.2014 Accenture Contract				Grant
	18	01.06.2014 Accenture Contract	5	Section 37	Personal Information	Part-Grant
	19-33	01.06.2014 Accenture Contract	14 pages	Part 1(n) of Schedule 1	Out of Scope	Refuse
			Total number of pages			33
			Total number of pages for full release			7
			Total number of pages for partial release			10
			Total number of pages being withheld			16

01/06/2014

Supt. Denis Ferry
I.T. Section,
An Garda Síochána Headquarters,
Phoenix Park,
Dublin 8

Re: Agreement for the provision of technical resources to augment the Skilled Resources team to implement and support the deployment of Windows 7 for An Garda Síochána.

1 Background

This Project Document is governed by the Services Agreement between the Commissioner of An Garda Síochána and Accenture dated 24th 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 provision of Services to An Garda Síochána IT section in relation to the migration of the Garda desktop estate from the Windows XP to Windows 7 operating system ("The Project") It also provides further detail to that provided in Agreement.

2 Objectives

Support with Microsoft for the Windows XP desktop operating system ended on the 8th April 2014. To reduce the risks associated with the retirement of support, An Garda Síochána has entered into a Custom Support Agreement (CSA) with Microsoft. This agreement will allow An Garda Síochána to receive critical security patching from Microsoft until April 2015. However this does not fully mitigate the risks to the organisation of being out of standard support. To address these risks An Garda Síochána is implementing a plan to migrate all desktops from the Windows XP to Windows 7 operating system.

The provision of the services described in this Project Document aims to support An Garda Siochána's IT section with the provision of skilled technical resources to carry out certain activities, described more fully in the following sections to complete the migration of the Garda desktop estate from Windows XP to Windows 7 operating system.

Accenture will provide on-site support to support the successful migration from Windows XP to Windows 7. The resources to be provided will augment the existing An Garda Síochána staff to provide additional capacity and key skills not currently provided by internal resources within An Garda Síochána's IT Section.

[redacted]

Accenture will provide The Client with a total of 14 resources to work in the following areas within The Client IT section in relation to the completion of activities relating to The Project.

3.2 Project Coordinator

Description & Accenture Responsibilities
Accenture will provide one resource to work as the coordinator of The Project[redacted]

[redacted]

This resource will have its normal place of work in the Garda IT Centre in the Phoenix Park, Dublin 8.

Support Hours

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

[redacted]

3.3 Legacy Domain Migration Analysts

Description & Accenture Responsibilities

Accenture will provide three resources from the current legacy domain migration team to work as part of the Windows 7 deployment. [redacted]

[redacted]

These resources will have their normal place of work in the Garda IT Centre in the Phoenix Park, Dublin 8 and on site in locations identified for migration as set out by the migration schedule

Support Hours

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

[redacted]

3.4 Windows 7 Deployment Analyst

Description & Accenture Responsibilities

Accenture will provide six resources to work as part of the Windows 7 deployment team. [redacted]

These resources will have their normal place of work in the Garda IT Centre in the Phoenix Park, Dublin 8 and on site in locations identified for migration as set out by the migration schedule

Support Hours

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

[redacted]

3.5 IT Operations Analysts

Description & Accenture Responsibilities

Accenture will provide two resources to work as IT Operations Analyst as part of the Windows 7 deployment. [redacted]

[redacted]

Support Hours

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

[redacted]

3.6 Service Desk Analysts

Description & Accenture Responsibilities

Accenture will provide 2 resources to augment the current Service Desk from 07:00 to 23:00 from Monday to Friday offering support to all users across all Client Systems.

[redacted]

Support Hours

- Resources will be provided across a 07:00 to 23:00shift pattern Monday to Friday to provide the Service Desk function.

[redacted]

4 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 gives the costs to complete the Project.

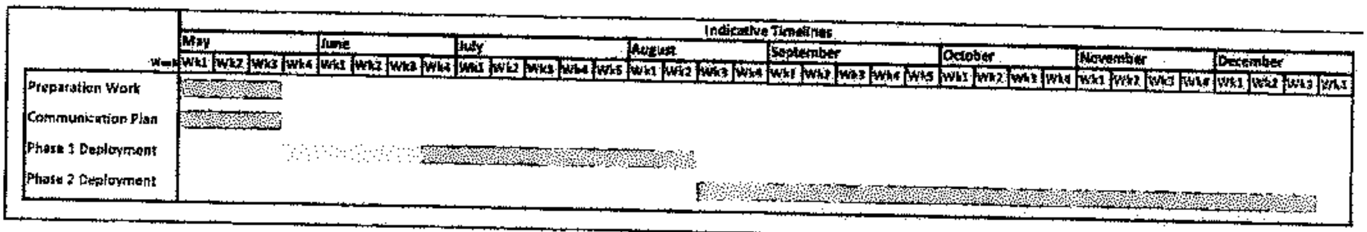
[redacted]

[redacted]

5 Implementation planning and project delivery

The Services described in section 3 will be provided for the period May 1st to December 19th 2014. The planning for the tasks to be carried out by the resources listed in section 3 will be agreed on a weekly basis by the Windows 7 Project management team.

Figure 5.1 gives an initial high level overview of the timelines of the project. Any changes to the assumptions outlined below will have an impact on these timelines



	Indicative Timelines																																	
	May				June				July					August				September					October				November				December			
Week	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk5	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk5	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk4	Wk1	Wk2	Wk3	Wk3
Preparation Work	▨	▨	▨																															
Communication Plan	▨	▨	▨																															
Phase 1 Deployment				░	░	░	░	▨	▨	▨	▨	▨	▨	▨	▨																			
Phase 2 Deployment																▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	▨	

Table 5.1: Indicative Timeline Windows 7 Migration

6 Governance and Reporting Structure

Weekly status meetings will be held to review any issues raised and the overall performance of the Accenture and The Client 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.

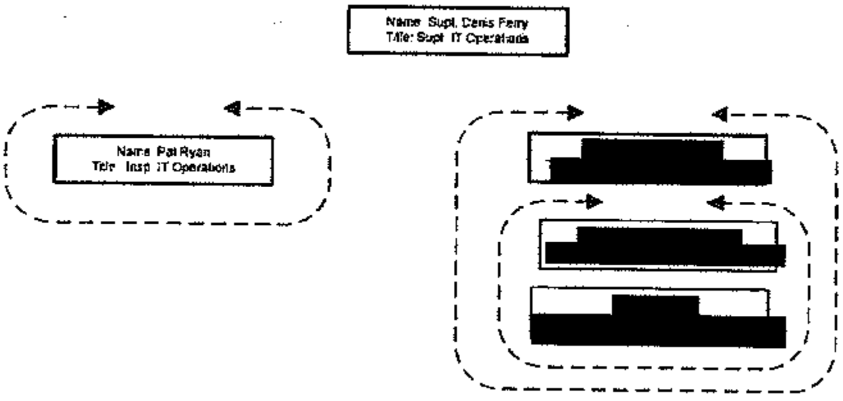
If any of the key personnel are unable to attend the weekly status meetings, a substitute must be appointed to attend unless agreed by the chairman. The substitute will have the authority to make decisions on the behalf of the person that they are representing.

Any impact to the project plan and timelines outlined in section 5 arising from issues raised during the course of the project will be will be discussed and agreed with the 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 the appropriate member of the Management Team and communicated accordingly

6.1 Project Management Team

Name	Role
Supt. Denis Ferry	Superintendent IT Operations (Chair)
Insp. Pat Ryan	Inspector IT Operations
[redacted]	[redacted]

6.2 Management 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 Windows 7 Project management team. If the full Windows 7 Project 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 Windows 7 Project management team.

All work undertaken by Accenture resources must be agreed and communicated to the appropriate member of the Windows 7 Project management team.

6.4 Service Reports

Accenture will be expected to manage the delivery of services described in this Project Document. Accenture must provide a weekly Project status report for the previous week by 11:00 am on each Tuesday (with the exception of public holidays).

7 Resources

The numbers and names of the resources proposed to provide the services described in section 2 are contained in the table below. The resources named below and working hours may be changed by agreement between The Client and Accenture in order to cater for the changing needs of The Client.

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

Name	Team	Role / Function
[redacted]	[redacted]	[redacted]

Table 7.1: Names and roles of resources to be provided during the implementation of this Project Document

8 Dependencies on An Garda Síochána

i. All Accenture resources will be provided with adequate accommodation including network connectivity to allow for the effective discharge of their duties.
ii. 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
iii. Any change in the responsibilities of the Accenture team will be agreed in advance to allow for the impact on resource and cost requirements to be evaluated. In the event that additional resources are required to complete the additional tasks, Accenture may increase the number of resources and costs in agreement with the Client.
iv. No information will be withheld from Accenture which will impact the ability of Accenture in the discharge of responsibilities outlined in this Project Document (subject to Section 6 of the Services Agreement).
v. Before commencement of Phase 2 of the migration to Windows 7 there is a dependency on the procurement of compatible desktops and Windows 7 licences to support the migration of the non-compatible desktops.
vi. Security Clearance for resources currently can take between 4 and 6 weeks. Deadlines maybe impacted if there are delays in the vetting of the required additional resources.
vii. For each of the teams defined in section 3, corresponding Garda resources should be identified where possible.
viii. The communications plan around the Windows 7 upgrade needs to be signed off and communicated to the organisation. It will reiterate the accountability of each user for the ownership and the secure backup of all data on their desktop before the migration.
ix. The Windows 7 Deployment team is not responsible for the backup of data on desktops that are being migrated.
x. Completion of the File and Print Server upgrades to Windows 2008 in 100 locations around Ireland. The migration of non-GARDAIS desktops within the Security and Intelligence and ILO domains is not in the scope of this Project.

9 External Dependencies

i. Before Phase 2 can commence there is a requirement that the vendor identified in (v) above has confirmed the timelines and build requirements for new Windows 7 desktops.

10 Assumptions

i. On completion of compatible Windows 7 machines (Phase 1), Phase 2 which will involves the replacement of all non-compatible machines will start immediately. If this is not the case Accenture will not be able to confirm all resources availability.

ii. All external tenders and procurement processes for required licencing and infrastructure will be completed and in place before project phase commencement.

iii. An Garda Siochána's Test team has tested and signed off that all applications both Core and Niche run as expected on Windows 7.

iv. The Project team will have no responsibility for the testing of any application compatibility with Windows 7.

v. An Garda Siochána Telecoms section has confirmed that the network speed and capacity is sufficient to allow for the rollout and use of Windows 7 desktops.

vi. This Project will provide a team of resources to migrate GARDAIS Windows XP desktops to Windows 7 operating system only.

vii. Desktops in non-GARDAIS domains including the Security and Intelligence and ILO domains (but not limited to these domains) are not in scope for this Project.

viii. The number of current Windows XP desktops in GARDAIS is 6.527.

ix. This Project team will not be responsible for the backup or migration of any Client data.

x. The Project team will not be responsible for the loss or corruption of any Client date.

xi. Responsibility for Client data resides with each individual user. This includes both ownership and secure backup.

xii. In the event of major outages such as a telecommunications failure, which is outside the control of Accenture, certain key performance indicators will be suspended.

xiii. 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.

xiv. All assumptions stated in our response to The Tender will be validated before the implementation of any SLAs

xv. The numbers of staff will not be decreased further than indicated in section 3. In the event that the team is reduced further in size there will be consequent impacts on timelines.

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

[redacted]

Accenture

I agree with the above terms and conditions

Liam Kidd

For and on behalf of
An Garda Síochána

3. 9. 2014

Date

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

[redacted]

	Requester Name:		2. Accenture Contract Dated 01/12/2014		File Re: FOI-000088-2018	
Record No.	**Page No**	**Description of document**	**Deletions**	**Relevant Section of FOI Acts**	**Reason for decision**	**Decision Maker's decision**
	1-2	01.12.2014 Accenture Contract				Grant
	3-8	01.12.2014 Accenture Contract	11	Part 1(n) of Schedule 1	Out of Scope	Part-Grant
	9	01.12.2014 Accenture Contract	1	Section 36	Commercially Sensitive Information	Part-Grant
	10-11	01.12.2014 Accenture Contract	4	Section 37	Personal Information	Part-Grant
	12	01.12.2014 Accenture Contract				Grant
	13	01.12.2014 Accenture Contract	1	Section 37	Personal Information	Part-Grant
	14-18	01.12.2014 Accenture Contract	5 pages	Part 1 (n) of Schedule 1 Section 37	Out of Scope Personal Information	Refuse
	19	01.12.2014 Accenture Contract	1	Section 37	Personal Information	Part-Grant
			Total number of pages			19
			Total number of pages for full release			7
			Total number of pages for partial release			7
			Total number of pages being withheld			5

01/12/2014

Supt. Denis Ferry
I.T. Section,
An Garda Síochána Headquarters,
Phoenix Park,
Dublin 8

Re: Agreement for the provision of technical resources to augment the Skilled Resources team to deploy an Exchange 2010 solution including the migration of all mailboxes for An Garda Síochána

1 Background

This Project Document is governed by the Services Agreement between the Commissioner of An Garda Síochána and Accenture dated 24th 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 provision of Services to An Garda Síochána IT section in relation to the deployment of Microsoft Exchange Server 2010 and migration from Microsoft Exchange Server 2003 ("The Project") It also provides further detail to that provided in Agreement.

2 Objectives

Support with Microsoft for the Exchange Server 2003 ended on the 8th April 2014. To reduce the risks associated with the retirement of support, An Garda Síochána has entered into a Custom Support Agreement (CSA) with Microsoft. This agreement will allow An Garda Síochána to receive critical security patching from Microsoft until April 2015. However this does not fully mitigate the risks to the organisation of being out of standard support. To address these risks An Garda Síochána is deploying an email solution based on Microsoft Exchange Server 2010 and migration from Exchange Server 2003.

The provision of the services described in this Project Document aims to support An Garda Síochána's IT section with the provision of skilled technical resources to carry out certain activities, described more fully in the following sections to complete deployment of Microsoft Exchange Server 2010 and migration from Microsoft Exchange Server 2003.

Accenture will provide on-site support to support the successful migration from Exchange 2003 to Exchange 2010. The resources to be provided will augment the existing An Garda Síochána staff to provide additional capacity and key skills not currently provided by internal resources within An Garda Síochána's IT Section.

[redacted]

[redacted]

Accenture will provide The Client with a total of 4 resources to complete the migration from Exchange 2003 to Exchange 2010. The role description and responsibilities of these resources are outlined in the tables below. In addition to these resources, the remaining 560 hours of Microsoft Consultancy time as allocated under the CSA will also be managed within The Project. A full description of the roles and responsibilities of Microsoft as well as deliverable they will be required to provide are outlined in section 8.

3.2 Project Coordinator

Description & Accenture Responsibilities

Accenture will provide one resource to work as the coordinator of The Project. [redacted]

This resource will have its normal place of work in the Garda IT Centre in the Phoenix Park, Dublin 8.

Support Hours

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

[redacted]

3.3 Technical Architect –Solution & Integration QA

Description & Accenture Responsibilities
Accenture will provide one Technical Architecture resource to provide overview and review of the overall technical design. [redacted]

This resource will have their normal place of work in the Garda IT Centre in the Phoenix Park, Dublin 8 and on site in locations identified for migration as set out by the migration schedule

Support Hours

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

[redacted]

3.4 Exchange Engineer

Description & Accenture Responsibilities

Accenture will provide one resource to work as an Exchange Engineer. This person will be responsible for tasks related to the build, deployment and configuration of Exchange 2010.

[redacted]

These resources will have their normal place of work in the Garda IT Centre in the Phoenix Park, Dublin 8 and on site in locations identified for migration as set out by the migration schedule.

Support Hours

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

[redacted]

3.5 Migration Analyst

Description & Accenture Responsibilities
Accenture will provide one resource to migrate all mailboxes from Exchange 2003 to Exchange 2010. [redacted]
Support Hours
• The migrations will happen outside of core business hours, from 19:00 to 06:00 Monday to Friday and during Saturdays and Sundays.
[redacted]

4 Charges

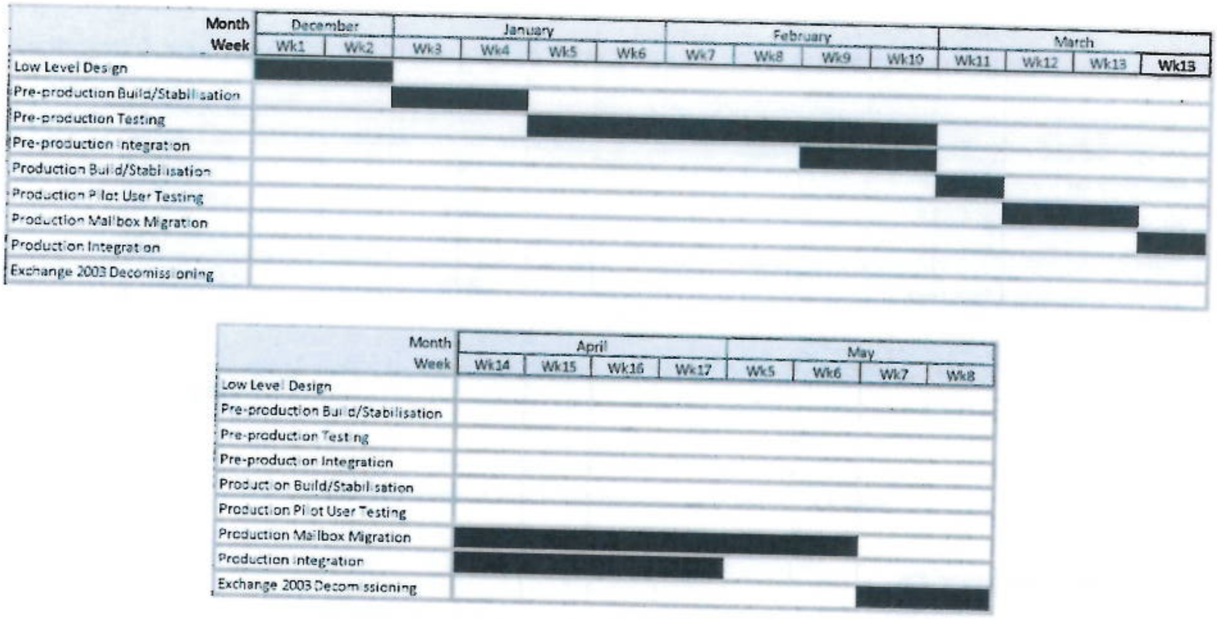
The Charges shall be invoiced as set out in the Agreement. Based on the scope, services and resources described in this Project Document the total charges which are expected to be charged in relation to the Services are shown below. Table 4.1 gives the costs to complete the Project.

[redacted]

5 Deployment Planning and Project Delivery

The Services described in section 3 will be provided for the period December 1st 2014 to end of May 2015. The planning for the tasks to be carried out by the resources listed in section 3 will be agreed on a weekly basis by the Exchange 2010 Project management team.

Figure 5.1 gives an initial high level overview of the timelines of the project. Any changes to the assumptions outlined below will have an impact on these timelines



Month	December		January				February				March			
Week	Wk1	Wk2	Wk3	Wk4	Wk5	Wk6	Wk7	Wk8	Wk9	Wk10	Wk11	Wk12	Wk13	**Wk13**
Low Level Design	■	■												
Pre-production Build/Stabilisation			■	■										
Pre-production Testing					■	■	■	■	■	■				
Pre-production Integration									■	■				
Production Build/Stabilisation											■			
Production Pilot User Testing												■	■	
Production Mailbox Migration														■
Production Integration														
Exchange 2003 Decomissioning														

Month	April				May			
Week	Wk14	Wk15	Wk16	Wk17	Wk5	Wk6	Wk7	Wk8
Low Level Design								
Pre-production Build/Stabilisation								
Pre-production Testing								
Pre-production Integration								
Production Build/Stabilisation								
Production Pilot User Testing								
Production Mailbox Migration	■	■	■	■	■	■		
Production Integration	■	■	■	■				
Exchange 2003 Decomissioning							■	■

Table 5.1: *Indicative Timeline Exchange 2010 Deployment & Migration*

6 Governance and Reporting Structure

Weekly status meetings will be held to review any issues raised and the overall performance of the Accenture and The Client 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.

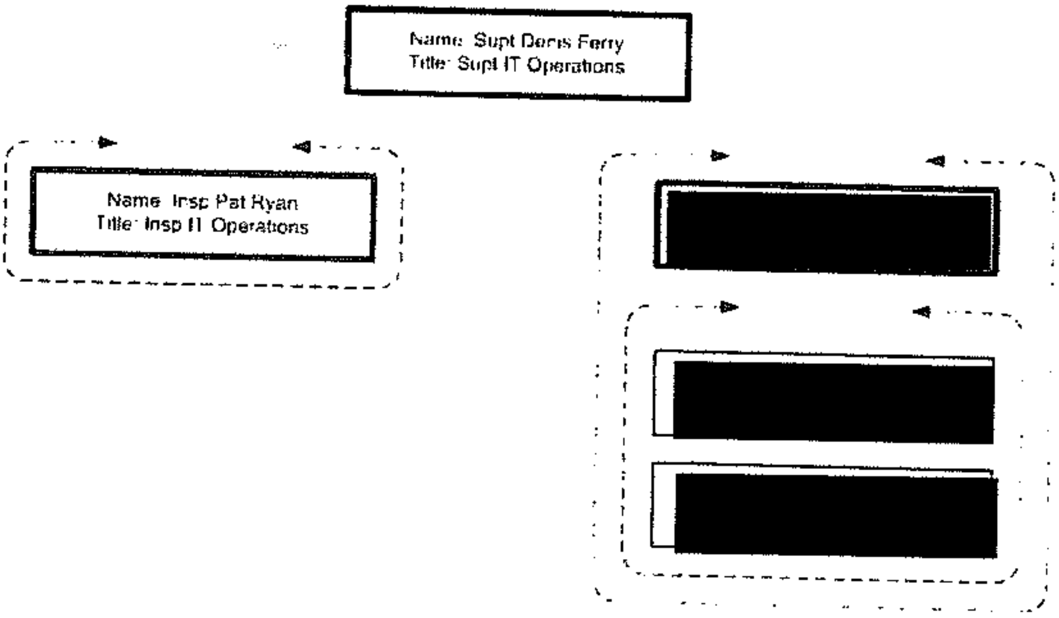
If any of the key personnel are unable to attend the weekly status meetings, a substitute must be appointed to attend unless agreed by the chairman. The substitute will have the authority to make decisions on the behalf of the person that they are representing.

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

6.1 Project Management Team

Name	Role
Supt. Denis Ferry	Superintendent IT Operations (Chair)
Insp. Pat Ryan	Inspector IT Operations
[redacted]	[redacted]

6.2 Management Team Structure



[redacted]

[redacted]

[redacted]

6.3 Prioritisation of Work

The priorities of the Accenture teams described in Section 3 will be agreed on a weekly basis by the Exchange 2010 Project management team. If the full Exchange 2010 Project 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 Exchange 2010 Project management team.

All work undertaken by Accenture resources must be agreed and communicated to the appropriate member of the Exchange 2010 Project management team.

6.4 Service Reports

Accenture will be expected to manage the delivery of services described in this Project Document. Accenture must provide a weekly Project status report for the previous week by 11:00 am on each Tuesday (with the exception of public holidays).

7 Resources

The numbers and names of the resources proposed to provide the services described in section 2 are contained in the table below. The resources named below and working hours may be changed by agreement between The Client and Accenture in order to cater for the changing needs of The Client.

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

Name	Team	Role / Function
[redacted]	[redacted]	[redacted]

Table 7.1: Names and roles of resources to be provided during the deployment & migration phases of this Project Document

[redacted]

[redacted]

9 Dependencies on An Garda Síochána

i. All Accenture resources will be provided with adequate accommodation including network connectivity to allow for the effective discharge of their duties.
ii. 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.
iii. Procurement of hardware for the deployment of Exchange 2010 will be based on the Exchange 2010 calculator provided by the Microsoft Exchange Architect.
iv. Software licencing requirements for Exchange 2010 deployment as designed by Microsoft to be agreed with Microsoft and procured.
v. Agreement in place between An Garda Síochána & Microsoft that the remaining 560 hours from the CSA contract can be used as resource hours for the design & deployment of Exchange 2010.
vi. Agreement in place between An Garda Síochána and Microsoft for a list of deliverable documentation to be provided by the Microsoft Consulting Team and/or Microsoft Technical Delivery Consultants.
vii. Any change in the responsibilities of the Accenture team will be agreed in advance to allow for the impact on resource and cost requirements to be evaluated. In the event that additional resources are required to complete the additional tasks, Accenture may increase the number of resources and costs in agreement with the Client.
viii. No information will be withheld from Accenture which will impact the ability of Accenture in the discharge of responsibilities outlined in this Project Document (subject to Section 6 of the Services Agreement).
ix. Security Clearance for resources currently can take between 4 and 6 weeks. Deadlines maybe impacted if there are delays in the vetting of the required additional resources.
x. For each of the teams defined in section 3, corresponding Garda resources should be identified where possible.
xi. The communications plan around the Exchange 2010 migration needs to be signed off and communicated to the organisation. It will provide clear information to the user base as to when to expect downtime associated with their email.
xii. An Garda Síochána to provide internal support for feasibility review of integration with ILO.
xiii. Bandwidth available & allocated to Exchange 2010 on 10GB J-Block / DR Site links.
xiv. An Garda Síochána Test Team to complete UAT Testing.
xv. An Garda Síochána to identify Pilot Users.

10 External Dependencies

i. Delivery of required hardware by the chosen vendor for Exchange 2010 deployment.

11 Assumptions

i. Exchange 2010 requires procurement and delivery of hardware before any deployment can commence. Accenture will not be able to confirm all resources availability until the procurement process has been confirmed and delivery timelines provided.
ii. The following are not currently in scope for implementation within this project:
    a. Implementation of an Information Rights Management Services (RMS)
    b. Implementation of an Exchange journaling solution
iii. All external tenders and procurement processes for required licencing and infrastructure will be completed and in place before project phase commencement.
iv. An Garda Síochána's UAT Test team will provide the UAT Test function.
v. The network speed and capacity in the primary datacentre site is sufficient to allow for the deployment of Exchange 2010 in respect to GHQ cross site bandwidth availability.
vi. This Project will provide a resource to migrate all Exchange 2003 mailboxes to Exchange 2010.
vii. The number of current Exchange mailboxes within GARDAIS is just below 23,300.
viii. This Project team will not be responsible for the maintenance or mapping of any pst files stored locally on any Garda client.
ix. The Project team will not be responsible for the loss or corruption of any individual pst file.
x. The Data Centres will have sufficient capacity for the hardware racks, sufficient Power and Cooling capacity, Network Switch capacity, Firewall capacity, Network router capacity, Data centre network bandwidth
xi. 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

[redacted]

12-12-2014

Accenture

I agree with the above terms and conditions

For and on behalf of
An Garda Síochána

Denis Feeley

12/12/14

Date

	Requester Name:		3. Accenture Contract Dated 03.12.2014		File Re: FOI-000088-2018	
Record No.	**Page No**	**Description of document**	**Deletions**	**Relevant Section of FOI Acts**	**Reason for decision**	**Decision Maker's decision**
	1	03.12.2014 - Accenture Contract				Grant
	2-16	03.12.2014 - Accenture Contract	34	Part 1(n) of Schedule 1	Out of Scope	Part-Grant
	16-20	03.12.2014 - Accenture Contract	4	Section 36	Commercially Sensitive Information	Part-Grant
	21-22	03.12.2014 - Accenture Contract	8	Section 36 Section 37	Commercially Sensitive Information Personal Information	Part-Grant
	23-27	03.12.2014 - Accenture Contract	6	Section 36 Section 37 Part 1(n) of Schedule 1	Commercially Sensitive Information Personal Information Out of Scope	Part-Grant
	28-37	03.12.2014 - Accenture Contract	1	Section 37	Personal Information	Part-Grant
			Total number of pages			37
			Total number of pages for full release			11
			Total number of pages for partial release			21
			Total number of pages being withheld			5

03/12/2014

Supt. Denis Ferry
I.T. Section,
An Garda Síochána Headquarters,
Phoenix Park,
Dublin 8

Re: Extension of Project Agreement 17th 2013 for the provision of Skilled Resources.

1 Background

The Commissioner of An Garda Síochána and Accenture (the "Parties") entered into a Services Agreement dated 24th 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.

Pursuant to the Agreement the Parties entered into a Project Document which outlines the scope of the services and the roles and responsibilities of both Accenture and An Garda Síochána in relation to provision of Services to An Garda Síochána IT Section (the "Project Document"). The Project Agreement governs the provision of the Services until 31st December 2014 (the "Term").

The Parties have agreed to extend the Term for a further year expiring 31st December 2015 and to replace the terms of the Project Document with the terms as set out in this letter ("Amendment Letter").

This Amendment Letter embodies the entire agreement between the Parties with respect to the amendment of the Project Agreement. In the event of any conflict or inconsistency between the provisions of the Agreement, the Project Document or this Amendment Letter, the provisions of this Amendment Letter shall prevail.

Except as specifically modified and amended herein, all of the terms, provisions, requirements and specifications contained in the Project Document remain in full force and effect.

2 Objectives

The provision of the services described in this Amendment Letter aims to ensure that An Garda Síochána's IT section is provided with Skilled Technical resources to carry out certain activities described more fully in the following sections.

Accenture will provide on-site support to ensure that key IT services remain available to IT system end users. The resources to be provided will augment the existing An Garda Síochána staff to provide additional capacity and key skills not currently provided by internal resources within An Garda Síochána IT Section.

Accenture will also continue to work with The Client management team to implement a cost reduction program in relation to the skills and services provided within An Garda Síochána's IT section by ensuring that both Garda and Accenture resources are utilised as efficiently as possible. This program will also continue to investigate ways in which new technologies could be used to introduce additional efficiencies.

Accenture will utilise its global alliances with software vendors such as Microsoft, Oracle, CA, VMWare and others to help The Client ensure that it can maximise the benefits from investments already made by it in the various technologies deployed across The Client's IT infrastructure.

Accenture will also continue to utilise its global Police Services, drawing on experiences of worldwide system implementations as well as specialised offerings including business assets and thought leadership via its Policing Center of Excellence.

3 Description of Services

Accenture will provide An Garda Síochána (AGS) with a total of 44 resources to work in the following areas within The Client IT Section.

3.1 Live Support

Description & Accenture Responsibilities

Accenture will provide a total of 12 resources on-site and on an on-call basis to provide support for the GardaIS infrastructure. These resources will provide on-site support for Priority 1 and Priority 2 incidents inside business hours of 09:00 to 17:30.

Between 17:30 and 09:00 on-call support will be provided for Priority 1 and Priority 2 incidents, with on-site support being provided for Priority 3, Priority 4 and Priority 5 incidents.

The description of Priority levels are described in section 3.13.

The support provided will cover the following components of The Client IT infrastructure:

[redacted]

This team will have its place of work at the Garda IT Centre in the Phoenix Park in Dublin 8.

Support Hours

- The normal hours of support will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays
- On-site resource support will be provided on a 07:00 to 23:00 basis Monday to Friday and on weekends and bank holidays from 09:00 to 17:30.
- On-call support will be provided by two FTEs between 17:30 and 09:00 Monday to Friday and at weekends and bank holidays. The response times expected from the On Call Accenture resources are detailed in section 3.13.

[redacted]

3.2 TSG

Description & Accenture Responsibilities
Accenture will provide one resource to work on the TSG team. This resource will provide on-site support services for the Garda and HQ domains inside business hours.
[redacted]

[redacted]

Support Hours

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

[redacted]

3.3 Operational Readiness Test

Description & Accenture Responsibilities

Accenture will provide one resource to work on the Operational Readiness Test (ORT) team. [redacted]

[redacted]

This team will have its normal place of work at the Garda IT Centre in the Phoenix Park in Dublin 8.

Support Hours

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

[redacted]

3.4 Technical Architecture

Description & Accenture Responsibilities

Accenture will provide four resources to work on the technical architecture team providing support for The Client's IT technical architecture. [redacted]

This team will have its normal place of work at the Garda IT Centre in the Phoenix Park in Dublin 8.

Support Hours

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

[redacted]

3.5 Database Administration

Description & Accenture Responsibilities

Accenture will provide three resources on-site and on-call support services to support the GardaIS Databases on a 24 hour x 7 day basis.

[redacted]

Support Hours

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

[redacted]

3.6 System Administration

Description & Accenture Responsibilities

Accenture will provide five System Administration (Environments) support resources to The Client. [redacted]

Support Hours

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

[redacted]

3.7 Security

Description & Accenture Responsibilities
Accenture will provide three resources to provide support to The Client Security Team [redacted]
[redacted]
Support Hours
- The hours of support will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays.

[redacted]

3.8 [redacted] SAMS Support

Description & Accenture Responsibilities
Accenture will provide one resource to provide support across the [redacted] SAMS areas:
[redacted]
Support Hours
- The hours of support will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays.

[redacted]

3.9 Backup & Restore/CA Support

Description & Accenture Responsibilities
Accenture will provide one on-site resource to support services for tape Backup and Restore operations and CA toolset operations across the following environments:
[redacted]

[redacted]

Support Hours

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

[redacted]

3.10 Desktop Support

Description & Accenture Responsibilities

Accenture will provide a total of three resources on-site to provide support for the desktop PCs deployed across the Garda organisation.

This team will have its place of work at the Garda IT Centre in the Phoenix Park in Dublin 8.

Support Hours

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

[redacted]

3.11 Service Desk

Description & Accenture Responsibilities
Accenture will provide 7 resources from 07:00 to 23:00 from Monday to Friday offering support to all users across all Garda Systems. As per previous decisions taken by The Client to remove seven resources from the Service Desk over the past number of years and the subsequent transferring of responsibility for the management of the Service Desk out of hours and on weekends to GISC, the details of the below responsibilities will only apply to Accenture resources The Service Desk will be the single point of contact for The Client for users of IT services. It will be the focal point for reporting Incidents and making service requests. The Service Desk will ensure that Users/Customers are kept informed of the status of their calls and are informed of any scheduled or unscheduled service events that are likely to impact their ability to pursue their day-to-day activities. In addition they will work closely with GISC resources who have taken over responsibility for management of the Service Desk out of hours and on weekends. This will involve the transfer of call and the quality assurance on calls logged.
Support Hours
• Resources will be provided across a 07:00 to 23:00shift pattern Monday to Friday to provide the Service Desk function.
[redacted]

[redacted]

3.12 Legacy Domain Migration

Description & Accenture Responsibilities
Accenture will provide three resources to work on the desktop migration and Follow Me Printing team [redacted]

[redacted]

Support Hours

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

[redacted]

3.13 On Call Support

[redacted]

The applications and environments to be covered by the On Call resources will be agreed at the Skilled Resources Service Management forum.

Please note that for the remainder of the Amendment Letter, the following terminology will be used when describing Incidents: Priority 1 through to Priority 5. These relate to the status of Incidents in An Garda Síochána in the following way:

Priority Level	Description
1	**Critical Impact**: Urgent, many users affected, business critical functions unavailable (e.g., server down, application not available), no workaround in place.

2	**High Impact:** Partial loss of service and/or degradation of ability to provide service to Customer and/or workaround exists but requires extensive effort.
3	**Moderate Impact:** Persistent service degradation, slow response time, specific to one user, problem prevents user from performing critical task, workaround in place.
4	**Minimal Impact:** Problem with minimal impact affecting single user. Any type of Customer request (including request for information) that is not related to a problem. Problems with workaround in place that have been reprioritised, but a problem exists which prevents the completion of a non-critical task.
5	**Request:** A change requested which if not implemented will not impact service availability or the ability of business users to perform critical tasks.

***Table 3.1:** Description of Incident Prioritisation*

The response times expected from the On Call Accenture resources are as follows:

Priority	Response Time to Service Request	Time for On Call Resource to be On-Site
1	15 Minutes	1 Hour
2	30 Minutes	2 Hours
3	30 Minutes	Next Business Day
4	30 Minutes	As Negotiated
5	As Negotiated	As Negotiated

***Table 3.2:** Expected On Call Response Times*

4 Charges

The Charges shall be invoiced as set out in the Agreement. Based on the scope, services and resources described in this Amendment Letter the total charges which are expected to be charged in relation to the Services are shown in table 4.1.

During 2015, The Client will continue a programme to replace the resources detailed in Section 7.1 with internal resources. In the event that sufficient internal resources are identified, then the fees for the period January 1st to December 31st 2015 will be reviewed and any reductions in fees resulting from the replacement of Accenture resources with internal resources will be refunded in accordance with the mechanisms set out in section 4.3.

[redacted]

[redacted]

[redacted]

6 Governance and Reporting Structure

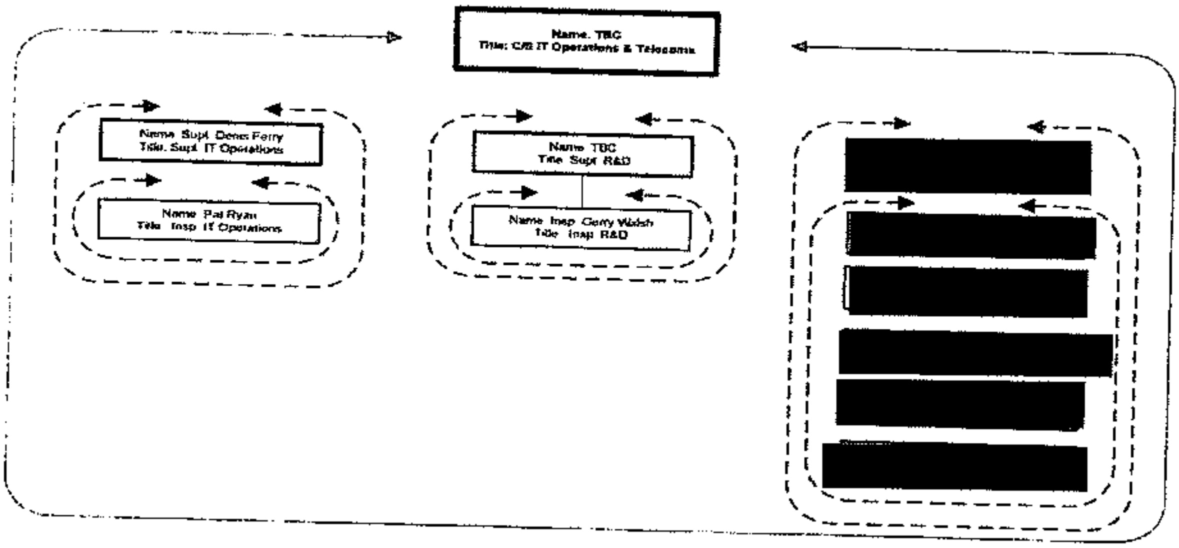
Weekly status meetings will be held to review any issues raised and the overall performance of the Accenture and The Client in the execution of their responsibilities in accordance with this Amendment Letter and the Agreement. The personnel who must attend this meeting are listed in section 6.1.

If any of the key personnel 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.

6.1 Skilled Resources Service Management Team

Name	Role
TBC	Chief Superintendent IT Operations
Supt. Denis Ferry	Superintendent IT Operations (Chair)
TBC	Superintendent Research and Development (Joint Chair)
Insp. Pat Ryan	Inspector IT Operations
[redacted]	[redacted]

6.2 Management Team Structure


Name. TBC
Title: C/S IT Operations & Telecoms
Name Supt. Denis Ferry
Title. Supt. IT Operations
Name Pat Ryan
Title Insp IT Operations
Name TBC
Title Supt R&D
Name Insp Gerry Walsh
Title Insp R&D
[redacted]
[redacted]
[redacted]
[redacted]
[redacted]
[redacted]

6.3 Prioritisation of Work

The priorities of the Accenture teams described in Section 3 will be agreed on a weekly basis by the Skilled Resources Service Management team. The prioritisation of activities which impact the ability of the Accenture team to meet the Service Level Agreements (SLA) described in section 11, will result in a temporary suspension of the associated SLA will be agreed by the Skilled Resources Service Management Team. If the full Skilled Resources Service Management team is not available then the prioritisation of work and any impact on SLAs may be agreed between the chair and the Accenture account manager. Any change agreed will be communicated to all members of the Skilled Resources Management team.

All work undertaken by Accenture resources must be agreed and communicated to the appropriate member of the Skilled Resources Service Management team.

6.4 Service Reports

Accenture will be expected to manage the delivery of services described in this Amendment Letter.

Accenture must provide a weekly service report for the previous week by 11:00 am on each Tuesday (with the exception of public holidays).

The sections that the weekly performance report must contain are:

- Summary of Performance against Key Service Level Targets.
- System availability statistics for the previous week.
- Graphical representation to display actual performance against Key Service Level Targets.
- Other items to be agreed by the Skilled Resources Service Management team.

Accenture must provide a quarterly (i.e. three-monthly) service report by the 4th calendar day of the month (with the exception of weekends and bank holidays) following the close of the quarter for the service that they provide. The quarterly report has the same format as the weekly report.

Accenture will also provide the following reports as required:

- Service Performance Reports
- Action Reporting (management summary of actions undertaken to resolve issues during previous period)
- Problem Reports
- Incident Reports

[redacted]

7 Resources

The numbers and names of the resources proposed to provide the services described in section 2 are contained in the table below. The resources named below and working hours may be changed by agreement between The Client and Accenture in order to cater for the changing needs of The Client.

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

Name	Team	Role / Function
[redacted]	[redacted]	[redacted]

[redacted]

7.3 Quarterly Review

The number of resources required and the associated skill sets will be reviewed on a quarterly basis as part of the implementation of the consolidation and cost reduction program by the Skilled Resources Service Management team. Any changes to the number of resources will be agreed between Accenture and The Client.

The performance of Accenture and the provision of key services will also be reviewed against the key performance indicators set out in section 11.

[redacted]

8 Dependencies on An Garda Síochána

i. For each of the teams defined in section 3, corresponding Garda resources should be identified where possible.
ii. The Accenture and Garda resources identified in dependency (i) will be co-located to facilitate the efficient exchange of information between resources.
iii. All Accenture resources will be provided with adequate accommodation including network connectivity to allow for the effective discharge of their duties.
iv. 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
v. Any updates necessary on the IT service desk AHD system will be made to allow for the effective reporting of status and service performance
vi. The service desk telephony system will be updated to allow the effective tracking of all key Service Desk metrics
vii. All Garda users will have the ability to re-set their own passwords and will be actively encouraged to do so without calling the IT service desk.
viii. 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.
ix. No information will be withheld from Accenture which will impact the ability of Accenture in the discharge of responsibilities outlined in this Amendment Letter (subject to Section 6 of the Agreement).

[redacted]

10 Assumptions

i. In the event of major outages such as a telecommunications failure, which is outside the control of Accenture, certain key performance indicators will be suspended.

ii. All relevant information and access to resources will be given to Accenture to allow for the effective discharge of responsibilities in relation to this Amendment Letter.
iii. All assumptions stated in our response to The Tender will be validated before the implementation of any SLAs
iv. The numbers of staff will not be decreased further than indicated in section 3. In the event that the team is reduced further in size, SLA's will be suspended.

[redacted]

11.1 SLA Review Schedule

This SLA is valid for the period described in section 5 of this Amendment Letter. The SLA will be reviewed by The Client and Accenture quarterly. Changes and their impacts will be agreed mutually.

11.2 Service Reporting

The contents of the scheduled service performance reports compiled by Accenture will contain a measure for all service items chosen by the Skilled Resources Service Management team, together with the additional metrics identified in the sections for Service reporting described in section 6.

11.3 Service Metric Overview

Metric Name	Description	Service Metric Goal
Incident – Contacts - % Answered within agreed target	This metric illustrates the organisations' ability to work within agreed time limits and provides us with a measure to take action where appropriate to bring the service back in line with agreed measures.	Improve customer satisfaction
Incident - Cases - % Closed on Initial (first POC)	This metric measures the proportion of incidents resolved at the first point of contact between a user and a service desk without delay or referral.	Increase the ability of the Service Desk to resolve incidents without escalation.
Incident - Cases - % closed in agreed timeframe	This metric provides the time that it took to resolve incidents as a percentage of overall incidents created.	Improve the efficiency and customer satisfaction levels delivered by the IT service.
Incident - Cases - % overall cases resolved	Details the percentage of cases that central support resolved against the overall amount of cases resolved.	Improve central support efficiency.
Change – % changes implemented on schedule	This metric is used to capture the percentage of change requests successfully executed within schedule.	To increase the number of changes implemented over time.
Release – % of releases not meeting the implementation schedule – (backlog of releases)	This metric is used to capture the percentage of releases successfully executed within schedule.	This metric is used to capture the percentage of releases successfully executed within schedule.
% On Call requests Responded to Within Agreed Timeframes	This metric is used to capture the percentage of times that the on call resources respond to service requests within the agreed timelines.	To ensure unscheduled downtime is minimised by making sure that on-call resources are on-site when necessary to recover from unplanned outages.
Unplanned downtime on Critical Systems	This metric is used to keep track of unplanned downtime.	To reduce unplanned downtime.
Release – Unplanned downtime during the release	This metric is used to keep track of unplanned downtime.	To reduce unplanned downtime as a result of a release and improve testing and planning associated with releases.
Problem – % Repeat problems per month	To show how many of the identified problem records that are created as records in the problem management system have been created before and are known as repeats.	Improve efficiency of Proactive Problem Management.

Metric Name	Description	Service Metric Goal
Problem – % RCA Identified	To show how many of the identified problem records that are created as records in the problem management system have a Root Cause Identified, as a percentage of total problem management records created.	Improve efficiency of Proactive Problem Management.
Problem – % Solutions Identified	To show how many of the identified problem records that are created as records in the problem management system have a Solution Identified, (as a result of the root cause analysis conducted), as a percentage of total problem management records created.	Improve efficiency of Proactive Problem Management.
% Scheduled Proactive Monitoring and Maintenance Tasks Completed	The objective of this metric is to ensure that all proactive maintenance and monitoring tasks are completed as scheduled.	Improve efficiency of proactive problem and incident management.
Incident – Contacts - % Abandoned	This metric provides the percentage of overall calls that are abandoned.	Maintain a low call abandonment rate that is aligned with industry best practices.

This Section (the SLA) describes each of the separate components (or Service Items) of the Services to be provided as part of this Amendment Letter.

Each service item is explained in detail, together with the level of service to be provided by Accenture in relation to that service category (the "Service Level"). Except where otherwise expressly stated, each Service Level will be measured over a calendar month.

11.4 Description of Service Metrics

Incident – Contacts - % Answered within agreed target	
Metric Formula	*(# Calls Answered within SLA / Total # of Calls Answered) * 100*
Unit of Measure	Percentage.
Data Definitions	*# Calls Answered within SLA* - Number of calls that were answered within time specified by the Service Level Agreement during the reporting period. *Total # of Calls Answered* - Total number of calls answered during the reporting period.
Metric Description	This metric illustrates the organizations' ability to work within agreed time limits and provides us with a measure to take action where appropriate to bring the service back in line with agreed measures.
Business Goal	Increase the SLA Compliance percentage over time.

Metric Target/s	TBD

Incident - Cases - % Closed on Initial (first POC)

Metric Formula	*(Total number of incidents that were resolved at first point of contact/Total number of incidents created) * 100*
Unit of Measure	Percentage.
Data Definitions	*Total number of incidents that were resolved at first point of contact* – the total number of incidents that were resolved on first call or contact with support channel for the time period. *Total number of incidents created* – the total number of incidents created by the service desk for the time period.
Metric Description	This metric measures the proportion of incidents resolved at the first point of contact between a user and a service desk without delay or referral. This metric demonstrates the organizations' ability to solve the customers issue at the first point of contact without the need for follow up assistance thus reducing the time that the customer is affected.
Business Goal	Increase the ability of the Service Desk to resolve incidents without escalation and iincrease the SLA Compliance percentage over time.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Incident - Cases - % closed in agreed timeframe

Metric Formula	*(Number of incidents resolved within SLA/OLA / Number of incidents resolved traceable to SLA/OLA) * 100*
Unit of Measure	Percentage.
Data Definitions	*Number of incidents resolved within SLA/OLA* - the total number of incidents resolved for a particular SLA category that were resolved within the time specified by the SLA e.g. Priority 2. *Number of incidents resolved traceable to SLA/OLA* - the total number of incidents resolved for a particular SLA category that were resolved within the time specified by the SLA .
Metric Description	This metric provides the time that it took to resolve incidents as a percentage of overall incidents created. This metric has a target timeframe associated with it that is defined in the SLA/OLA. This information can be classified several ways including severity, incident or application. This metrics illustrates the organizations' ability to work within agreed time limits and provides a measure to take action where appropriate to bring the service back in line with agreed measures.

Business Goal	Improve the efficiency and customer satisfaction levels delivered by the IT service and increase SLA/OLA compliance over time.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Incident - Cases - % overall cases resolved

Metric Formula	*(Number of cases resolved by central support / Number of cases resolved) * 100*
Unit of Measure	Percentage.
Data Definitions	*Number of cases resolved by central support* – total cases resolved by central support for client X. *Number of cases resolved* – total cases resolved for client X.
Metric Description	Details the percentage of cases that central support resolved against the overall amount of cases resolved.
Business Goal	Improve central support efficiency.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Change – % changes implemented on schedule

Metric Formula	*(Total number of Changes implemented within schedule / Total number of Changes implemented) * 100*
Unit of Measure	Percentage.
Data Definitions	*Total Number of Changes implemented within schedule* – the total number of change requests implemented during the defined schedule within the defined reporting time period. *Total number of Changes implemented* - the total number of change requests implemented during the defined time period.
Metric Description	This metric is used to capture the percentage of change requests successfully executed within schedule. This metric demonstrates the organizations' ability to complete changes within the approved schedule.
Business Goal	To increase the number of changes implemented over time.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Release – % of releases not meeting the implementation schedule – (backlog of releases)	
Metric Formula	*(Total number of Releases implemented within schedule / Total number of Releases implemented) * 100*
Unit of Measure	Percentage.
Data Definitions	*Total Number of Releases implemented within schedule* – the total number of change requests implemented during the defined schedule within the defined reporting time period. *Total number of Releases implemented* - the total number of change requests implemented during the defined time period.
Metric Description	This metric is used to capture the percentage of releases successfully executed within schedule. This metric demonstrates the organizations' ability to complete releases within the approved schedule.
Business Goal	To improve the organisations ability to deliver agreed changes on schedule.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

% On Call requests Responded to Within Agreed Timeframes	
Metric Formula	*(Total number On-Call Requests Responded to within Agreed Timeframes / Total number of On Call Requests) * 100*
Unit of Measure	Percentage.
Data Definitions	*Total number of On-Call Requests Responded to within Agreed Timeframes* – the total number of On Call requests answered and responded to with the agree timeframes within the defined reporting time period. *Total number of On Call Requests* - the total number of On Call requests made to the assigned ON-Call resources within the defined reporting time period.
Metric Description	This metric is used to capture the percentage of times that the on call resources respond to service requests within the agreed timelines. This metric is used to ensure compliance with the service levels defined in this Amendment Letter.
Business Goal	To ensure unscheduled downtime is minimised by making sure that on-call resources are on-site when necessary to recover from unplanned outages.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Unplanned downtime On Critical Systems

Metric Formula	*(Total time in hours and minutes for unplanned downtime)*
Unit of Measure	Number - hh:mm
Data Definitions	*Total time in hours and minutes for unplanned downtime* – the total number of hours and minutes that there was unplanned downtime.
Metric Description	This metric is used to keep track of unplanned downtime.
Business Goal	To reduce unplanned downtime.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Release – Unplanned downtime during the release

Metric Formula	*(Total time in hours and minutes for unplanned downtime / Number of releases)*
Unit of Measure	Number - hh:mm
Data Definitions	*Total time in hours and minutes for unplanned downtime* – the total number of hours and minutes that there was unplanned downtime as a direct result of the release. *Total Number of Releases* – the total number of Releases in the release management system during the defined time period.
Metric Description	This metric is used to keep track of unplanned downtime.
Business Goal	To reduce unplanned downtime as a result of a release and improve testing and planning associated with releases.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Problem – % Repeat problems per month

Metric Formula	*(Number of repeat problem records per month / Total number of problem records created) * 100*
Unit of Measure	Percentage.

Data Definitions	*Number of repeat problem records per month* – The total number of problem management tickets created in the problem management system for a given period that are repeats of a previous problem management record. *Total number of proactive problem records created* - The total number of problem management records created for a given period.
Metric Description	To show how many of the identified problem records that are created as records in the problem management system have been created before and are known as repeats.
Business Goal	Improve efficiency of Proactive Problem Management.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Problem - % RCA Identified

Metric Formula	*(Total Number of RCA identified for Problem Management tickets during the time period / Total Number of Problem Management tickets created during the time period) * 100*
Unit of Measure	Number.
Data Definitions	*Total Number of RCA identified for Problem Management tickets during the time period* – The total number of Root Cause's identified for problem management tickets created in the problem management system for a given period. *Total Number of Problem Management tickets created* – The total number of problem management tickets created in the problem management system for a given period.
Metric Description	To show how many of the identified problem records that are created as records in the problem management system have a Root Cause Identified, as a percentage of total problem management records created.
Business Goal	Improve efficiency of Proactive Problem Management.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Problem - % Solutions Identified

Metric Formula	*(Total Number of Solutions identified for Problem Management tickets during the time period / Total Number of Problem Management tickets created during the time period) * 100*
Unit of Measure	Percentage.
Data Definitions	*Total Number of Solutions identified for Problem Management tickets during the time period* – The total number of Solutions identified for problem management tickets created in the problem management system for a given period.

	Total Number of Problem Management tickets created – The total number of problem management tickets created in the problem management system for a given period.
Metric Description	To show how many of the identified problem records that are created as records in the problem management system have a Solution Identified, (as a result of the root cause analysis conducted), as a percentage of total problem management records created.
Business Goal	Improve efficiency of Proactive Problem Management.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

% Scheduled Proactive Monitoring and Maintenance Tasks Completed

Metric Formula	(Scheduled Proactive Monitoring and Maintenance Completed)/ (Total Scheduled Proactive Monitoring and Maintenance Completed)
Unit of Measure	Percentage.
Data Definitions	*Scheduled Proactive Monitoring and Maintenance Completed* – The number of proactive maintenance and monitoring tasks signed off as being completed. *Total Scheduled Proactive Monitoring and Maintenance Completed* – The total number of proactive maintenance and monitoring task scheduled to be completed for a given period.
Metric Description	The objective of this metric is to ensure that all proactive maintenance and monitoring tasks are completed as scheduled. Tasks to be included in the proactive maintenance and monitoring schedule include: • Reacting to automated alerts and taking the correct remedial actions • Ensuring all system backups complete as scheduled • Ensuring that the CJIPP interface is functioning correctly • Ensuring all daily checklists are completed
Business Goal	Improve efficiency of proactive problem and incident management.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Incident - Contacts - % Abandoned

Metric Formula	*# Calls Abandoned before target / # Calls Offered * 100*
Unit of Measure	Percentage.
Data Definitions	*# Calls Abandoned* - Calls that were abandoned before reaching a technologist, following the time the customer has made their choices with the IVR system. *# Calls Offered* - Total number of calls offered, following the time the customer has

	made their choices with the IVR system.
Metric Description	This metric provides the percentage of overall calls that are abandoned. This metric illustrates the organizations ability to answers customers calls within minimum abandon rates, also providing us the organization with an insight if their staffing meets the needs of the call arrival pattern. By monitoring this metric, action can be taken to bring the service back in line with agreed measures.
Business Goal	Maintain a low call abandonment rate that is aligned with industry averages.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

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

[redacted] 32 2015

Accenture

I agree with the above terms and conditions

For and on behalf of
An Garda Síochána

3.2.2019

Date

[redacted]

	Requester Name		4. Accenture Contract Dated 11.01.2016		File Re: FOI-000088-2018	
Record No.	**Page No**	**Description of document**	**Deletions**	**Relevant Section of FOI Acts**	**Reason for decision**	**Decision Maker's decision**
	1	11.01.2016 - Accenture Contract				Grant
	2-16	11.01.2016 - Accenture Contract	36	Part 1(n) of Schedule 1	Out of Scope	Part-Grant
	17-20	03.12.2014 - Accenture Contract	4	Section 36	Commercially Sensitive Information	Part-Grant
	21-27	03.12.2014 - Accenture Contract	13	Part 1(n) of Schedule 1 Section 36 Section 37	Out of Scope Commercially Sensitive Information Personal Information	Part-Grant
	28-37	03.12.2014 - Accenture Contract	2	Part 1(n) of Schedule 1 Section 37	Out of Scope Personal Information	Part-Grant
			Total number of pages			37
			Total number of pages for full release			10
			Total number of pages for partial release			23
			Total number of pages being withheld			4

11th January 2016

Supt. Patrick Ryan
I.T. Section,
An Garda Síochána Headquarters,
Phoenix Park,
Dublin 8

Re: Extension of Project Agreement December 3rd 2014, for the provision of Skilled Resources.

1 Background

The Commissioner of An Garda Síochána and Accenture (the "Parties") entered into a Services Agreement dated 24th 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.

Pursuant to the Agreement the Parties entered into a Project Document which outlines the scope of the services and the roles and responsibilities of both Accenture and An Garda Síochána in relation to provision of Services to An Garda Síochána IT Section (the "Project Document"). The Project Agreement governs the provision of the Services until 31st December 2015 (the "Term").

The Parties have agreed to extend the Term for a further year expiring 31st December 2016 and to replace the terms of the Project Document with the terms as set out in this letter ("Amendment Letter").

This Amendment Letter embodies the entire agreement between the Parties with respect to the amendment of the Project Agreement. In the event of any conflict or inconsistency between the provisions of the Agreement, the Project Document or this Amendment Letter, the provisions of this Amendment Letter shall prevail.

Except as specifically modified and amended herein, all of the terms, provisions, requirements and specifications contained in the Project Document remain in full force and effect.

2 Objectives

The provision of the services described in this Amendment Letter aims to ensure that An Garda Síochána's IT section is provided with Skilled Technical resources to carry out certain activities described more fully in the following sections.

Accenture will provide on-site support to ensure that key IT services remain available to IT system end users. The resources to be provided will augment the existing An Garda Síochána staff to provide additional capacity and key skills not currently provided by internal resources within An Garda Síochána IT Section.

Accenture will also continue to work with The Client management team to implement a cost reduction program in relation to the skills and services provided within An Garda Síochána's IT section by ensuring that both Garda and Accenture resources are utilised as efficiently as possible. This program will also continue to investigate ways in which new technologies could be used to introduce additional efficiencies.

Accenture will utilise its global alliances with software vendors such as Microsoft, Oracle, CA, VMWare and others to help The Client ensure that it can maximise the benefits from investments already made by it in the various technologies deployed across The Client's IT infrastructure.

Accenture will also continue to utilise its global Police Services, drawing on experiences of worldwide system implementations as well as specialised offerings including business assets and thought leadership via its Policing Center of Excellence.

3 Description of Services

Accenture will provide An Garda Síochána (AGS) with a total of 49 resources to work in the following areas within The Client IT Section.

3.1 Live Support

Description & Accenture Responsibilities

Accenture will provide a total of 12 resources on-site and on an on-call basis to provide support for the GardaIS infrastructure. These resources will provide on-site support for Priority 1 and Priority 2 incidents inside business hours of 09:00 to 17:30.

Between 17:30 and 09:00 on-call support will be provided for Priority 1 and Priority 2 incidents, with on-site support being provided for Priority 3, Priority 4 and Priority 5 incidents.

[redacted]

This team will have its place of work at the Garda IT Centre in the Phoenix Park in Dublin 8.

Support Hours

- The normal hours of support will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays
- On-site resource support will be provided on a 07:00 to 23:00 basis Monday to Friday and on weekends and bank holidays from 09:00 to 17:30.
- On-call support will be provided by two FTEs between 17:30 and 09:00 Monday to Friday and at weekends and bank holidays. The response times expected from the On Call Accenture resources are detailed in section 3.13.

[redacted]

3.2 TSG

Description & Accenture Responsibilities
Accenture will provide one resource to work on the TSG team. This resource will provide on-site support services for the Garda and HQ domains inside business hours. This includes approximately 342 active users, 39 servers and 147 client workstations. The support will comprise the following components of the Garda infrastructure:

[redacted]

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

[redacted]

3.3 Operational Readiness Test

Description & Accenture Responsibilities

Accenture will provide one resource to work on the Operational Readiness Test (ORT) team. [redacted]

This team will have its normal place of work at the Garda IT Centre in the Phoenix Park in Dublin 8.

Support Hours

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

[redacted]

3.4 Technical Architecture

Description & Accenture Responsibilities
Accenture will provide four resources to work on the technical architecture team providing support for The Client's IT technical architecture. [redacted]
This team will have its normal place of work at the Garda IT Centre in the Phoenix Park in Dublin 8.
Support Hours
• The hours of support will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays.

[redacted]

3.5 Database Administration

Description & Accenture Responsibilities
Accenture will provide three resources on-site and on-call support services to support the GardaIS Databases on a 24 hour x 7 day basis.
[redacted]

Support Hours
• The hours of support will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays.

[redacted]

3.6 System Administration

Description & Accenture Responsibilities

Accenture will provide five System Administration (Environments) support resources to The Client. The five resources will maintain and support the Garda production and test environments. [redacted]

Support Hours

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

[redacted]

3.7 Security

Description & Accenture Responsibilities
Accenture will provide three resources to provide support to The Client Security Team. [redacted]
[redacted]

Support Hours
- The hours of support will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays.
[redacted]

[redacted]

3.8 [redacted]/SAMS Support

Description & Accenture Responsibilities
Accenture will provide one resource to provide support across the [redacted] SAMS areas: [redacted] • SAMS Application Support
Support Hours
• The hours of support will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays.
Accenture Responsibilities
Accenture will: [redacted] • Application support and maintenance of the Sickness and Absence Management System application (SAMS) o Working with the IT service desk to review and ensure all SAMS related calls escalated to the team are resolved as quickly as possible o Dealing with functional issues and questions for the SAMS application o Documentation and implementation of system investigation requests (SIRs) to fix bugs identified for the SAMS application o Support and Maintenance of the SAMS database as required

3.9 Backup & Restore/CA Support

Description & Accenture Responsibilities
Accenture will provide one on-site resource to support services for tape Backup and Restore operations and CA toolset operations across the following environments: [redacted]

Additional environments may be included with the scope of the support to be provided by Accenture by agreement.

[redacted]

Support Hours

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

[redacted]

3.10 Desktop Support

Description & Accenture Responsibilities

Accenture will provide a total of three resources on-site to provide support for the desktop PCs deployed across the Garda organisation.

This team will have its place of work at the Garda IT Centre in the Phoenix Park in Dublin 8.

Support Hours

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

[redacted]

3.11 Service Desk Supervisors

Description & Accenture Responsibilities

Accenture will provide three resources on-site at Garda Headquarters in the Phoenix Park, Dublin 8 acting as Service Desk Supervisors. [redacted]

[redacted]

Support Hours

- The hours of support will be between 07:00 to 23:00 Monday to Friday with the exception of public holidays and bank holidays.

Accenture Responsibilities

[redacted]

3.12 Service Desk Analysts

Description & Accenture Responsibilities
Accenture will provide nine Service Desk Analysts to cover 24*7*365 Service Desk support. The Service Desk is the single point of contact for the Client for users of IT services. It is the focal point for reporting incidents and making service requests. The Service Desk will ensure that users/customers are kept informed of the status of their calls and are informed of any scheduled or unscheduled service events that are likely to impact their ability to pursue their day-to-day activities.
Support Hours
• The hours of support will be 24*7 365 days of the year.
[redacted]

[redacted]

3.13 Legacy Domain Migration

Description & Accenture Responsibilities
Accenture will provide three resources to work on the desktop migration and Follow Me Printing team. [redacted]

[redacted]

Support Hours

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

[redacted]

3.14 On Call Support

[redacted]

The applications and environments to be covered by the On Call resources will be agreed at the Skilled Resources Service Management forum.

Please note that for the remainder of the Amendment Letter, the following terminology will be used when describing Incidents: Priority 1 through to Priority 5. These relate to the status of Incidents in An Garda Síochána in the following way:

Priority Level	Description
1	**Critical Impact:** Urgent, many users affected, business critical functions unavailable (e.g., server down, application not available), no workaround in place.
2	**High Impact:** Partial loss of service and/or degradation of ability to provide service to Customer and/or workaround exists but requires extensive effort.
3	**Moderate Impact:** Persistent service degradation, slow response time, specific to one user, problem prevents user from performing critical task, workaround in place.
4	**Minimal Impact:** Problem with minimal impact affecting single user. Any type of Customer request (including request for information) that is not related to a problem. Problems with workaround in place that have been reprioritised, but a problem exists which prevents the completion of a non-critical task.
5	**Request:** A change requested which if not implemented will not impact service availability or the ability of business users to perform critical tasks.

Table 3.1: Description of Incident Prioritisation

The response times expected from the On Call Accenture resources are as follows:

Priority	Response Time to Service Request	Time for On Call Resource to be On-Site
1	15 Minutes	1 Hour
2	30 Minutes	2 Hours
3	30 Minutes	Next Business Day
4	30 Minutes	As Negotiated
5	As Negotiated	As Negotiated

Table 3.2: Expected On Call Response Times

4 Charges

The Charges shall be invoiced as set out in the Agreement. Based on the scope, services and resources described in this Amendment Letter the total charges which are expected to be charged in relation to the Services are shown in table 4.1.

During 2016, The Client will continue a programme to replace the resources detailed in Section 7.1 with internal resources. In the event that sufficient internal resources are identified, then the fees for the period January 1st to December 31st 2016 will be reviewed and any reductions in fees resulting from the replacement of Accenture resources with internal resources will be refunded in accordance with the mechanisms set out in section 4.3.

[redacted]

[redacted]

[redacted]

5 Implementation planning and project delivery e.g. timelines

The Services described in section 3 will be provided for the period January 1st 2016 to December 31st 2016. The planning for the tasks to be carried out by the resources listed in section 3 will be agreed on a weekly basis by the Skilled Resources Service Management team.

6 Governance and Reporting Structure

Weekly status meetings will be held to review any issues raised and the overall performance of the Accenture and The Client in the execution of their responsibilities in accordance with this Amendment Letter and the Agreement. The personnel who must attend this meeting are listed in section 6.1.

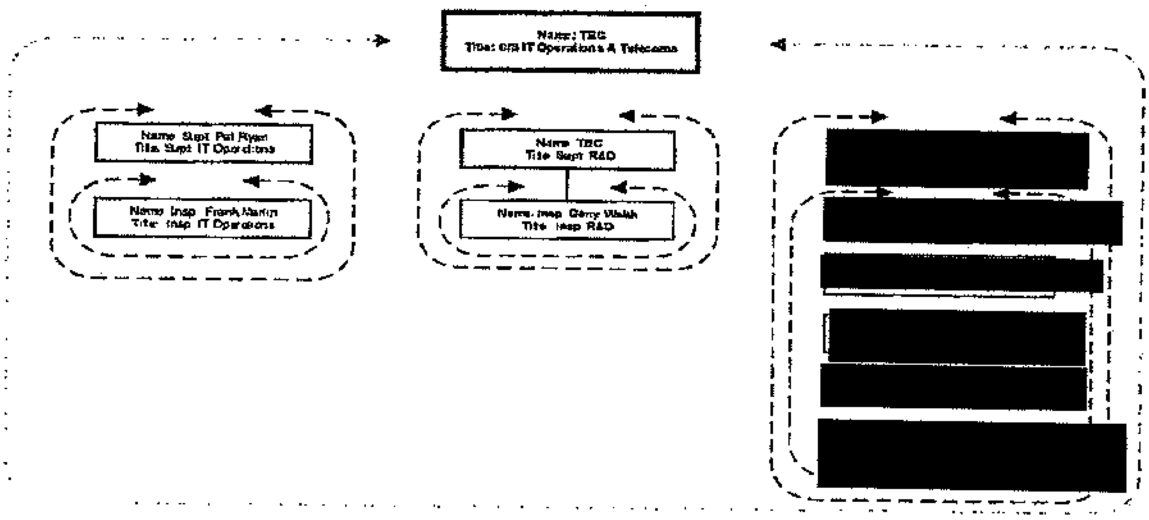
If any of the key personnel are unable to attend the weekly status meetings, a substitute must be appointed to attend unless agreed by the chairman. The substitute will have the authority to make decisions on the behalf of the person that they are representing.

6.1 Skilled Resources Service Management Team

Name	Role
TBC	Chief Superintendent IT Operations
Supt. Pat Ryan	Superintendent IT Operations (Chair)
TBC	Superintendent Research and Development (Joint Chair)
Insp. Frank Martin	Inspector IT Operations
Insp. Gerry Walsh	Inspector Research and Development

[redacted]

6.2 Management Team Structure


Name: TBC
Title: C/S IT Operations & Telecoms
Name Supt Pat Ryan
Title Supt IT Operations
Name Insp Frank Martin
Title Insp IT Operations
Name TBC
Title Supt R&D
Name Insp Gerry Walsh
Title Insp R&D

[redacted]

6.3 Prioritisation of Work

The priorities of the Accenture teams described in Section 3 will be agreed on a weekly basis by the Skilled Resources Service Management team. The prioritisation of activities which impact the ability of the Accenture team to meet the Service Level Agreements (SLA) described in section 11, will result in a temporary suspension of the associated SLA will be agreed by the Skilled Resources Service Management Team. If the full Skilled Resources Service Management team is not available then the prioritisation of work and any impact on SLAs may be agreed between the chair and the Accenture account manager. Any change agreed will be communicated to all members of the Skilled Resources Management team.

All work undertaken by Accenture resources must be agreed and communicated to the appropriate member of the Skilled Resources Service Management team.

6.4 Service Reports

Accenture will be expected to manage the delivery of services described in this Amendment Letter.

Accenture must provide a weekly service report for the previous week by 11:00 am on each Tuesday (with the exception of public holidays).

The sections that the weekly performance report must contain are:

- Summary of Performance against Key Service Level Targets.
- System availability statistics for the previous week.
- Graphical representation to display actual performance against Key Service Level Targets.
- Other items to be agreed by the Skilled Resources Service Management team.

Accenture must provide a quarterly (i.e. three-monthly) service report by the 4th calendar day of the month (with the exception of weekends and bank holidays) following the close of the quarter for the service that they provide. The quarterly report has the same format as the weekly report.

Accenture will also provide the following reports as required:

- Service Performance Reports
- Action Reporting (management summary of actions undertaken to resolve issues during previous period)
- Problem Reports
- Incident Reports

[redacted]

7 Resources

The numbers and names of the resources proposed to provide the services described in section 2 are contained in the table below. The resources named below and working hours may be changed by agreement between The Client and Accenture in order to cater for the changing needs of The Client.

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

Name	Team	Role / Function
[redacted]	[redacted]	[redacted]

[redacted]

Table 7.1: Names and roles of resources to be provided during the implementation of this Amendment Letter

[redacted]

7.3 Quarterly Review

The number of resources required and the associated skill sets will be reviewed on a quarterly basis as part of the implementation of the consolidation and cost reduction program by the Skilled Resources Service Management team. Any changes to the number of resources will be agreed between Accenture and The Client.

The performance of Accenture and the provision of key services will also be reviewed against the key performance indicators set out in section 11.

7.4 Skills Transfer

A skills transition programme will be implemented, with the aim of reducing the number of roles described in section 7.1 which will be filled by members of the Accenture team.

Skills transfer activities will include:

- Identifying the required skills to be transferred
- Performing skills gap analysis
- Producing skills transfer plans
- Conducting and managing job shadowing and reverse job shadowing
- Implementing and monitoring skills transfer with formal checkpoints and exit criteria.

The skills and experience level required to be provided by any Client replacement resource should be consistent with the skills and experience for the role as is described in Section 3.

When appropriately skilled internal resources are identified to take part in the Skills Transfer programme, appropriate levels of skills transfer will take place for the role in question. The aim of the individual skills transfer will be to ensure that the internal resource becomes equipped with the skills necessary to ensure that no risk to the performance and availability of critical Garda IT systems is caused by the replacement of the resource from the Accenture team.

In the event that skills are transitioned to a resource from The Client, a review of any Service Level Agreement which could be impacted as a result of the replacement of the resource from the Accenture team will take place. The appropriate changes to the Service Level Agreement will be agreed in advance of the start of the skills transition process. Any cost reduction resulting from the replacement of resources will be covered by the process described in Section 4.3.

8 Dependencies on An Garda Siochána

i. For each of the teams defined in section 3, corresponding Garda resources should be identified where possible.
ii. The Accenture and Garda resources identified in dependency (i) will be co-located to facilitate the efficient exchange of information between resources.
iii. All Accenture resources will be provided with adequate accommodation including network connectivity to allow for the effective discharge of their duties.
iv. 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
v. Any updates necessary on the IT service desk AHD system will be made to allow for the effective reporting of status and service performance
vi. The service desk telephony system will be updated to allow the effective tracking of all key Service Desk metrics
vii. All Garda users will have the ability to re-set their own passwords and will be actively encouraged to do so without calling the IT service desk.
viii. 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 Siochána.
ix. No information will be withheld from Accenture which will impact the ability of Accenture in the discharge of responsibilities outlined in this Amendment Letter (subject to Section 6 of the Agreement).

[redacted]

10 Assumptions

i. In the event of major outages such as a telecommunications failure, which is outside the control of Accenture, certain key performance indicators will be suspended.
ii. All relevant information and access to resources will be given to Accenture to allow for the effective discharge of responsibilities in relation to this Amendment Letter.
iii. All assumptions stated in our response to The Tender will be validated before the implementation of any SLAs
iv. The numbers of staff will not be decreased further than indicated in section 3. In the event that the team is reduced further in size, SLA's will be suspended.

[redacted]

11.3 Service Metric Overview

Metric Name	Description	Service Metric Goal
Incident – Contacts - % Answered within agreed target	This metric illustrates the organisations' ability to work within agreed time limits and provides us with a measure to take action where appropriate to bring the service back in line with agreed measures.	Improve customer satisfaction
Incident - Cases - % Closed on Initial (first POC)	This metric measures the proportion of incidents resolved at the first point of contact between a user and a service desk without delay or referral.	Increase the ability of the Service Desk to resolve incidents without escalation.
Incident - Cases - % closed in agreed timeframe	This metric provides the time that it took to resolve incidents as a percentage of overall incidents created.	Improve the efficiency and customer satisfaction levels delivered by the IT service.
Incident - Cases - % overall cases resolved	Details the percentage of cases that central support resolved against the overall amount of cases resolved.	Improve central support efficiency.
Change – % changes implemented on schedule	This metric is used to capture the percentage of change requests successfully executed within schedule.	To increase the number of changes implemented over time.
Release – % of releases not meeting the implementation schedule – (backlog of releases)	This metric is used to capture the percentage of releases successfully executed within schedule.	This metric is used to capture the percentage of releases successfully executed within schedule.
% On Call requests Responded to Within Agreed Timeframes	This metric is used to capture the percentage of times that the on call resources respond to service requests within the agreed timelines.	To ensure unscheduled downtime is minimised by making sure that on-call resources are on-site when necessary to recover from unplanned outages.
Unplanned downtime on Critical Systems	This metric is used to keep track of unplanned downtime.	To reduce unplanned downtime.
Release – Unplanned downtime during the release	This metric is used to keep track of unplanned downtime.	To reduce unplanned downtime as a result of a release and improve testing and planning associated with releases.
Problem – % Repeat problems per month	To show how many of the identified problem records that are created as records in the problem management system have been created before and are known as repeats.	Improve efficiency of Proactive Problem Management.

Metric Name	Description	Service Metric Goal
Problem – % RCA Identified	To show how many of the identified problem records that are created as records in the problem management system have a Root Cause Identified, as a percentage of total problem management records created.	Improve efficiency of Proactive Problem Management.
Problem – % Solutions Identified	To show how many of the identified problem records that are created as records in the problem management system have a Solution Identified, (as a result of the root cause analysis conducted), as a percentage of total problem management records created.	Improve efficiency of Proactive Problem Management.
% Scheduled Proactive Monitoring and Maintenance Tasks Completed	The objective of this metric is to ensure that all proactive maintenance and monitoring tasks are completed as scheduled.	Improve efficiency of proactive problem and incident management.
Incident – Contacts - % Abandoned	This metric provides the percentage of overall calls that are abandoned.	Maintain a low call abandonment rate that is aligned with industry best practices.

This Section (the SLA) describes each of the separate components (or Service Items) of the Services to be provided as part of this Amendment Letter.

Each service item is explained in detail, together with the level of service to be provided by Accenture in relation to that service category (the "Service Level"). Except where otherwise expressly stated, each Service Level will be measured over a calendar month.

11.4 Description of Service Metrics

Incident – Contacts - % Answered within agreed target	
Metric Formula	*(# Calls Answered within SLA / Total # of Calls Answered) * 100*
Unit of Measure	Percentage.
Data Definitions	*# Calls Answered within SLA* - Number of calls that were answered within time specified by the Service Level Agreement during the reporting period. *Total # of Calls Answered* - Total number of calls answered during the reporting period.
Metric Description	This metric illustrates the organizations' ability to work within agreed time limits and provides us with a measure to take action where appropriate to bring the service back in line with agreed measures.
Business Goal	Increase the SLA Compliance percentage over time.

Metric Target/s	TBD

Incident - Cases - % Closed on Initial (first POC)

Metric Formula	*(Total number of incidents that were resolved at first point of contact/Total number of incidents created) * 100*
Unit of Measure	Percentage.
Data Definitions	*Total number of incidents that were resolved at first point of contact* – the total number of incidents that were resolved on first call or contact with support channel for the time period. *Total number of incidents created* – the total number of incidents created by the service desk for the time period.
Metric Description	This metric measures the proportion of incidents resolved at the first point of contact between a user and a service desk without delay or referral. This metric demonstrates the organizations' ability to solve the customers issue at the first point of contact without the need for follow up assistance thus reducing the time that the customer is affected.
Business Goal	Increase the ability of the Service Desk to resolve incidents without escalation and increase the SLA Compliance percentage over time.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Incident - Cases - % closed in agreed timeframe

Metric Formula	*(Number of incidents resolved within SLA/OLA / Number of incidents resolved traceable to SLA/OLA) * 100*
Unit of Measure	Percentage.
Data Definitions	*Number of incidents resolved within SLA/OLA* - the total number of incidents resolved for a particular SLA category that were resolved within the time specified by the SLA e.g. Priority 2. *Number of incidents resolved traceable to SLA/OLA* - the total number of incidents resolved for a particular SLA category that were resolved within the time specified by the SLA .
Metric Description	This metric provides the time that it took to resolve incidents as a percentage of overall incidents created. This metric has a target timeframe associated with it that is defined in the SLA/OLA. This information can be classified several ways including severity, incident or application. This metrics illustrates the organizations' ability to work within agreed time limits and provides a measure to take action where appropriate to bring the service back in line with agreed measures.

Business Goal	Improve the efficiency and customer satisfaction levels delivered by the IT service and increase SLA/OLA compliance over time.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Incident - Cases - % overall cases resolved

Metric Formula	*(Number of cases resolved by central support / Number of cases resolved) * 100*
Unit of Measure	Percentage.
Data Definitions	*Number of cases resolved by central support* – total cases resolved by central support for client X. *Number of cases resolved* – total cases resolved for client X.
Metric Description	Details the percentage of cases that central support resolved against the overall amount of cases resolved.
Business Goal	Improve central support efficiency.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Change - % changes implemented on schedule

Metric Formula	*(Total number of Changes implemented within schedule / Total number of Changes implemented) * 100*
Unit of Measure	Percentage.
Data Definitions	*Total Number of Changes implemented within schedule* – the total number of change requests implemented during the defined schedule within the defined reporting time period. *Total number of Changes implemented* - the total number of change requests implemented during the defined time period.
Metric Description	This metric is used to capture the percentage of change requests successfully executed within schedule. This metric demonstrates the organizations' ability to complete changes within the approved schedule.
Business Goal	To increase the number of changes implemented over time.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Release – % of releases not meeting the implementation schedule – (backlog of releases)	
Metric Formula	*(Total number of Releases implemented within schedule / Total number of Releases implemented) * 100*
Unit of Measure	Percentage.
Data Definitions	*Total Number of Releases implemented within schedule* – the total number of change requests implemented during the defined schedule within the defined reporting time period. *Total number of Releases implemented* - the total number of change requests implemented during the defined time period.
Metric Description	This metric is used to capture the percentage of releases successfully executed within schedule. This metric demonstrates the organizations' ability to complete releases within the approved schedule.
Business Goal	To improve the organisations ability to deliver agreed changes on schedule.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

% On Call requests Responded to Within Agreed Timeframes	
Metric Formula	*(Total number On-Call Requests Responded to within Agreed Timeframes / Total number of On Call Requests) * 100*
Unit of Measure	Percentage.
Data Definitions	*Total number of On-Call Requests Responded to within Agreed Timeframes* – the total number of On Call requests answered and responded to with the agree timeframes within the defined reporting time period. *Total number of On Call Requests* - the total number of On Call requests made to the assigned ON-Call resources within the defined reporting time period.
Metric Description	This metric is used to capture the percentage of times that the on call resources respond to service requests within the agreed timelines. This metric is used to ensure compliance with the service levels defined in this Amendment Letter.
Business Goal	To ensure unscheduled downtime is minimised by making sure that on-call resources are on-site when necessary to recover from unplanned outages.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Unplanned downtime On Critical Systems	
Metric Formula	*(Total time in hours and minutes for unplanned downtime)*
Unit of Measure	Number - hh:mm
Data Definitions	*Total time in hours and minutes for unplanned downtime* – the total number of hours and minutes that there was unplanned downtime.
Metric Description	This metric is used to keep track of unplanned downtime.
Business Goal	To reduce unplanned downtime.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Release – Unplanned downtime during the release	
Metric Formula	*(Total time in hours and minutes for unplanned downtime / Number of releases)*
Unit of Measure	Number - hh:mm
Data Definitions	*Total time in hours and minutes for unplanned downtime* – the total number of hours and minutes that there was unplanned downtime as a direct result of the release. *Total Number of Releases* – the total number of Releases in the release management system during the defined time period.
Metric Description	This metric is used to keep track of unplanned downtime.
Business Goal	To reduce unplanned downtime as a result of a release and improve testing and planning associated with releases.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Problem – % Repeat problems per month	
Metric Formula	*(Number of repeat problem records per month / Total number of problem records created) * 100*
Unit of Measure	Percentage.

Data Definitions	*Number of repeat problem records per month* – The total number of problem management tickets created in the problem management system for a given period that are repeats of a previous problem management record. *Total number of proactive problem records created* - The total number of problem management records created for a given period.
Metric Description	To show how many of the identified problem records that are created as records in the problem management system have been created before and are known as repeats.
Business Goal	Improve efficiency of Proactive Problem Management.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Problem – % RCA Identified

Metric Formula	*(Total Number of RCA identified for Problem Management tickets during the time period / Total Number of Problem Management tickets created during the time period) * 100*
Unit of Measure	Number.
Data Definitions	*Total Number of RCA identified for Problem Management tickets during the time period* – The total number of Root Cause's identified for problem management tickets created in the problem management system for a given period. *Total Number of Problem Management tickets created* – The total number of problem management tickets created in the problem management system for a given period.
Metric Description	To show how many of the identified problem records that are created as records in the problem management system have a Root Cause Identified, as a percentage of total problem management records created.
Business Goal	Improve efficiency of Proactive Problem Management.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Problem – % Solutions Identified

Metric Formula	*(Total Number of Solutions identified for Problem Management tickets during the time period / Total Number of Problem Management tickets created during the time period) * 100*
Unit of Measure	Percentage.
Data Definitions	*Total Number of Solutions identified for Problem Management tickets during the time period* – The total number of Solutions identified for problem management tickets created in the problem management system for a given period.

	Total Number of Problem Management tickets created – The total number of problem management tickets created in the problem management system for a given period.
Metric Description	To show how many of the identified problem records that are created as records in the problem management system have a Solution Identified, (as a result of the root cause analysis conducted), as a percentage of total problem management records created.
Business Goal	Improve efficiency of Proactive Problem Management.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

% Scheduled Proactive Monitoring and Maintenance Tasks Completed	
Metric Formula	(Scheduled Proactive Monitoring and Maintenance Completed)/ (Total Scheduled Proactive Monitoring and Maintenance Completed)
Unit of Measure	Percentage.
Data Definitions	*Scheduled Proactive Monitoring and Maintenance Completed* – The number of proactive maintenance and monitoring tasks signed off as being completed. *Total Scheduled Proactive Monitoring and Maintenance Completed* – The total number of proactive maintenance and monitoring task scheduled to be completed for a given period.
Metric Description	The objective of this metric is to ensure that all proactive maintenance and monitoring tasks are completed as scheduled. Tasks to be included in the proactive maintenance and monitoring schedule include: • Reacting to automated alerts and taking the correct remedial actions • Ensuring all system backups complete as scheduled • Ensuring that the CJIPP interface is functioning correctly • Ensuring all daily checklists are completed
Business Goal	Improve efficiency of proactive problem and incident management.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Incident - Contacts - % Abandoned	
Metric Formula	*# Calls Abandoned before target / # Calls Offered * 100*
Unit of Measure	Percentage.
Data Definitions	*# Calls Abandoned* - Calls that were abandoned before reaching a technologist, following the time the customer has made their choices with the IVR system.

	# Calls Offered - Total number of calls offered, following the time the customer has made their choices with the IVR system.
Metric Description	This metric provides the percentage of overall calls that are abandoned. This metric illustrates the organizations ability to answers customers calls within minimum abandon rates, also providing us the organization with an insight if their staffing meets the needs of the call arrival pattern. By monitoring this metric, action can be taken to bring the service back in line with agreed measures.
Business Goal	Maintain a low call abandonment rate that is aligned with industry averages.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

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

[redacted]

Accenture

27-01-2016

Date

I agree with the above terms and conditions

Tony Kidd

For and on behalf of
An Garda Síochána

22.1.2016

Date

[redacted]

	Requester Name:		5. Accenture Contract Dated 07.12.2016			File Re: FOI-000088-2018
Record No.	Page No	Description of document	Deletions	Relevant Section of FOI Acts	Reason for decision	Decision Maker's decision
	1	07.12.2016 - Accenture Contract				Grant
	2-4	07.12.2016 - Accenture Contract	2	Section 36	Commercially Sensitive Information	Part-Grant
	5-8	07.12.2016 - Accenture Contract	4	Section 37	Personal Information	Part-Grant
			Total number of pages			8
			Total number of pages for full release			3
			Total number of pages for partial release			4
			Total number of pages being withheld			1

[illegible]

7th December 2016

Superintendent Pat Ryan
IT Operations,
An Garda Síochána Headquarters,
Phoenix Park,
Dublin 8

Re: Agreement for the provision of resources to provide Mobility Services to ICT 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 24th 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 provision of Services to An Garda Síochána IT section in relation to the provision of resources to provide mobility design and implementation services within An Garda Síochána.

2 Objectives

2.1 Description of Services

Accenture will provide An Garda Síochána with resources to assist in the implementation of an Enterprise Mobility Management Solution to secure An Garda Síochána's current mobile estate, as well as assisting in progressing An Garda Síochána's broader mobility strategy. If additional effort outside the estimated 6 month period is required, resources associated with the roles detailed in table 3.1 can continue to be drawn down on a time and materials basis as per the rates also in table 3.1 for a duration to be agreed between An Garda Síochána and Accenture.

Accenture will provide 5 resources to assist in the implementation including the overall project management of an Enterprise Mobility Management Solution, as well as assisting An Garda Síochána to progress their overall mobility strategy.

Specific responsibilities for the proposed work streams include;

- **EMM for MS Surface and Laptops:** The work stream is proposed to focus on securing the current direct access devices, including the design of supporting infrastructure/ technical architecture, alignment with MDM on licences/ tariffs, supportability and coordination of the testing of the features with the existing users, as well as set up guides and support

- **EMM for the broader device estate (Mobile devices):** The existing mobile device estate needs to be assessed for compatibility with MDM, current tariffs, usage, accessories and user tagging and support levels defined. Once complete and where applicable, access to email, calendar and existing apps will be implemented as part of a pilot to broaden understanding of user requirements and setting of a baseline

- **Continuation of the broader strategic mobility approach:** The work stream will continue the engagement with end-users to a) identify their mobility needs both functionally and technically, b) design required mobility capabilities around these needs including devices, accessories, apps. Simultaneously working with Garda leadership to define required policies and guidelines

Resources will have their place of work at the Garda IT Centre in the Phoenix Park in Dublin 8.

Normal hours of support will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays

3 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 in Table 3.1.

3.1 Costs of Services

Table 3.1 provides the costs associated with the implementation of the services as described in section 3.1. If additional effort is required to complete the project, the resources below can continue to be drawn down on a time and materials basis as per the rates beneath for a duration to be agreed between An Garda Síochána and Accenture.

[redacted]

Table 3.1: The cost of services to support Mobility.

[redacted]

4 Implementation planning and project delivery

The Services described in section 2 will be provided for the period January 1st 2017 to May 31st 2017 on a time and material basis.

5 Governance and Reporting Structure

Weekly status meetings will be held to review any issues raised and the overall performance of the Accenture and The Client in the execution of their responsibilities in accordance with this Project Document. The personnel who must attend this meeting are listed in section 5.1.

If any of the key personnel 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 timelines outlined in section 4 arising from issues raised during the course of the project will be 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

5.1 Project Management Team

Mr. Pat Ryan	Superintendent IT Operations
[redacted]	[redacted]

5.2 Management Team Structure

[redacted]

5.3 Prioritisation of Work

The priorities of the Accenture teams described in Section 2 will be agreed on a weekly basis by Project Management team at weekly governance meeting.

6 Resources

The numbers and names of the resources proposed to provide the services described in section 2 are contained in the table below. The resources named below and working hours may be changed by agreement between The Client and Accenture in order to cater for the changing needs of The Client.

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.

6.1 Resources to be provided

[redacted]

Table 6.1: Names and roles of resources to be provided during the implementation of this Project Document

7 Dependencies on An Garda Síochána

i. For each of the resources defined in section 2, corresponding Garda resources should be identified where possible.
ii. The Accenture and Garda resources identified in dependency (i) will be co-located to facilitate the efficient exchange of information between resources.
iii. All Accenture resources will be provided with adequate accommodation including network connectivity to allow for the effective discharge of their duties.
iv. 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.
v. 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.
vi. No information will be withheld from Accenture which will impact the ability of Accenture in the discharge of responsibilities outlined in this Amendment Letter (subject to Section 6 of the Agreement).

8 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 Amendment Letter.
ii. In its capacity as Data Processor, Accenture agrees to comply with Client's reasonable instructions to enable Client to comply with its obligations under data protection laws applicable to Client as a data controller, as set out in the version of the Code of Practice for An Garda Síochána in effect on the 28th November 2016.
iii. The Client has sole responsibility for (a) informing Accenture personnel of the requirements of the Client's health and safety policy, and (b) ensuring that any part of the Client's premises used or accessed by Accenture personnel complies with the Safety, Health and Welfare at Work Act 2005 and the **Safety, Health and Welfare at Work (General Application) Regulations 2007**, in each case as amended, consolidated, replaced or re-enacted.

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

[redacted]

Accenture

I agree with the above terms and conditions

For and on behalf of
An Garda Síochána

8 12 2016
Date

	Requester Name:		6. Accenture Contract Dated 13.12.2016		File Re: FOI-000088-2018	
Record No.	**Page No**	**Description of document**	**Deletions**	**Relevant Section of FOI Acts**	**Reason for decision**	**Decision Maker's decision**
	1	13.12.2016 - Accenture Contract				Grant
	2-16	13.12.2016 - Accenture Contract	33	Part 1(n) of Schedule 1	Out of Scope	Part-Grant
	17-20	13.12.2016 - Accenture Contract	4	Section 36	Commercially Sensitive Information	Part-Grant
	21-27	13.12.2016 - Accenture Contract	13	Section 36 Section 37	Commercially Sensitive Information Personal Information	Part-Grant
	28-29	13.12.2016 - Accenture Contract	2 pages	Section 36	Commercially Sensitive Information	Refuse
	30-38	13.12.2016 - Accenture Contract	1	Section 37	Personal information	Part-Grant
			Total number of pages			38
			Total number of pages for full release			10
			Total number of pages for partial release			23
			Total number of pages being withheld			5

ICT. 3. 92506/16

12 December 2016

Supt. Patrick Ryan
I.T. Section,
An Garda Síochána Headquarters,
Phoenix Park,
Dublin 8,
D08 HN3X

Re: Extension of Project Document January 11th 2016, for the provision of Skilled Resources.

1 Background

The Commissioner of An Garda Síochána and Accenture (the "Parties") entered into a Services Agreement dated 24th 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.

Pursuant to the Agreement the Parties entered into a Project Document which outlines the scope of the services and the roles and responsibilities of both Accenture and An Garda Síochána in relation to provision of Services to An Garda Síochána IT Section (the "Project Document"). The Project Document governs the provision of the Services until 31st December 2016 (the "Term").

The Parties have agreed to extend the Term for a further year expiring 31st December 2017 and to replace the terms of the Project Document with the terms as set out in this letter ("Amendment Letter").

This Amendment Letter embodies the entire agreement between the Parties with respect to the amendment of the Project Document. In the event of any conflict or inconsistency between the provisions of the Agreement, the Project Document or this Amendment Letter, the provisions of this Amendment Letter shall prevail.

2 Objectives

The provision of the services described in this Amendment Letter aims to ensure that An Garda Síochána's IT section is provided with Skilled Technical resources to carry out certain activities described more fully in the following sections.

Accenture will provide on-site support to ensure that key IT services remain available to IT system end users. The resources to be provided will augment the existing An Garda Síochána staff to provide additional capacity and key skills not currently provided by internal resources within An Garda Síochána IT Section.

Accenture will also continue to work with The Client management team to implement a cost reduction program in relation to the skills and services provided within An Garda Síochána's IT section by ensuring that both Garda and Accenture resources are utilised as efficiently as possible. This program will also continue to investigate ways in which new technologies could be used to introduce additional efficiencies.

Accenture will utilise its global alliances with software vendors such as Microsoft, Oracle, CA, VMWare and others to help The Client ensure that it can maximise the benefits from investments already made by it in the various technologies deployed across The Client's IT infrastructure.

Accenture will also continue to utilise its global Police Services, drawing on experiences of worldwide system implementations as well as specialised offerings including business assets and thought leadership via its Policing Center of Excellence.

3 Description of Services

Accenture will provide An Garda Síochána (AGS) with a total of 49 resources to work in the following areas within The Client IT Section.

3.1 Live Support

Description & Accenture Responsibilities
Accenture will provide a total of 13 resources on-site and on an on-call basis to provide support for the GardaIS infrastructure. These resources will provide on-site support for Priority 1 and Priority 2 incidents inside business hours of 09:00 to 17:30. Between 17:30 and 09:00 on-call support will be provided for Priority 1 and Priority 2 incidents, with on-site support being provided for Priority 3, Priority 4 and Priority 5 incidents. The description of Priority levels are described in section 3.13. The support provided will cover the following components of The Client IT infrastructure:
[redacted]
This team will have its place of work at the Garda IT Centre in the Phoenix Park in Dublin 8.
Support Hours

- The normal hours of support will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays
- On-site resource support will be provided on a 07:00 to 23:00 basis Monday to Friday and on weekends and bank holidays from 09:00 to 17:30.
- On-call support will be provided by two FTEs between 17:30 and 09:00 Monday to Friday and at weekends and bank holidays. The response times expected from the On Call Accenture resources are detailed in section 3.13.

[redacted]

3.2 Operational Readiness Test

Description & Accenture Responsibilities

Accenture will provide one resource to work on the Operational Readiness Test (ORT) team. This resource will ensure that the key operational components (technology, processes, procedures and people) required to manage and support a 24/7 service are in place and functional in a pre-live environment prior to deployment of the service (new or amendment to existing service) in the live environment.

[redacted]

This team will have its normal place of work at the Garda IT Centre in the Phoenix Park in Dublin 8.

Support Hours

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

[redacted]

  - Deployment Checklist
  - ORT Test Closure Report
- Record and escalate issues identified during ORT
- Monitor and report progress against plan
- Confirm deployment timings
- Sign-off ORT

3.3 Technical Architecture

Description & Accenture Responsibilities

Accenture will provide four resources to work on the technical architecture team providing support for The Client's IT technical architecture. [redacted]

This team will have its normal place of work at the Garda IT Centre in the Phoenix Park in Dublin 8.

Support Hours

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

[redacted]

3.4 Database Administration

Description & Accenture Responsibilities
Accenture will provide three resources on-site and on-call support services to support the GardaIS Databases on a 24 hour x 7 day basis. This support comprises the following components of the GardaIS infrastructure: [redacted]
Support Hours
• The hours of support will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays.

[redacted]

3.5 System Administration

Description & Accenture Responsibilities
Accenture will provide five System Administration (Environments) support resources to The Client. The five resources will maintain and support the Garda production and test environments. These include Training (GARDATRN), Pre-Production (GARDAISPRE) and Production (GARDAIS).
Support Hours
• The hours of support will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays.

[redacted]

3.6 Security

Description & Accenture Responsibilities

Accenture will provide three resources to provide support to The Client Security Team. [redacted]

[redacted]

Support Hours

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

[redacted]

3.7 [redacted] SAMS Support

Description & Accenture Responsibilities
Accenture will provide one resource to provide support across the [redacted] SAMS areas: [redacted] • SAMS Application Support
Support Hours
• The hours of support will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays.

[redacted]

3.8 Backup & Restore/CA Support

Description & Accenture Responsibilities

Accenture will provide one on-site resource to support services for tape Backup and Restore operations and CA toolset operations across the following environments:

[redacted]

Additional environments may be included with the scope of the support to be provided by Accenture by agreement.

[redacted]

Support Hours

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

[redacted]

3.9 Desktop Support

Description & Accenture Responsibilities
Accenture will provide a total of three resources on-site to provide support for the desktop PCs deployed across the Garda organisation. This team will have its place of work at the Garda IT Centre in the Phoenix Park in Dublin 8.
Support Hours
• The hours of support will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays.

[redacted]

3.10 Service Desk Supervisors

Description & Accenture Responsibilities
Accenture will provide three resources on-site at Garda Headquarters in the Phoenix Park, Dublin 8 acting as Service Desk Supervisors. The Service Desk Supervisors will be responsible for: • Act as the first point of escalation for all Service Desk Analysts • Producing weekly reports on the daily activities of the Service Desk • Providing advice and guidance to customers and Service Desk analysts

- Managing Service Desk Team shifts and associated handovers
- Ensuring calls are handled efficiently & in a timely manner by Service Desk Analysts
- Creating a service culture within the service desk
- Working with the Service Desk Lead Supervisor and Accenture ITIL implementation lead in defining and implementing new or improved working practices

Support Hours

- The hours of support will be between 07:00 to 23:00 Monday to Friday with the exception of public holidays and bank holidays.

[redacted]

3.11 Service Desk Analysts

Description & Accenture Responsibilities

Accenture will provide nine Service Desk Analysts to cover 24*7*365 Service Desk support.

The Service Desk is the single point of contact for the Client for users of IT services. It is the focal point for reporting incidents and making service requests.

The Service Desk will ensure that users/customers are kept informed of the status of their calls and are informed of any scheduled or unscheduled service events that are likely to impact their ability to pursue their day-to-day activities.

Support Hours

- The hours of support will be 24*7 365 days of the year.

[redacted]

3.12 Desktop Migration and Follow Me Printing

Description & Accenture Responsibilities

Accenture will provide three resources to work on the desktop migration and Follow Me Printing team. This team will be responsible for the migration and consolidation of remaining standalone and non-managed networked desktops to the GARDAIS domain. This team will also take on responsibility for the continued deployment of Follow Me Printing.

[redacted]

Support Hours

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

[redacted]

3.13 Enterprise Mobile Management Support Engineer

Description & Accenture Responsibilities
Accenture will provide one resources to support the VMWare Enterprise Mobile Management (EMM) solution. This team will have its place of work at the Garda IT Centre in the Phoenix Park in Dublin 8.
Support Hours
The hours of support will be between 09:00 to 17:30 Monday to Friday with the exception of public holidays and bank holidays. The role will commence on 1st May 2017 after the roll out of the Enterprise Mobile Management Solution.

[redacted]

3.14 On Call Support

[redacted]

The applications and environments to be covered by the On Call resources will be agreed at the Skilled Resources Service Management forum.

Please note that for the remainder of the Amendment Letter, the following terminology will be used when describing Incidents: Priority 1 through to Priority 5. These relate to the status of Incidents in An Garda Síochána in the following way:

Priority Level	Description
1	**Critical Impact:** Urgent, many users affected, business critical functions unavailable (e.g., server down, application not available), no workaround in place.
2	**High Impact:** Partial loss of service and/or degradation of ability to provide service to Customer and/or workaround exists but requires extensive effort.
3	**Moderate Impact:** Persistent service degradation, slow response time, specific to one user, problem prevents user from performing critical task, workaround in place.
4	**Minimal Impact:** Problem with minimal impact affecting single user. Any type of Customer request (including request for information) that is not related to a problem. Problems with workaround in place that have been reprioritised, but a problem exists which prevents the completion of a non-critical task.
5	**Request:** A change requested which if not implemented will not impact service availability or the ability of business users to perform critical tasks.

Table 3.1: Description of Incident Prioritisation

The response times expected from the On Call Accenture resources are as follows:

Priority	Response Time to Service Request	Time for On Call Resource to be On-Site
1	15 Minutes	1 Hour
2	30 Minutes	2 Hours
3	30 Minutes	Next Business Day
4	30 Minutes	As Negotiated
5	As Negotiated	As Negotiated

Table 3.2: Expected On Call Response Times

4 Charges

The Charges shall be invoiced as set out in the Agreement. Based on the scope, services and resources described in this Amendment Letter the total charges which are expected to be charged in relation to the Services are shown in table 4.1.

During 2017, The Client will continue a programme to replace the resources detailed in Section 7.1 with internal resources. In the event that sufficient internal resources are identified, then the fees for the period January 1st to December 31st 2017 will be reviewed and any reductions in fees resulting from the replacement of Accenture resources with internal resources will be refunded in accordance with the mechanisms set out in section 4.3.

[redacted]

[redacted]

[redacted]

5 Implementation planning and project delivery e.g. timelines

The Services described in section 3 will be provided for the period January 1st 2017 to December 31st 2017. The planning for the tasks to be carried out by the resources listed in section 3 will be agreed on a weekly basis by the Skilled Resources Service Management team.

6 Governance and Reporting Structure

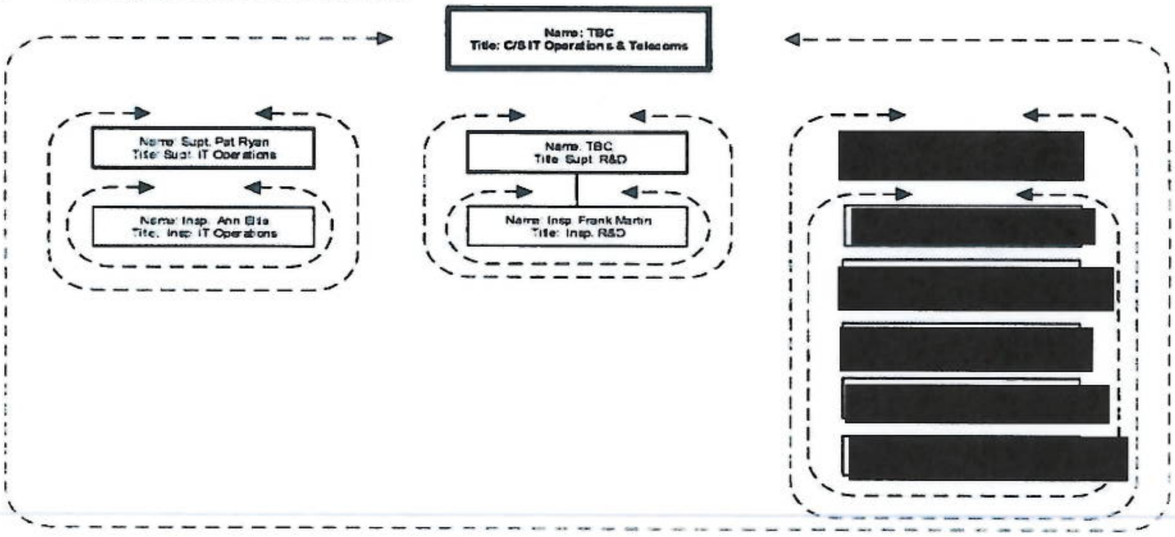
Weekly status meetings will be held to review any issues raised and the overall performance of the Accenture and The Client in the execution of their responsibilities in accordance with this Amendment Letter and the Agreement. The personnel who must attend this meeting are listed in section 6.1.

If any of the key personnel 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.

6.1 Skilled Resources Service Management Team

Name	Role
TBC	Chief Superintendent IT Operations
Supt. Pat Ryan	Superintendent IT Operations (Chair)
TBC	Superintendent Research and Development (Joint Chair)
Insp. Ann Ellis	Inspector IT Operations
Insp. Frank Martin	Inspector Research and Development
[redacted]	[redacted]

6.2 Management Team Structure


Name: TBC
Title: C/S IT Operations & Telecoms
Name: Supt. Pat Ryan
Title: Supt. IT Operations
Name: Insp. Ann Ellis
Title: Insp. IT Operations
Name: TBC
Title: Supt. R&D
Name: Insp. Frank Martin
Title: Insp. R&D
[redacted]
[redacted]
[redacted]
[redacted]
[redacted]
[redacted]

6.3 Prioritisation of Work

The priorities of the Accenture teams described in Section 3 will be agreed on a weekly basis by the Skilled Resources Service Management team. The prioritisation of activities which impact the ability of the Accenture team to meet the Service Level Agreements (SLA) described in section 11, will result in a temporary suspension of the associated SLA will be agreed by the Skilled Resources Service Management Team. If the full Skilled Resources Service Management team is not available then the prioritisation of work and any impact on SLAs may be agreed between the chair and the Accenture account manager. Any change agreed will be communicated to all members of the Skilled Resources Management team.

All work undertaken by Accenture resources must be agreed and communicated to the appropriate member of the Skilled Resources Service Management team.

6.4 Service Reports

Accenture will be expected to manage the delivery of services described in this Amendment Letter.

Accenture must provide a weekly service report for the previous week by 11:00 am on each Tuesday (with the exception of public holidays).

The sections that the weekly performance report must contain are:

- Summary of Performance against Key Service Level Targets.
- System availability statistics for the previous week.
- Graphical representation to display actual performance against Key Service Level Targets.
- Other items to be agreed by the Skilled Resources Service Management team.

Accenture must provide a quarterly (i.e. three-monthly) service report by the 4th calendar day of the month (with the exception of weekends and bank holidays) following the close of the quarter for the service that they provide. The quarterly report has the same format as the weekly report.

Accenture will also provide the following reports as required:

- Service Performance Reports
- Action Reporting (management summary of actions undertaken to resolve issues during previous period)
- Problem Reports
- Incident Reports

[redacted]

7 Resources

The numbers and names of the resources proposed to provide the services described in section 2 are contained in the table below. The resources named below and working hours may be changed by agreement between The Client and Accenture in order to cater for the changing needs of The Client.

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

Name	Team	Role / Function
[redacted]	[redacted]	[redacted]

[redacted]

7.3 Quarterly Review

The number of resources required and the associated skill sets will be reviewed on a quarterly basis as part of the implementation of the consolidation and cost reduction program by the Skilled Resources Service

Management team. Any changes to the number of resources will be agreed between Accenture and The Client.

The performance of Accenture and the provision of key services will also be reviewed against the key performance indicators set out in section 11.

[redacted]

8 Dependencies on An Garda Síochána

i. For each of the teams defined in section 3, corresponding Garda resources should be identified where possible.
ii. The Accenture and Garda resources identified in dependency (i) will be co-located to facilitate the efficient exchange of information between resources.
iii. All Accenture resources will be provided with adequate accommodation including network connectivity to allow for the effective discharge of their duties.
iv. 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
v. Any updates necessary on the IT service desk AHD system will be made to allow for the effective reporting of status and service performance
vi. The service desk telephony system will be updated to allow the effective tracking of all key Service Desk metrics
vii. All Garda users will have the ability to re-set their own passwords and will be actively encouraged to do so without calling the IT service desk.
viii. 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.

ix. No information will be withheld from Accenture which will impact the ability of Accenture in the discharge of responsibilities outlined in this Amendment Letter (subject to Section 6 of the Agreement).

[redacted]

10 Assumptions

i. In the event of major outages such as a telecommunications failure, which is outside the control of Accenture, certain key performance indicators will be suspended.
ii. All relevant information and access to resources will be given to Accenture to allow for the effective discharge of responsibilities in relation to this Amendment Letter.
iii. All assumptions stated in our response to The Tender will be validated before the implementation of any SLAs
iv. The numbers of staff will not be decreased further than indicated in section 3. In the event that the team is reduced further in size, SLA's will be suspended.
v. In its capacity as Data Processor, Accenture agrees to comply with Client's reasonable instructions to enable Client to comply with its obligations under data protection laws applicable to Client as a data controller, as set out in the version of the Code of Practice for An Garda Síochána in effect on the 28th November 2016.
vi. The Client has sole responsibility for (a) informing Accenture personnel of the requirements of the Client's health and safety policy, and (b) ensuring that any part of the Client's premises used or accessed by Accenture personnel complies with the Safety, Health and Welfare at Work Act 2005 and the **Safety, Health and Welfare at Work (General Application) Regulations 2007**, in each case as amended, consolidated, replaced or re-enacted.

[redacted]

[redacted]

11.3 Service Metric Overview

Metric Name	Description	Service Metric Goal
Incident – Contacts - % Answered within agreed target	This metric illustrates the organisations' ability to work within agreed time limits and provides us with a measure to take action where appropriate to bring the service back in line with agreed measures.	Improve customer satisfaction
Incident - Cases - % Closed on Initial (first POC)	This metric measures the proportion of incidents resolved at the first point of contact between a user and a service desk without delay or referral.	Increase the ability of the Service Desk to resolve incidents without escalation.
Incident - Cases - % closed in agreed timeframe	This metric provides the time that it took to resolve incidents as a percentage of overall incidents created.	Improve the efficiency and customer satisfaction levels delivered by the IT service.
Incident - Cases - % overall cases resolved	Details the percentage of cases that central support resolved against the overall amount of cases resolved.	Improve central support efficiency.
Change – % changes implemented on schedule	This metric is used to capture the percentage of change requests successfully executed within schedule.	To increase the number of changes implemented over time.
Release – % of releases not meeting the implementation schedule – (backlog of releases)	This metric is used to capture the percentage of releases successfully executed within schedule.	This metric is used to capture the percentage of releases successfully executed within schedule.
% On Call requests Responded to Within Agreed Timeframes	This metric is used to capture the percentage of times that the on call resources respond to service requests within the agreed timelines.	To ensure unscheduled downtime is minimised by making sure that on-call resources are on-site when necessary to recover from unplanned outages.
Unplanned downtime on Critical Systems	This metric is used to keep track of unplanned downtime.	To reduce unplanned downtime.
Release – Unplanned downtime during the release	This metric is used to keep track of unplanned downtime.	To reduce unplanned downtime as a result of a release and improve testing and planning associated with releases.
Problem – % Repeat problems per month	To show how many of the identified problem records that are created as records in the problem management system have been created before and are known as repeats.	Improve efficiency of Proactive Problem Management.
Problem – % RCA Identified	To show how many of the identified problem records that are created as records in the problem management	Improve efficiency of Proactive Problem Management.

Metric Name	Description	Service Metric Goal
	system have a Root Cause Identified, as a percentage of total problem management records created.	
Problem – % Solutions Identified	To show how many of the identified problem records that are created as records in the problem management system have a Solution Identified, (as a result of the root cause analysis conducted), as a percentage of total problem management records created.	Improve efficiency of Proactive Problem Management.
% Scheduled Proactive Monitoring and Maintenance Tasks Completed	The objective of this metric is to ensure that all proactive maintenance and monitoring tasks are completed as scheduled.	Improve efficiency of proactive problem and incident management.
Incident – Contacts - % Abandoned	This metric provides the percentage of overall calls that are abandoned.	Maintain a low call abandonment rate that is aligned with industry best practices.

This Section (the SLA) describes each of the separate components (or Service Items) of the Services to be provided as part of this Amendment Letter.

Each service item is explained in detail, together with the level of service to be provided by Accenture in relation to that service category (the "Service Level"). Except where otherwise expressly stated, each Service Level will be measured over a calendar month.

11.4 Description of Service Metrics

Incident – Contacts - % Answered within agreed target	
Metric Formula	*(# Calls Answered within SLA / Total # of Calls Answered) * 100*
Unit of Measure	Percentage.
Data Definitions	*# Calls Answered within SLA* - Number of calls that were answered within time specified by the Service Level Agreement during the reporting period. *Total # of Calls Answered* - Total number of calls answered during the reporting period.
Metric Description	This metric illustrates the organizations' ability to work within agreed time limits and provides us with a measure to take action where appropriate to bring the service back in line with agreed measures.
Business Goal	Increase the SLA Compliance percentage over time.
Metric Target/s	TBD

Incident - Cases - % Closed on Initial (first POC)	
Metric Formula	*(Total number of incidents that were resolved at first point of contact/Total number of incidents created) * 100*
Unit of Measure	Percentage.
Data Definitions	*Total number of incidents that were resolved at first point of contact* – the total number of incidents that were resolved on first call or contact with support channel for the time period. *Total number of incidents created* – the total number of incidents created by the service desk for the time period.
Metric Description	This metric measures the proportion of incidents resolved at the first point of contact between a user and a service desk without delay or referral. This metric demonstrates the organizations' ability to solve the customers issue at the first point of contact without the need for follow up assistance thus reducing the time that the customer is affected.
Business Goal	Increase the ability of the Service Desk to resolve incidents without escalation and increase the SLA Compliance percentage over time.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Incident - Cases - % closed in agreed timeframe	
Metric Formula	*(Number of incidents resolved within SLA/OLA / Number of incidents resolved traceable to SLA/OLA) * 100*
Unit of Measure	Percentage.
Data Definitions	*Number of incidents resolved within SLA/OLA* - the total number of incidents resolved for a particular SLA category that were resolved within the time specified by the SLA e.g. Priority 2. *Number of incidents resolved traceable to SLA/OLA* - the total number of incidents resolved for a particular SLA category that were resolved within the time specified by the SLA .
Metric Description	This metric provides the time that it took to resolve incidents as a percentage of overall incidents created. This metric has a target timeframe associated with it that is defined in the SLA/OLA. This information can be classified several ways including severity, incident or application. This metrics illustrates the organizations' ability to work within agreed time limits and provides a measure to take action where appropriate to bring the service back in line with agreed measures.
Business Goal	Improve the efficiency and customer satisfaction levels delivered by the IT service and increase SLA/OLA compliance over time.

Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Incident - Cases - % overall cases resolved	
Metric Formula	*(Number of cases resolved by central support / Number of cases resolved) * 100*
Unit of Measure	Percentage.
Data Definitions	*Number of cases resolved by central support* – total cases resolved by central support for client X. *Number of cases resolved* – total cases resolved for client X.
Metric Description	Details the percentage of cases that central support resolved against the overall amount of cases resolved.
Business Goal	Improve central support efficiency.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Change – % changes implemented on schedule	
Metric Formula	*(Total number of Changes implemented within schedule / Total number of Changes implemented) * 100*
Unit of Measure	Percentage.
Data Definitions	*Total Number of Changes implemented within schedule* – the total number of change requests implemented during the defined schedule within the defined reporting time period. *Total number of Changes implemented* - the total number of change requests implemented during the defined time period.
Metric Description	This metric is used to capture the percentage of change requests successfully executed within schedule. This metric demonstrates the organizations' ability to complete changes within the approved schedule.
Business Goal	To increase the number of changes implemented over time.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Release – % of releases not meeting the implementation schedule – (backlog of releases)	
Metric Formula	*(Total number of Releases implemented within schedule / Total number of Releases implemented) * 100*
Unit of Measure	Percentage.
Data Definitions	*Total Number of Releases implemented within schedule* – the total number of change requests implemented during the defined schedule within the defined reporting time period. *Total number of Releases implemented* - the total number of change requests implemented during the defined time period.
Metric Description	This metric is used to capture the percentage of releases successfully executed within schedule. This metric demonstrates the organizations' ability to complete releases within the approved schedule.
Business Goal	To improve the organisations ability to deliver agreed changes on schedule.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

% On Call requests Responded to Within Agreed Timeframes	
Metric Formula	*(Total number On-Call Requests Responded to within Agreed Timeframes / Total number of On Call Requests) * 100*
Unit of Measure	Percentage.
Data Definitions	*Total number of On-Call Requests Responded to within Agreed Timeframes* – the total number of On Call requests answered and responded to with the agree timeframes within the defined reporting time period. *Total number of On Call Requests* - the total number of On Call requests made to the assigned ON-Call resources within the defined reporting time period.
Metric Description	This metric is used to capture the percentage of times that the on call resources respond to service requests within the agreed timelines. This metric is used to ensure compliance with the service levels defined in this Amendment Letter.
Business Goal	To ensure unscheduled downtime is minimised by making sure that on-call resources are on-site when necessary to recover from unplanned outages.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Unplanned downtime On Critical Systems	
Metric Formula	*(Total time in hours and minutes for unplanned downtime)*
Unit of Measure	Number - hh:mm
Data Definitions	*Total time in hours and minutes for unplanned downtime* – the total number of hours and minutes that there was unplanned downtime.
Metric Description	This metric is used to keep track of unplanned downtime.
Business Goal	To reduce unplanned downtime.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Release – Unplanned downtime during the release	
Metric Formula	*(Total time in hours and minutes for unplanned downtime / Number of releases)*
Unit of Measure	Number - hh:mm
Data Definitions	*Total time in hours and minutes for unplanned downtime* – the total number of hours and minutes that there was unplanned downtime as a direct result of the release. *Total Number of Releases* – the total number of Releases in the release management system during the defined time period.
Metric Description	This metric is used to keep track of unplanned downtime.
Business Goal	To reduce unplanned downtime as a result of a release and improve testing and planning associated with releases.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Problem – % Repeat problems per month	
Metric Formula	*(Number of repeat problem records per month / Total number of problem records created) * 100*
Unit of Measure	Percentage.

Data Definitions	*Number of repeat problem records per month* – The total number of problem management tickets created in the problem management system for a given period that are repeats of a previous problem management record. *Total number of proactive problem records created* - The total number of problem management records created for a given period.
Metric Description	To show how many of the identified problem records that are created as records in the problem management system have been created before and are known as repeats.
Business Goal	Improve efficiency of Proactive Problem Management.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Problem – % RCA Identified

Metric Formula	*(Total Number of RCA identified for Problem Management tickets during the time period / Total Number of Problem Management tickets created during the time period) * 100*
Unit of Measure	Number.
Data Definitions	*Total Number of RCA identified for Problem Management tickets during the time period* – The total number of Root Cause's identified for problem management tickets created in the problem management system for a given period. *Total Number of Problem Management tickets created* – The total number of problem management tickets created in the problem management system for a given period.
Metric Description	To show how many of the identified problem records that are created as records in the problem management system have a Root Cause Identified, as a percentage of total problem management records created.
Business Goal	Improve efficiency of Proactive Problem Management.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Problem – % Solutions Identified

Metric Formula	*(Total Number of Solutions identified for Problem Management tickets during the time period / Total Number of Problem Management tickets created during the time period) * 100*
Unit of Measure	Percentage.

Data Definitions	*Total Number of Solutions identified for Problem Management tickets during the time period* – The total number of Solutions identified for problem management tickets created in the problem management system for a given period. *Total Number of Problem Management tickets created* – The total number of problem management tickets created in the problem management system for a given period.
Metric Description	To show how many of the identified problem records that are created as records in the problem management system have a Solution Identified, (as a result of the root cause analysis conducted), as a percentage of total problem management records created.
Business Goal	Improve efficiency of Proactive Problem Management.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

% Scheduled Proactive Monitoring and Maintenance Tasks Completed

Metric Formula	(Scheduled Proactive Monitoring and Maintenance Completed)/ (Total Scheduled Proactive Monitoring and Maintenance Completed)
Unit of Measure	Percentage.
Data Definitions	*Scheduled Proactive Monitoring and Maintenance Completed* – The number of proactive maintenance and monitoring tasks signed off as being completed. *Total Scheduled Proactive Monitoring and Maintenance Completed* – The total number of proactive maintenance and monitoring task scheduled to be completed for a given period.
Metric Description	The objective of this metric is to ensure that all proactive maintenance and monitoring tasks are completed as scheduled. Tasks to be included in the proactive maintenance and monitoring schedule include: • Reacting to automated alerts and taking the correct remedial actions • Ensuring all system backups complete as scheduled • Ensuring that the CJIPP interface is functioning correctly • Ensuring all daily checklists are completed
Business Goal	Improve efficiency of proactive problem and incident management.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

Incident – Contacts - % Abandoned

Metric Formula	*# Calls Abandoned before target / # Calls Offered * 100*
Unit of Measure	Percentage.

Data Definitions	*# Calls Abandoned* Calls that were abandoned before reaching a technologist, following the time the customer has made their choices with the IVR system. *# Calls Offered* - Total number of calls offered, following the time the customer has made their choices with the IVR system.
Metric Description	This metric provides the percentage of overall calls that are abandoned. This metric illustrates the organizations ability to answers customers calls within minimum abandon rates, also providing us the organization with an insight if their staffing meets the needs of the call arrival pattern. By monitoring this metric, action can be taken to bring the service back in line with agreed measures.
Business Goal	Maintain a low call abandonment rate that is aligned with industry averages.
Metric Target/s	To be agreed by the Skilled Resources Service Management team.

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

[redacted]

Accenture

14-12-2016

Date

I agree with the above terms and conditions

For and on behalf of
An Garda Síochána

13.12.2016

Date