

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 ND62



Freedom of Information Office,
An Garda Síochána, Athlumney House,
IDA Business Park,
Johnstown, Navan,
Co Meath.
C15 ND62

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-000284-2021 Request Part-Grant

Deaí

I refer to your request, dated and received on 19th August, 2021 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:

I wish to obtain the following information under the Freedom of Information Act. The information I require concerns the force's mobility project and the rollout of the handheld devices.

Can you provide the following information?

- 1. How many mobile devices has the force purchased to date and how many are currently in use?*
- 2. How much does each device cost and how much rent is charged by the technology company providing the technology used on each handset?*

3. *Has the force being paying rental charges on devices which have yet to be distributed? If so, can you provide information on the number of devices which remain unused, how much money has been paid and for how long?*
4. *Can you provide copies of all reports on how the project has been rolled out and any correspondence on any issues encountered to date.*

I wish to inform you that I have decided to part-grant your request on the 9th September 2021

The purpose of this letter is to explain my decision.

1. Findings, particulars and reasons for decision

Upon receipt, details of your request were forwarded to the relevant sections within An Garda Síochána who conducted a search for records containing the information you requested.

In relation to part 1 of your request, I have been advised that An Garda Síochána has purchased 10,295 devices for issue. Currently 7,710 devices have been deployed with the remainder to be deployed during Q3 and Q4 of 2021.

I am refusing part 2 of your request where you have sought the cost of each device and the rent charged for each device. This refusal is based on Section 36(1)(b) and (c) of the FOI Act wherein:

Commercially sensitive information

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

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

I am satisfied that the release of the cost of the devices purchased and the rental fee would prejudice the competitive position of the supplier by making the cost per unit publically known. This information therefore is commercially sensitive in accordance with the provisions of Section 36 of the Act

I am cognisant of the fact that the release of information under the Act is, in essence, a release to the public at large. The pricing structure of the supplier with regard to products and services provided to An Garda Síochána is not known to competitors or the public in general. If the records were made available to you it is reasonable to expect that it would prejudice the ability of the supplier to compete in other contracts or negotiations in the future as competitors would be aware of their pricing structure.

I am of the view that the release of the pricing structure could reasonably be expected to result in a material financial loss by the supplier as it could prejudice their competitive position in the

conduct of their business. The placing of these pricing structures into the public domain could also reasonably be expected to give a competitive advantage to other companies seeking similar contracts with public bodies.

Furthermore the supplier's current customers may become aware of a potential difference in pricing structures being offered to An Garda Síochána which could prejudice any current or future negotiations with these customers.

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.

In respect of part 3 of your request, I can advise that there is zero rental cost to An Garda Síochána for devices not yet deployed. Costs only commence when the device is deployed and activated.

Part 4 of your request sought "*copies of all reports on how the project has been rolled out and any correspondence on any issues encountered to date*". I am attaching herewith Mobility Review 2020 report to the Policing Authority. In accordance with the provisions of the FOI

Act, a number of redactions have been made to this document. As outlined above, commercially sensitive information has been redacted in accordance with Sections 36(1)(b) and (c) of the Act.

In addition, a number of redactions have been made to this record in accordance with Part 1(n) of Schedule 1 of the Act. 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 for release.

Records which do not relate to finance, procurement or human resource matters fall outside the scope of the FOI Act insofar as it relates to An Garda Síochána and cannot be released.

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-000284-2021**.

Freedom of Information Office, An Garda Síochána, Athlumney House, IDA Business Park, Navan, Co. Meath, C15 ND62.

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: An Garda Síochána Imprest Account
Account Number: 30000302
Sort Code: 951599
IBAN: IE28DABA95159930000302
BIC: DABAIE2D

You must ensure that your FOI reference number FOI-000284-2021 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 wish to discuss the above, please contact the FOI Office by telephone at (046) 9036350.

Yours sincerely,



ASSISTANT PRINCIPAL

PAUL BASSETT

FREEDOM OF INFORMATION OFFICER



SEPTEMBER, 2021.

A POLICING SERVICE FOR OUR FUTURE



Mobility Review 2020

Version	Issue Date	Updated By	Reviewed By (if applicable)	Description of change
1.0	08/08/2020	Tim Willoughby		
2.0	23/10/2020	Tim Willoughby	Andrew O'Sullivan AC David Sheahan	Minor Edits
3.0	27/11/2020	Tim Willoughby	Aeneas Leane	Minor Edits

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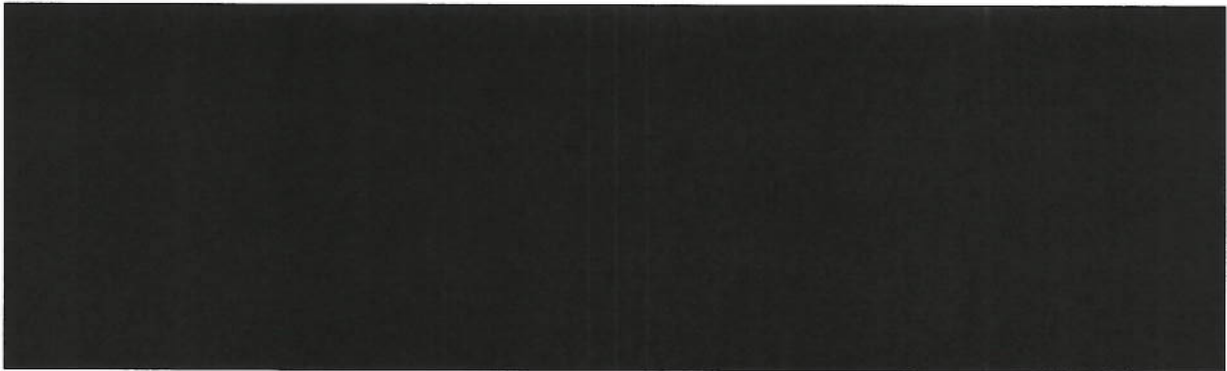
[REDACTED]

1.0 Executive Summary

The ACTIVE Mobility programme has now delivered over 2,000 high end mobile devices, called Mobile Data Stations (MDS), into the hands of front line Gardaí.

ACTIVE is an iterative programme of work, as part of the transformation and modernisation of An Garda Síochána, to deliver mobile technology capability to the whole Garda organisation over the next 3 years thus enabling frontline members to have more and more connectivity to back office systems. The use of the MDS is one of the key visible and tangible initiatives that demonstrate to frontline members and the public the benefits of the *A Policing Service for Our Future* (APSFOF) programme. The use of the MDS will deliver improved data quality, in that new Apps based on improved business processes can replace paper based processes and deliver improved organisational efficiency and effectiveness.

The ACTIVE programme has now delivered a number of Apps that connect to PULSE and with the increasing use of such targeted Apps the MDS will become the frontline interface for all of the large back office work streams currently underway, PEMS, ECM, IMS, Rosters, etc.



1.2 Community Visibility

The Mobile Data Station allows the Garda Member to be more visible in the community, bringing the station right into the heart of the community and presents the opportunity for Garda members and staff to be more efficient and effective by having mobile access to relevant core policing applications, a wide-range of real-time information and the ability to input and update information 'On-the-Go'. It also allows for greater quality of data input, accountability, transparency and governance. Effectively the station is wherever the Garda is.



[REDACTED]

[REDACTED]

[REDACTED]

2.0 Vision & Strategy

2.1 The Garda Mobility Strategy

The potential of Mobility for modern Policing has been recognised both within An Garda Síochána and externally, through for example the Report of the Commission on the Future of Policing in Ireland, as a major strategic approach to support the modernisation of the operation of An Garda Síochána. Many European policing organisations have implemented Mobility successfully and integrated the use of mobile devices into their operational processes. In response to a commitment in the Modernisation & Renewal Programme (MRP) Strategy, the **Garda Mobility Strategy** was created in 2017. This strategy defined an approach which consisted of four strategic ICT work streams:

- Enterprise Mobility Management (EMM) and Technical ICT Infrastructure
- Mobile Device Selection and Deployment
- Mobile Application Roadmap
- Continuous Mobility Capability Development

It was recognised that adopting mobility would necessitate tackling two major challenges for the organisation if Mobility was to be successful. These were:

- a. How is the organisation going to manage and best exploit the impact on core policing processes that will occur as a result of the introduction of modern, mobile digital technology?
- b. How is Garda ICT going to manage the impact on core ICT service and solution delivery processes as a result of the introduction of modern, mobile digital technology – effectively, a structural change to the existing foundations of the Garda ICT technology landscape?

Given the scale of these challenges and the associated risks, a pilot was started in Limerick in December 2017, known as the ACTIVE Mobility Pilot. The goal of this pilot was to provide information that would enable the organisation to understand how best to approach a large scale deployment of Mobility.

Using detailed qualitative (surveys and interviews) and quantitative (app usage, actions taken analysis) data, a pilot report was reviewed by a wide range of key stakeholders; Garda Executive, Garda Legal Service, Associations and Unions, Garda College and Strategic Transformation Office. The report was published in October 2018 and it was used to support the 2019 A Policing Service for the Future Implementation Plan.

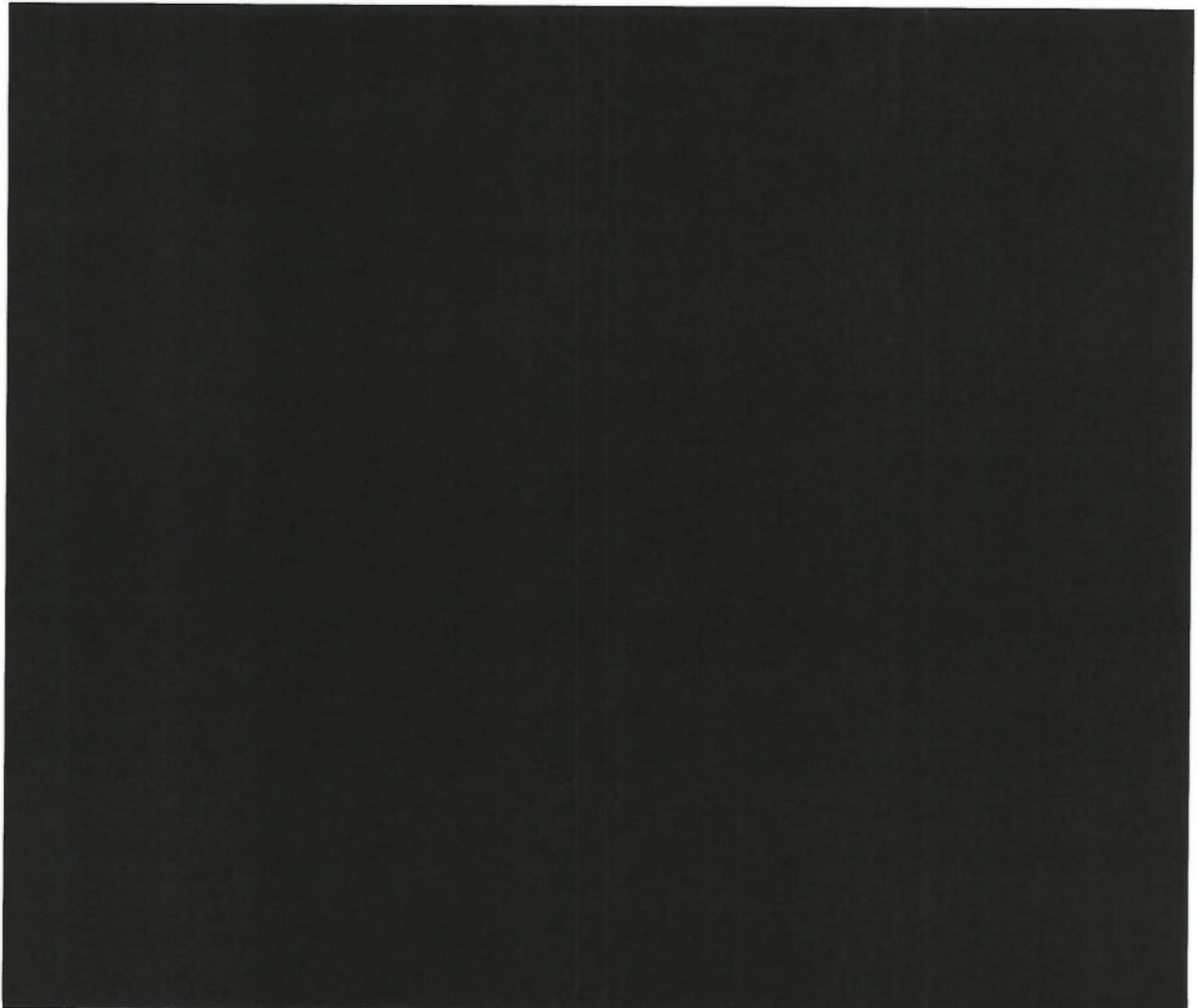
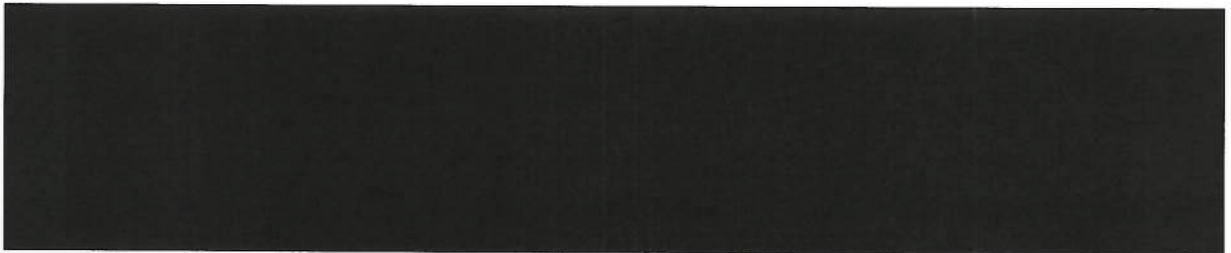
2.2 Alignment with ICT Strategy

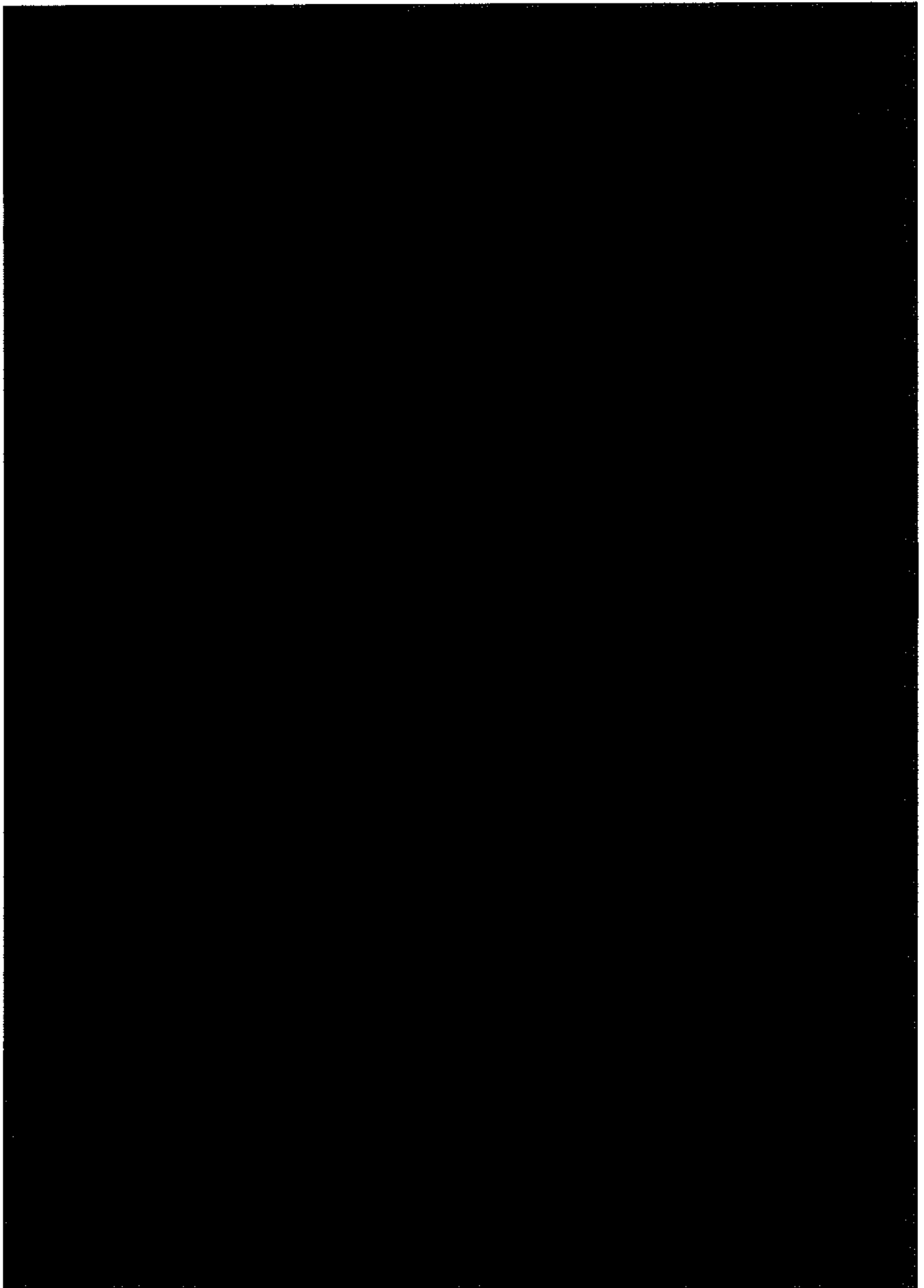
The ACTIVE Mobility Strategy is fully aligned with the Digital Principles detailed in the Garda ICT Connect Digital Strategy which was published in August, 2019.

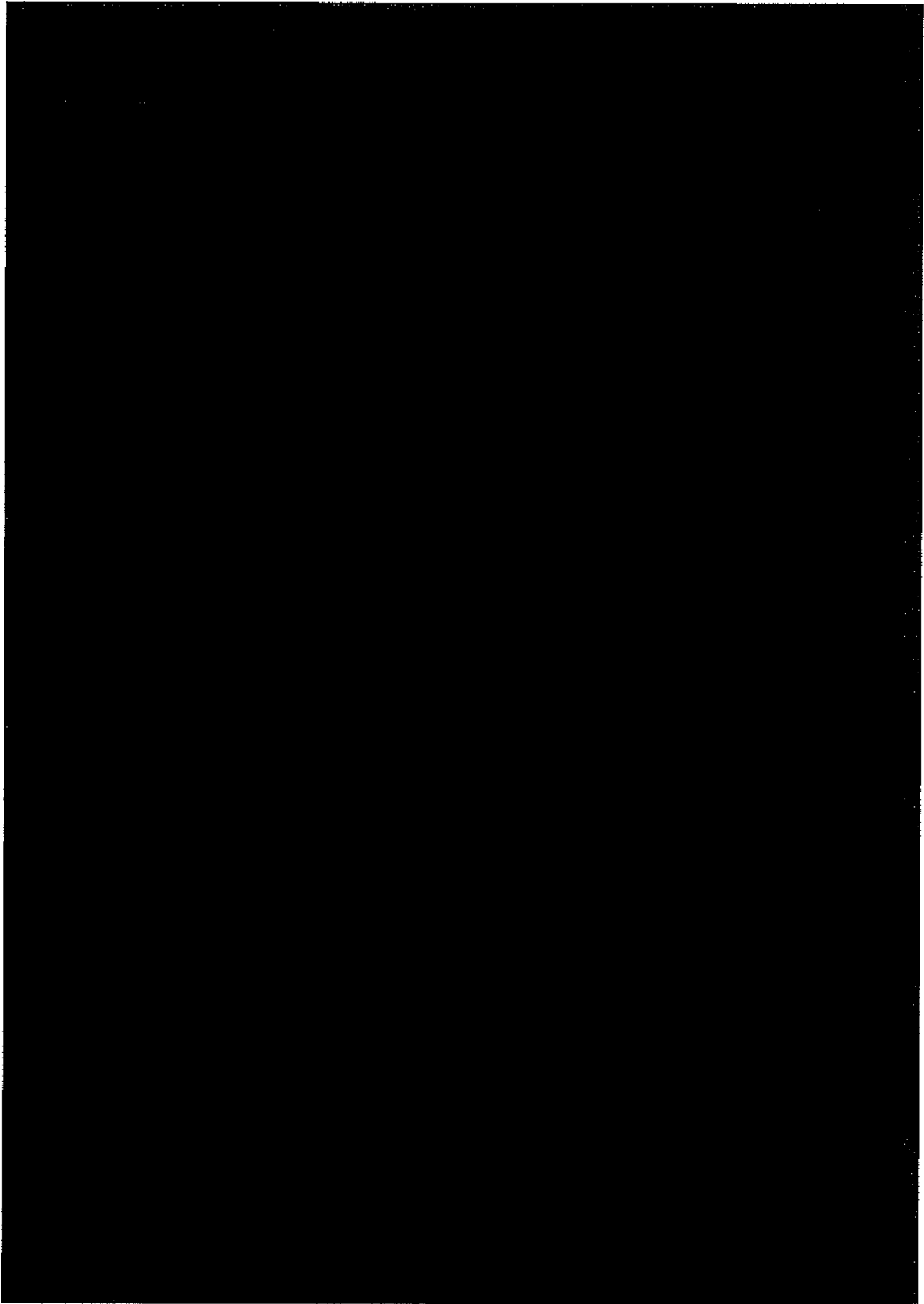
Connect Digital Principle	Mobility Alignment
Secure <i>The information we hold is only accessed by those who are authorised to do so and all such access is appropriately audited.</i>	The Mobility Service will ensure that all information access is appropriately controlled and audited.
Accurate <i>Our systems support the accurate recording and maintenance of information.</i>	The Mobility Service will ensure the integrity of all data managed by Mobile Devices.
Accessible <i>Our users can access the information needed when and where required to do their jobs.</i>	The Mobility Service has significantly improved the ability of Garda ICT to deliver on this principle.
User friendly <i>Our systems are intuitive and easy to use.</i>	The Mobility Service has embedded User Experience Design (UX) at the heart of the service delivery process and its overall success will be measured by adoption and not the simple delivery of functionality and a resultant reduction in classroom training.
Innovative <i>Our technology will support and enable new and more efficient and effective ways of working rather than merely digitising existing practices.</i>	The Mobility Service has adopted agile processes and fully supports the continued delivery of new innovations and improved business processes to the frontline.
Value for Money <i>The best value for money is achieved with all our technology investments.</i>	<p>The Mobility Service is beginning to deliver significant cost savings to the wider organisation through the enablement of more effective policing.</p> 
Mobile First <i>Our systems for frontline policing are designed from a user perspective to work optimally while engaged in the community.</i>	The Mobility Service is now the accepted primary method by which this principle is delivered by Garda ICT.
Connectivity <i>Our systems are connected through open architecture and standards.</i>	The Mobility Service has been a major catalyst for the creation of new data integration services (API's).

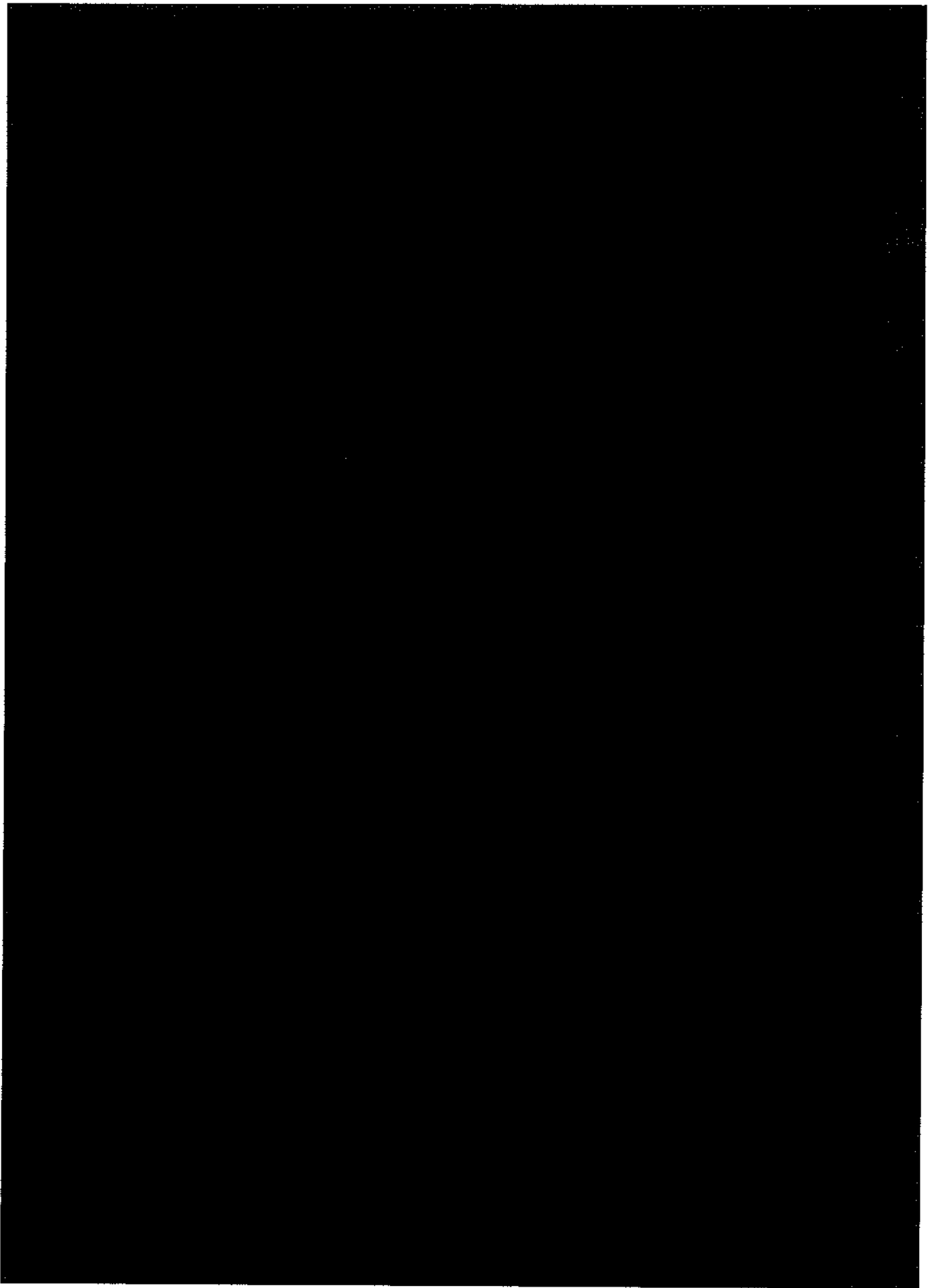
3.0 Background

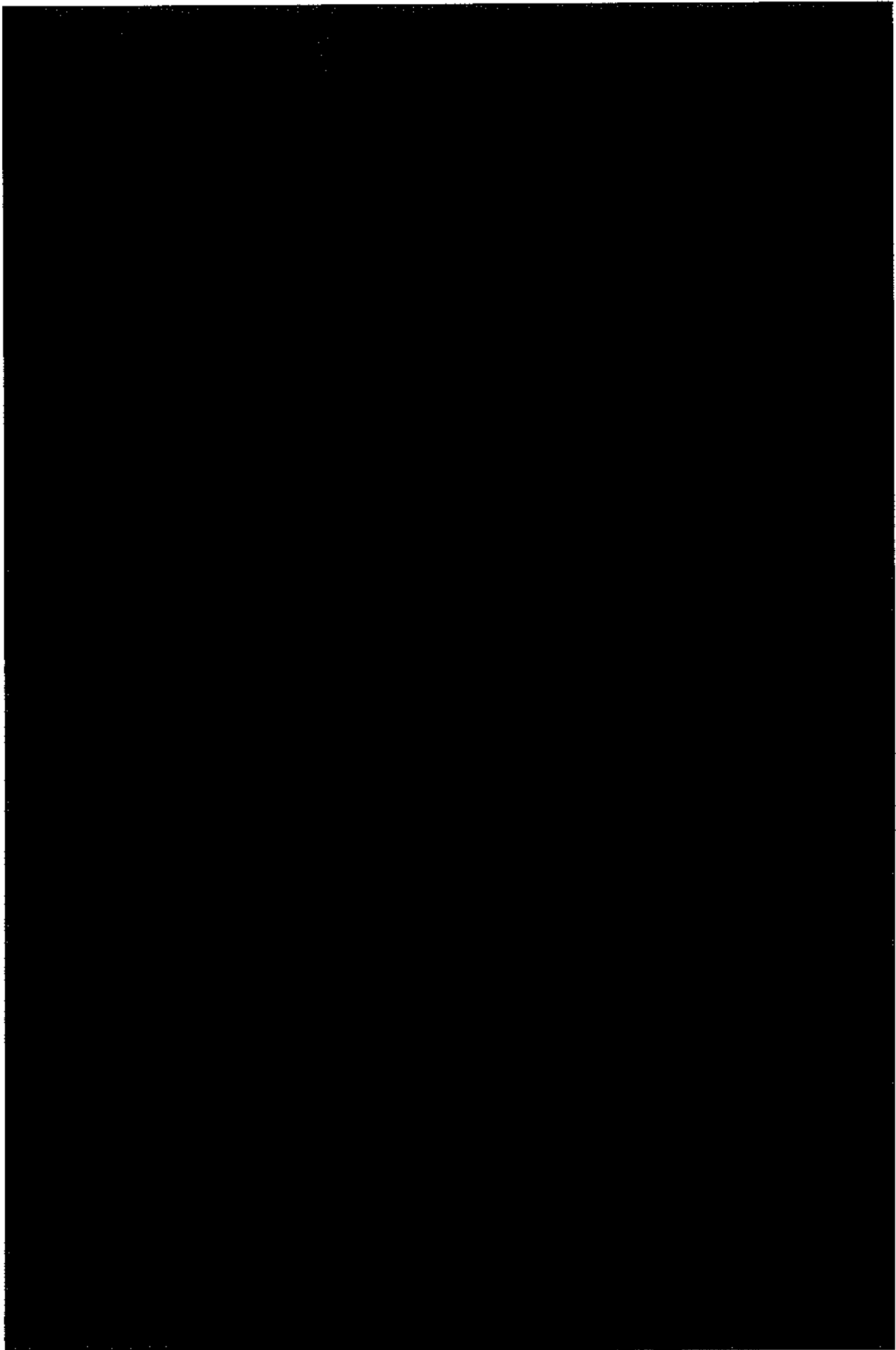
As outlined the Mobility Strategy, as a key initiative under the *A Policing Service for the Future (APSFF)*, was developed to deliver a mobile device, called the Mobile Data Station, into the hands of front line Gardaí. The idea of the Mobile Data Station is that Mobile Devices provide the same access and security control as if the Garda is at the Station. Effectively the station is wherever the Garda is. The Mobile Data Station has all of the security, the connectivity, and information systems that the member needs to do their work. The Mobile Data Station will allow the Garda Member to be more visible in the community, bringing the station right into the heart of the community and presents the opportunity for Garda members and staff to be more efficient and effective by having mobile access to relevant core policing applications, a wide-range of real-time information and the ability to input and update information 'On-the-Go'. It also allows for greater quality of data input, accountability, transparency and governance.







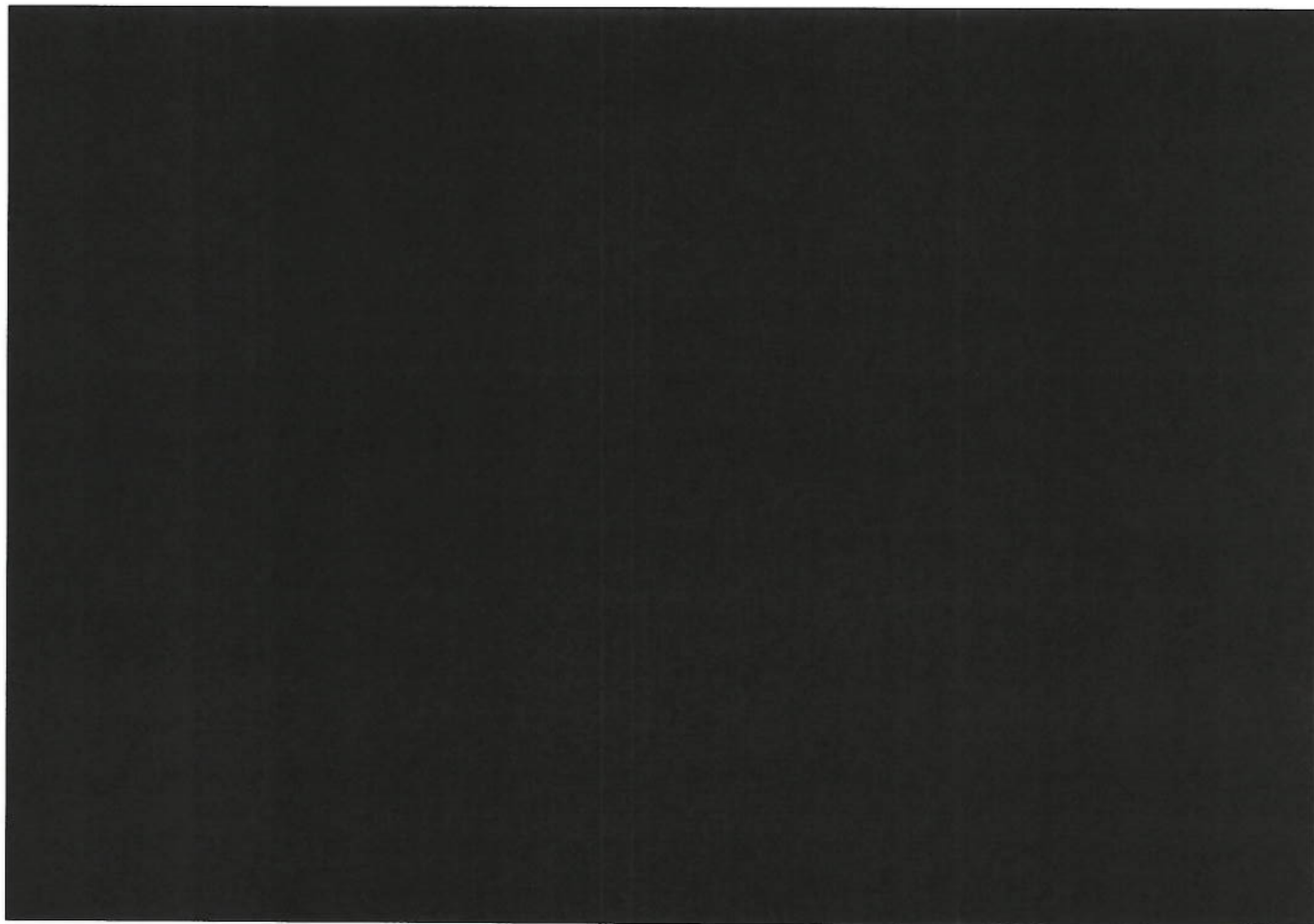




4.0 Mobility Deployment

In line with the APSFF Implementation Plan, **2,000** mobile devices were deployed in early 2020 to frontline operational Garda members.

Frontline operational members will have access to a suite of apps designed to support their day to day activities under specific policing capabilities.



4.1 Future Deployments and Operational Needs

It is envisaged that there will be further incremental mobile device and app deployments in line with the organisation's **Operational Needs** and alignment with the **Mobility Principles** set out below.

The Garda Digital Mobility Service will enable the future development of a wide range of additional apps that will address needs in all of the core policing capability areas. The final scope and sequences of apps to be deployed will depend on an annual assessment of the following two key factors:

1. **Benefits Analysis**

Key operational priorities as defined by the Garda Commissioner, the Garda Executive Team and senior Garda management

And

2. Supply Side Constraints

- a. Availability of funding
- b. Dependencies on changes to legislation
- c. Business & ICT change capacity
- d. Availability of backend systems to which the mobile app can integrate.

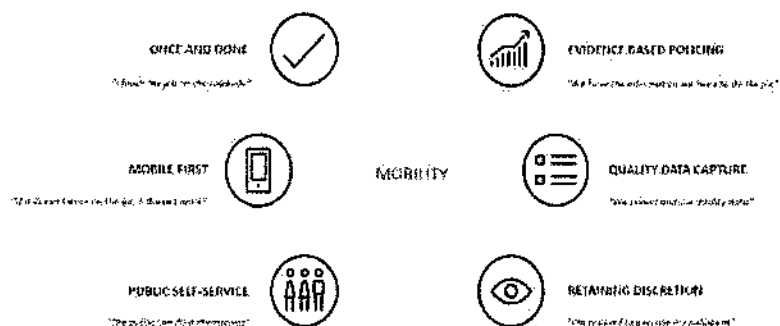
4.2 Mobility Principles

The appropriateness of any investment in Mobility has been assessed in the context of following principles. These principles were defined and agreed by key Mobility stakeholders at a Strategy Workshop in 2017. These workshops included frontline Garda, mid rank and senior Garda members, attendees from DTTAS, Courts, RSA and ICT, where all opinions shaped the outcome.

Once and Done - the frontline really want the ability to finish things that they start.

Mobile First – This principle has been adopted across ICT in An Garda Síochána.

Public Self Service – This principle is really about public engagement – where we now have evidence that the public are accepting our Electronic Processes



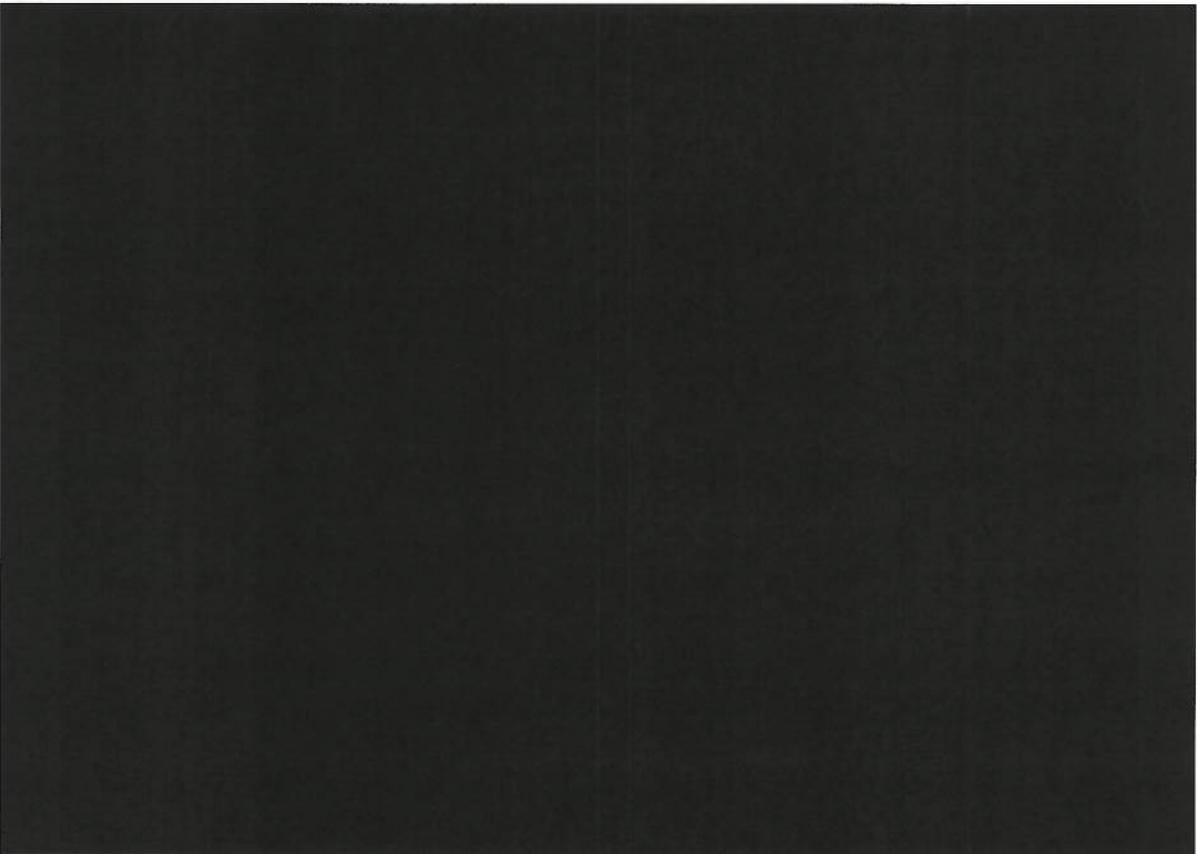
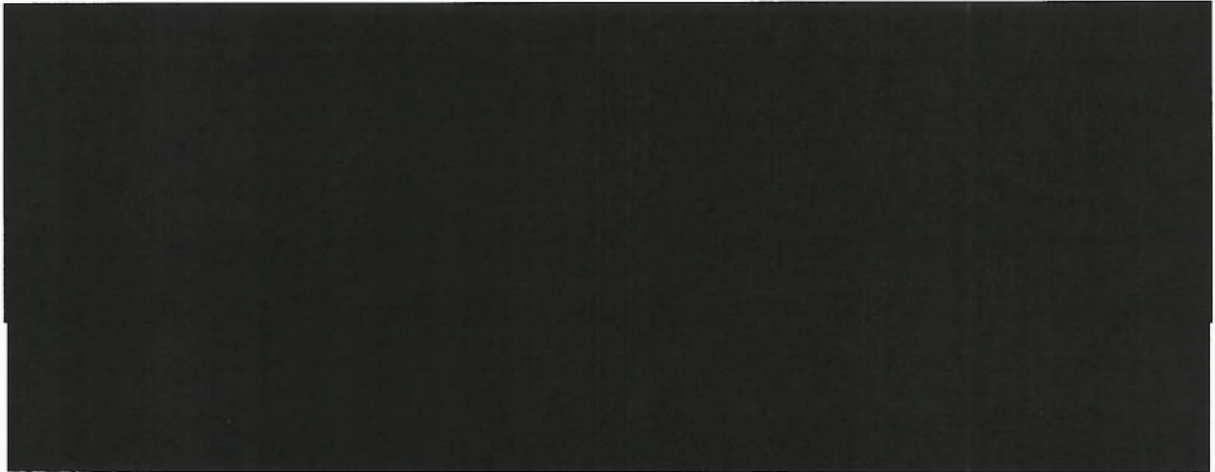
[REDACTED]

[REDACTED]

[REDACTED]

5.0 Measuring Delivery

The Mobility Strategy is based on enhancing the core capabilities of frontline policing in An Garda Síochána. In order to measure and manage the successful improvement of these core capabilities, Mobility reports on a number of key business metrics:



[REDACTED]

[REDACTED]

5.4 Number of mobile devices in Service

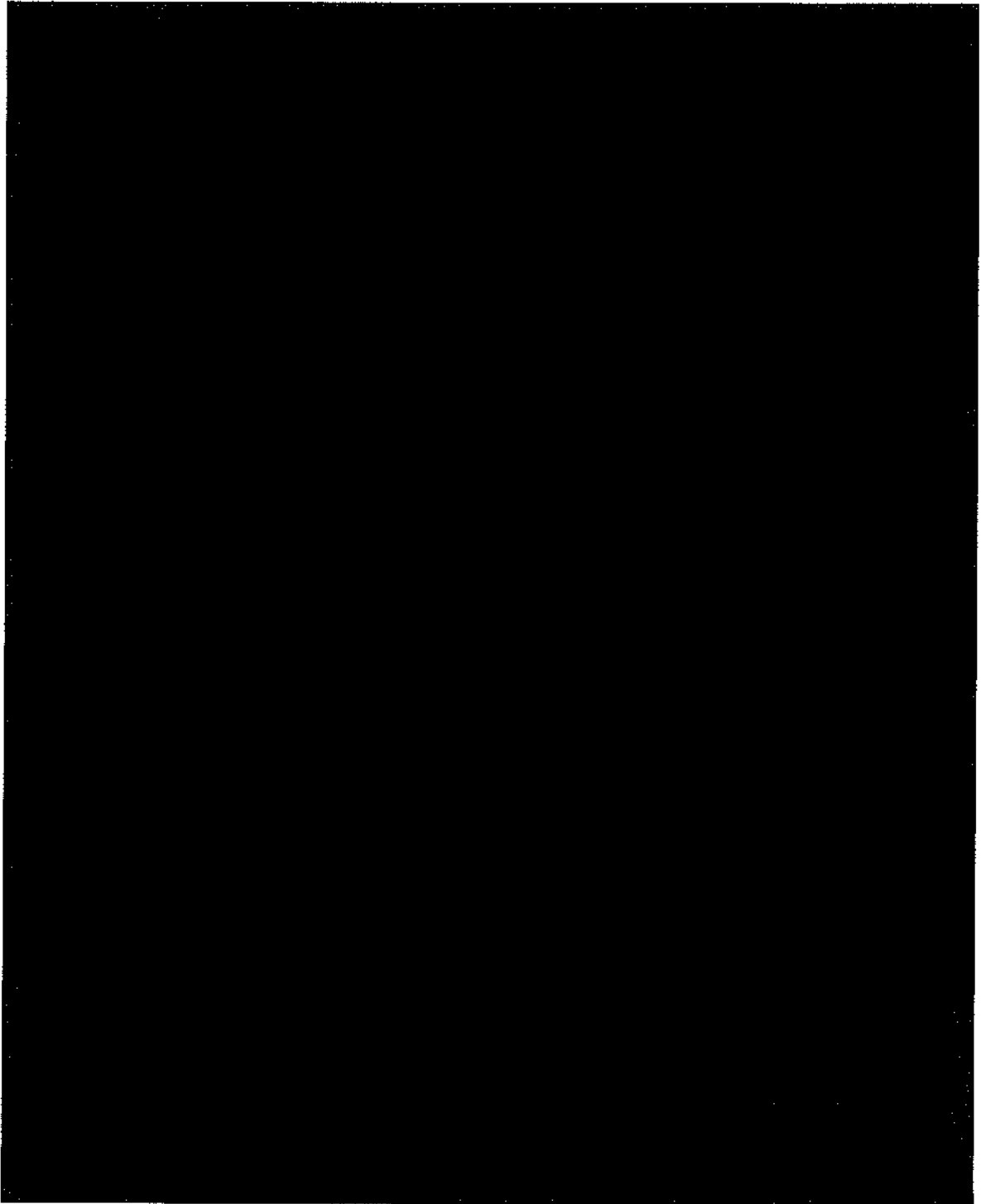
There are currently 2,000 frontline devices in use as part of the mobility rollout.

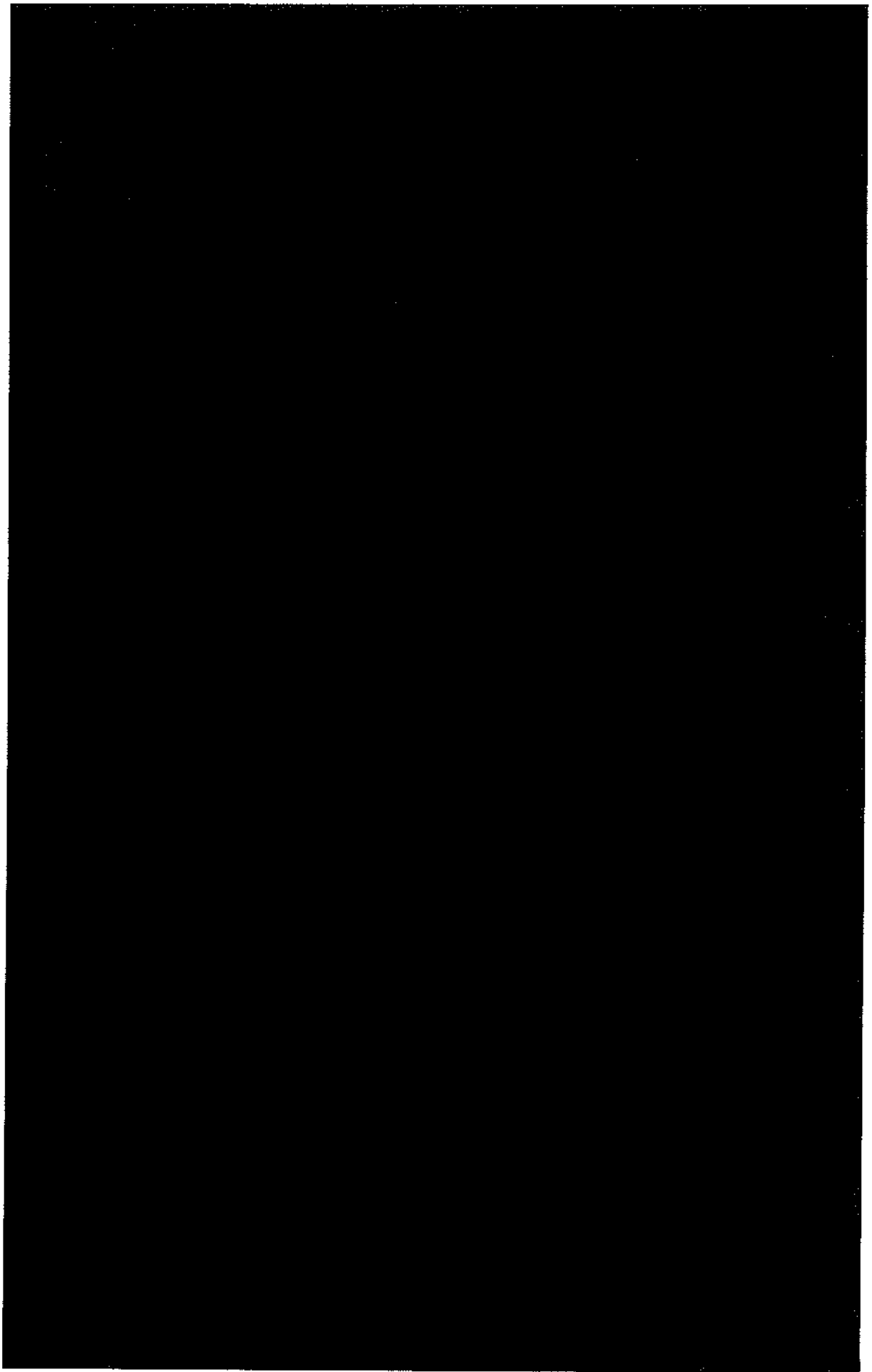
The devices have been allocated to a range of users; [REDACTED]

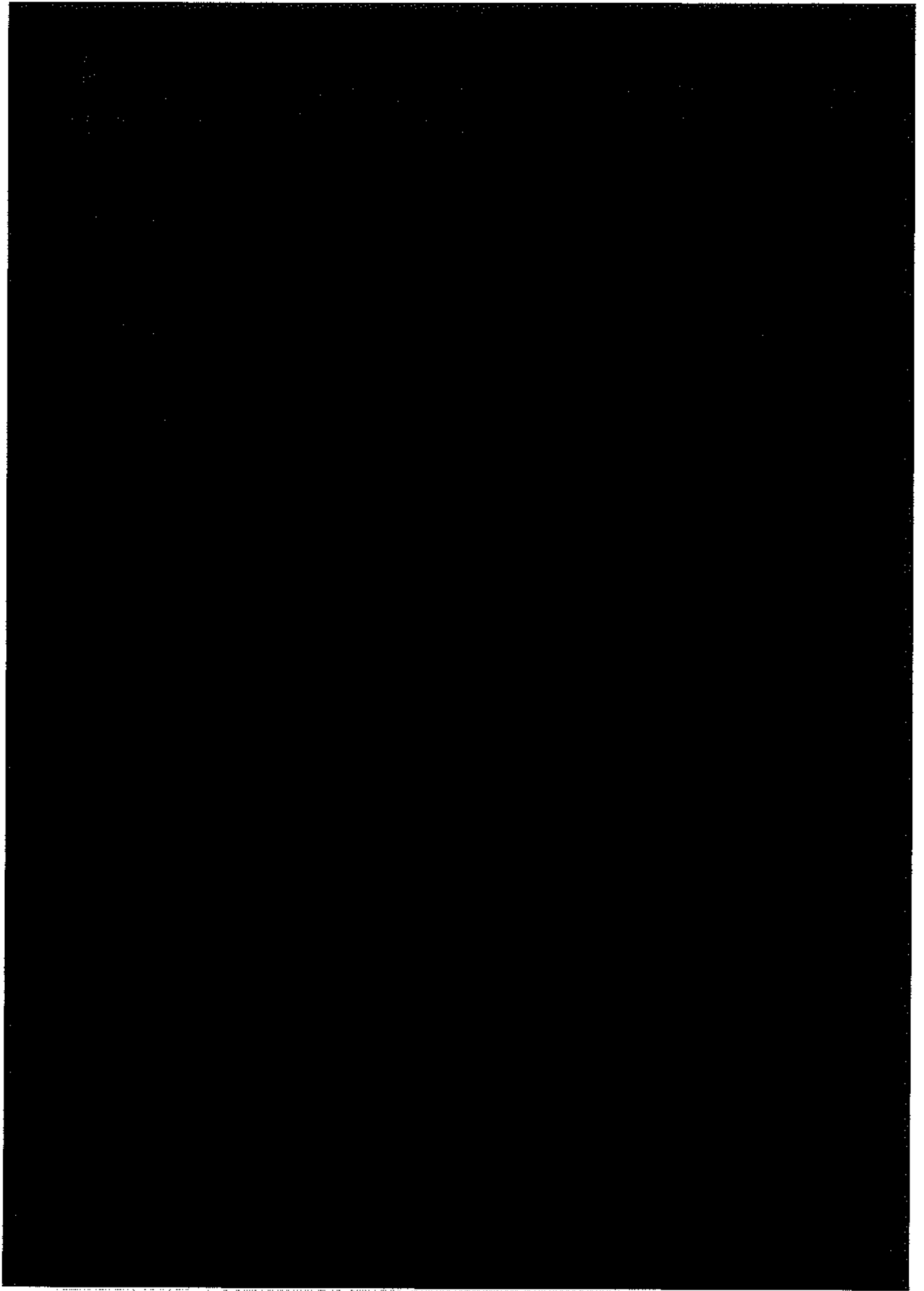
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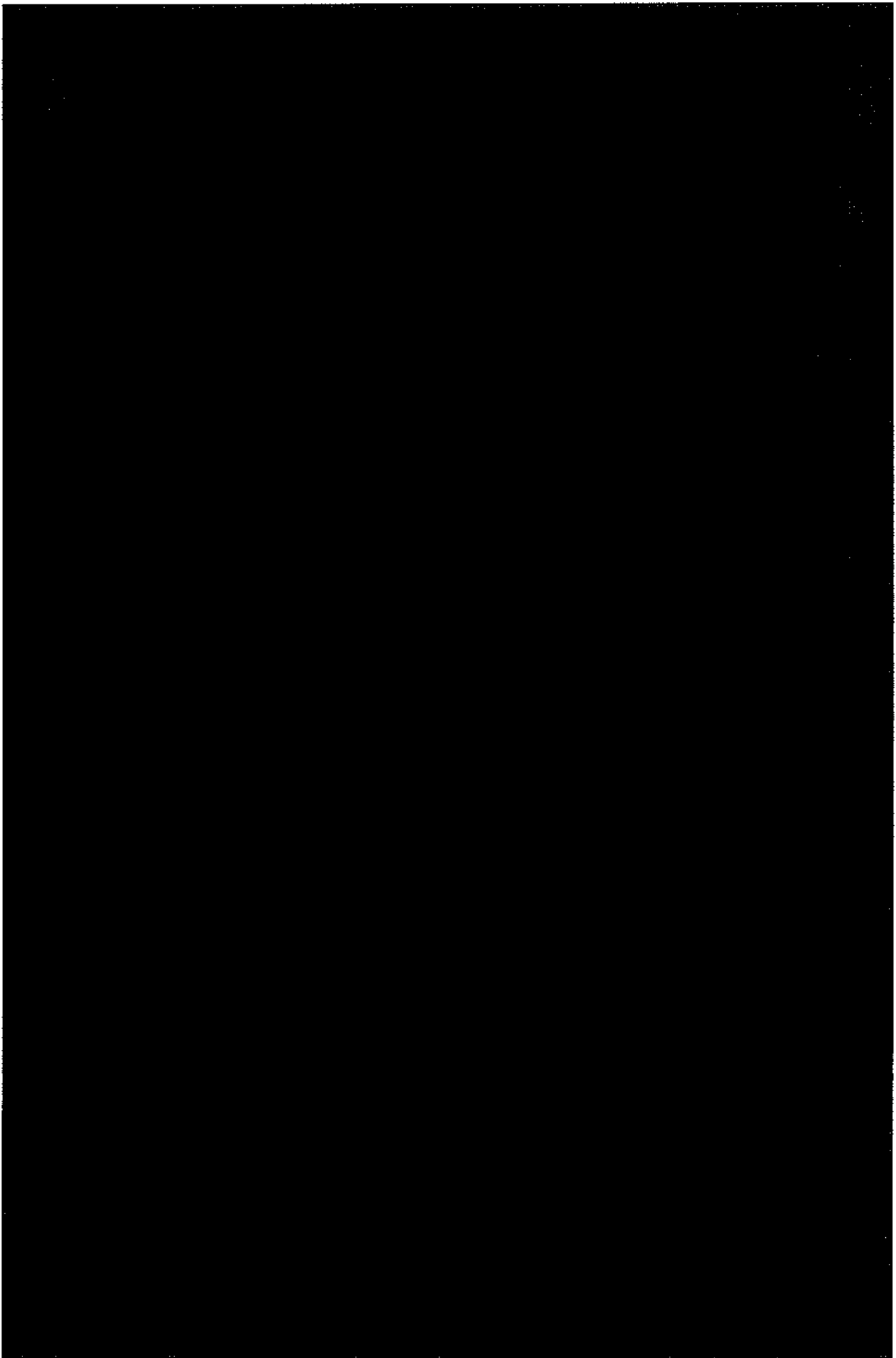


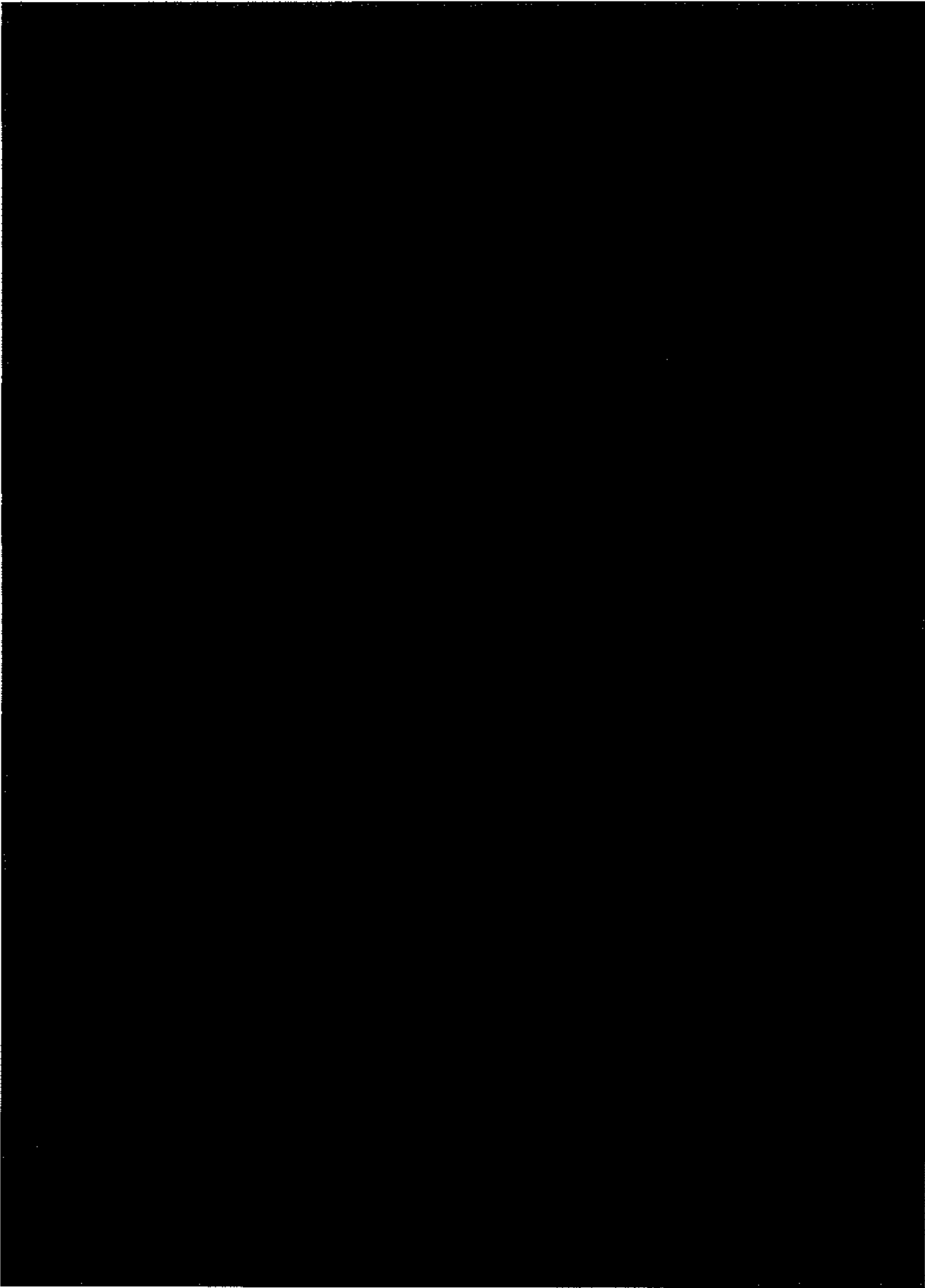


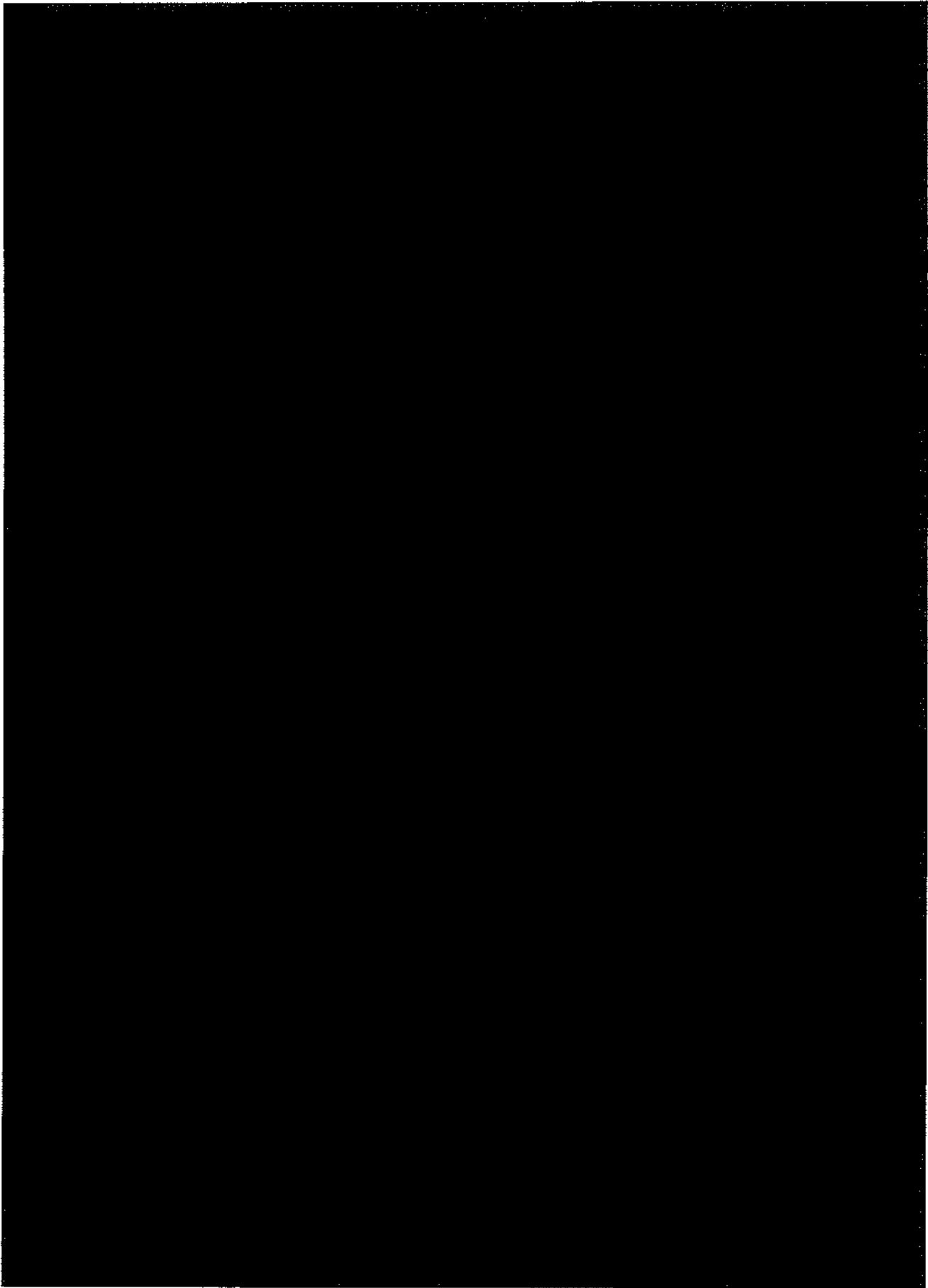


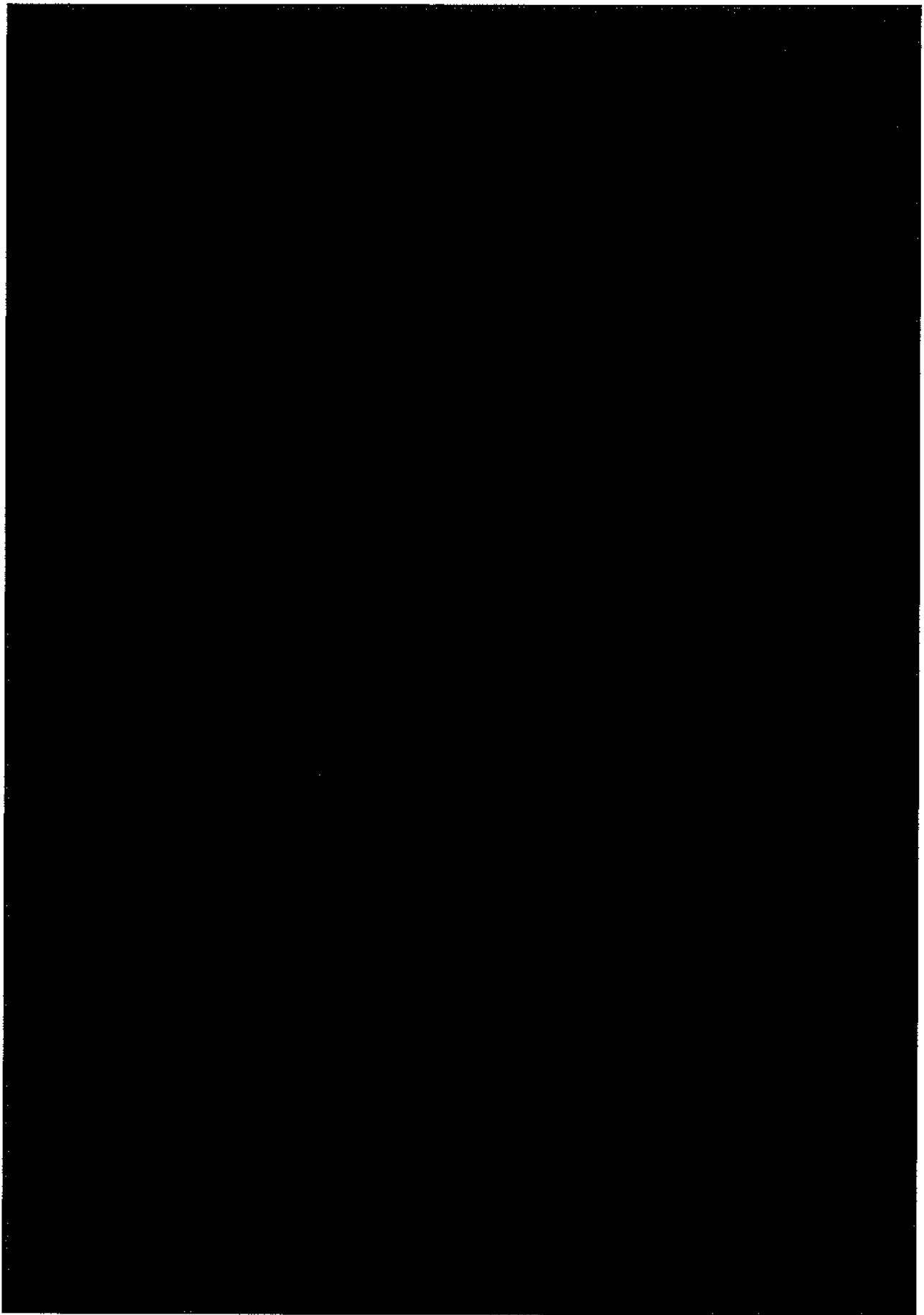
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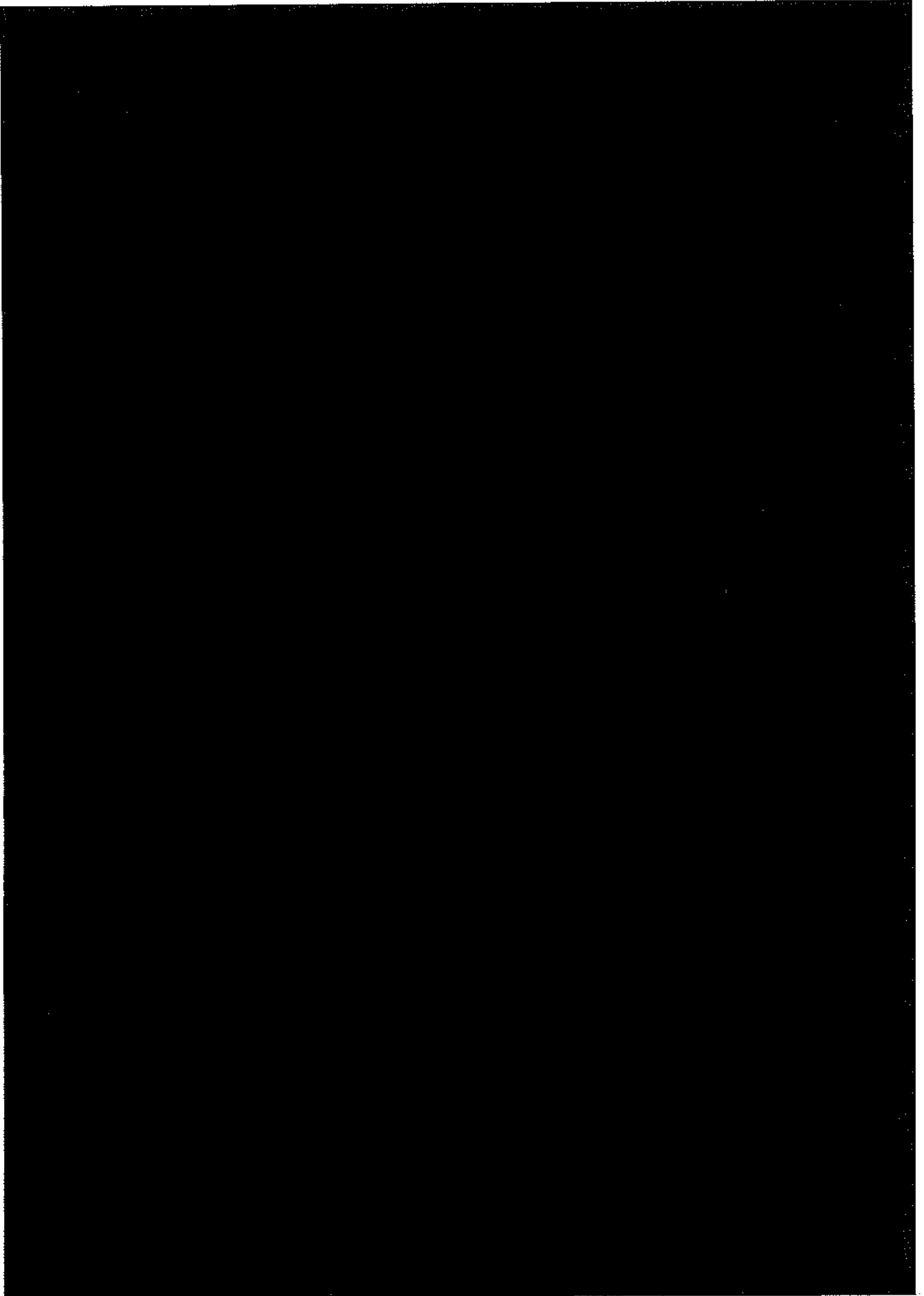
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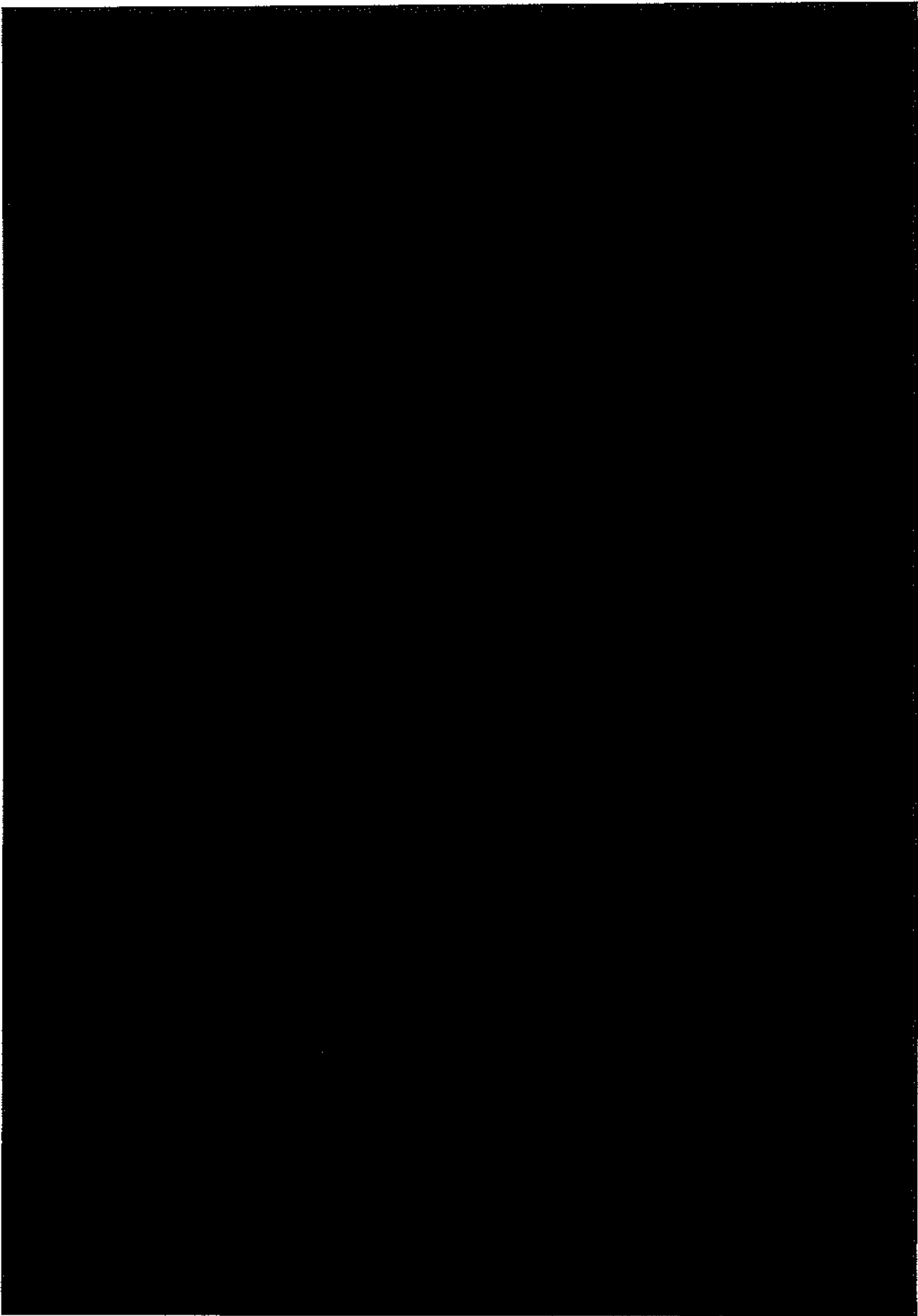












8.0 Value for Money

There are currently 2,000 Mobile devices in the Frontline, with each device costing [REDACTED] which includes the device, management, licenses, etc. at a total cost of approximately [REDACTED]

[REDACTED]

- **Court Time**

There has been over 80% Completion of Tickets - i.e. 80% paid, compared to a 75% average for the last number of years. This means that there is a 5% immediate drop in court time for AGS members -which will lead to a saving of **750 Days of Garda member time saved where members can spend more time in the community.**

- **Addressing and Data Issues**

97 Tickets, or 0.23% have been undeliverable due to addressing issues, compared to 5% in previous years – a saving of **€460,000** (5750 tickets at €80 each)

- **Sendbacks**

There have been no send backs on the Mobile App – where according to 2018 figures – sendback account for 10% of all tickets and annually 1/3 of send backs are incomplete - a saving of **€306,660** (3833 at €80 each)

There have been no electronic send-backs - where there is an annual cost of **€2.5m¹⁶** in managing send backs in previous years (Including postage, overtime and data entry time).

- **Saving on Data Entry Time**


It takes members 3 minutes (average) to enter a ticket electronically, where on paper or the old handheld - (ignoring elapsed time) it was 18 minutes on average – a time saving of **750 days of frontline member time that can now be spent in the community, rather than filling out paper forms.**

- **Saving on Technology**

The new Mobility version of the Fixed Charge Notice has allowed An Garda Síochána to withdraw the old Hand-held Devices and a saving in Annual Support and Maintenance of **€180,000.**

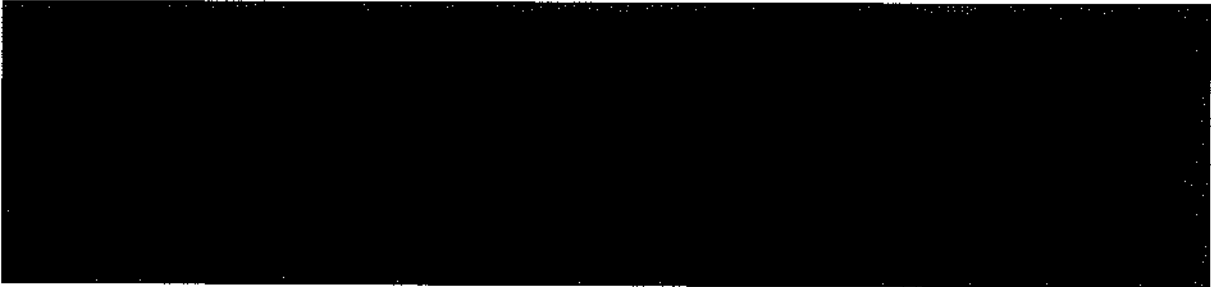
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¹⁶ <https://www.policingauthority.ie/assets/uploads/documents/Crowe-Horwath-Report-to-Policing-Authority.pdf> Page 12

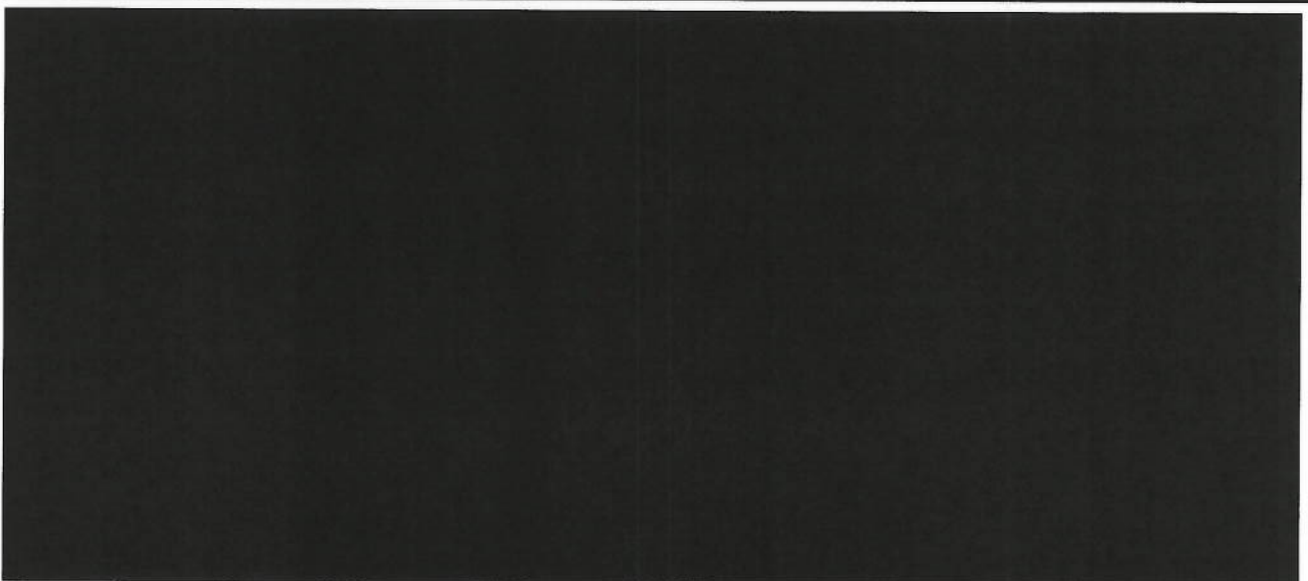
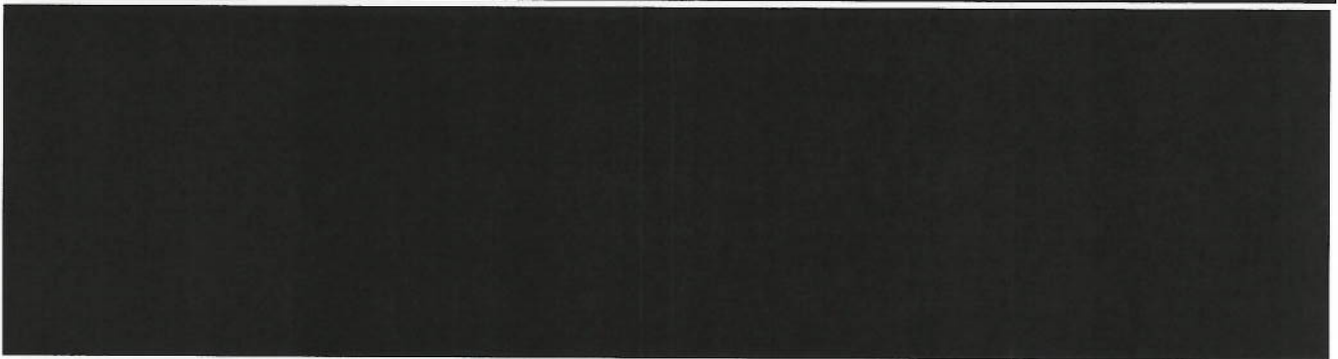
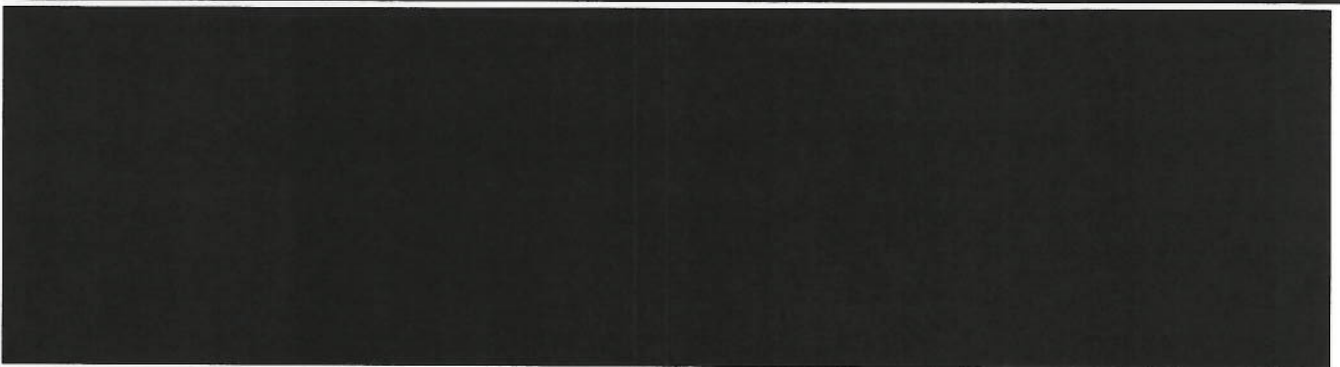
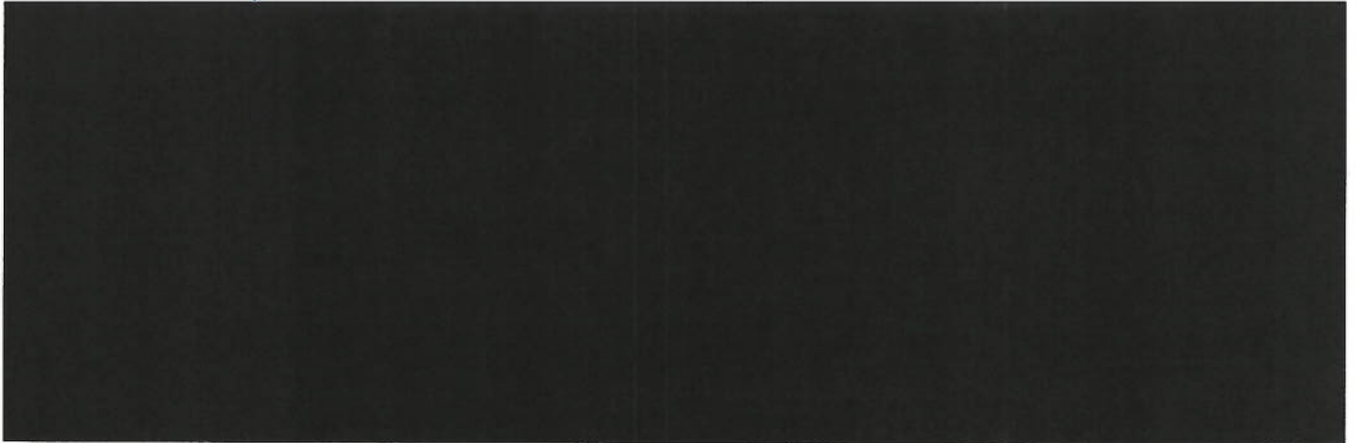


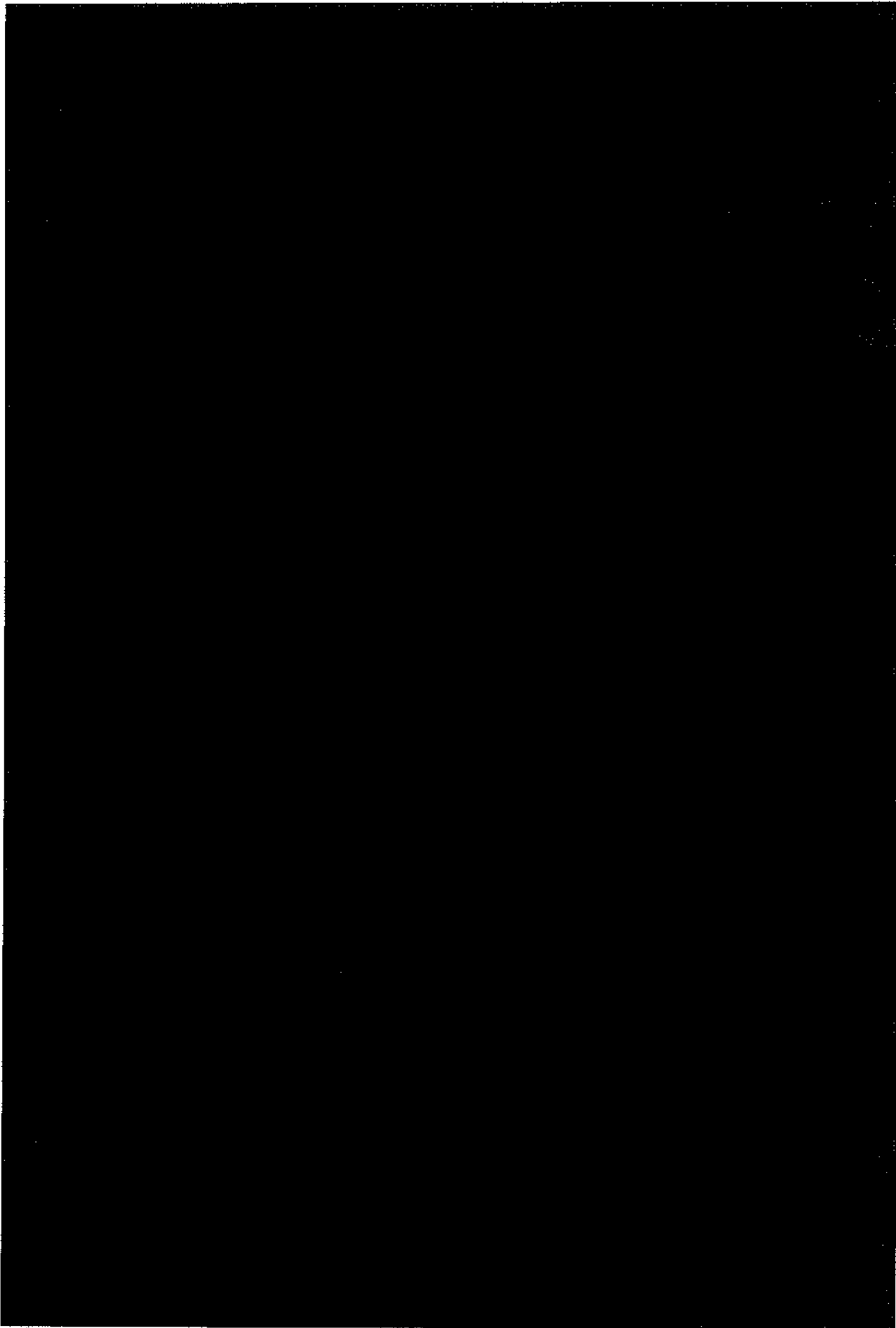
There has been an 85% reduction in Tetra Radio calls to their Station or Divisional HQ in relation to Vehicle and Driver lookups – where members now have the facilities to look up themselves in 2020 so far there have been **1,048,336** data lookups (including Driver and Vehicle (Appendix G)) - a saving of **5,241 days** (taking 3 minutes for the average call).

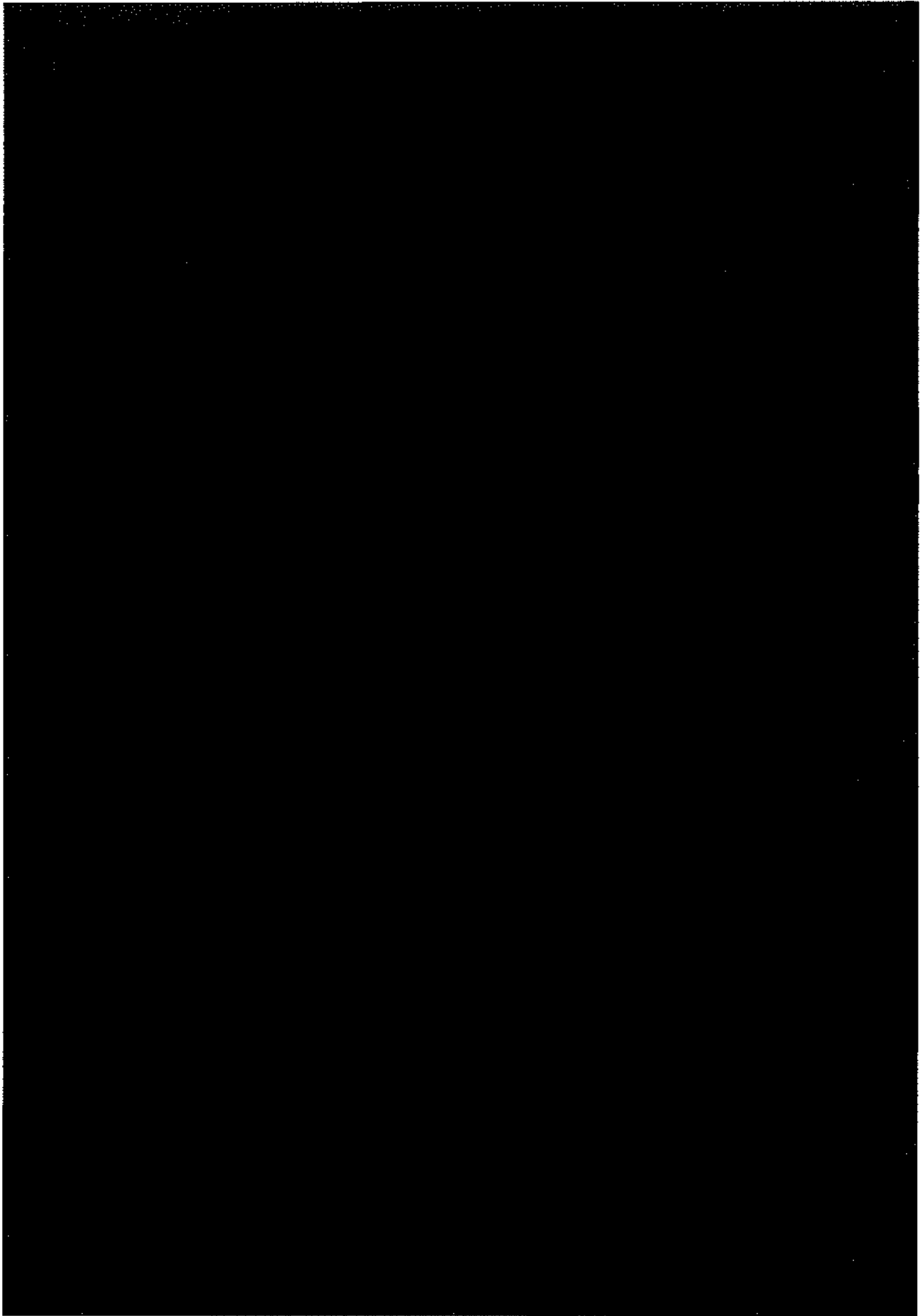
In the first 9 months of the mobility project with 6 months of the FCN app being rolled out there is a tangible saving of almost 7000 Member days, where mobile technology reduces the amount of time spent on paper, in court or waiting for the tetra radio to look up data. There is also a potential saving of € 946,000 in terms of sendback data issues, undelivered addressing issues and old technology retirement. These numbers will grow as more members get access to the Apps and as the public become more aware of the higher visibility and availability of policing members.



9.0 Benefits, Risks and Issues







10.0 Future Roadmap

