Innovating Change
The Role of Technology in Policing

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An Garda Síochána

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Team Wanted: For hazardous journey. Small wages, bitter cold, long months of complete darkness, constant danger, safe return doubtful. Honour and recognition in case of success."

Garda Mobility?

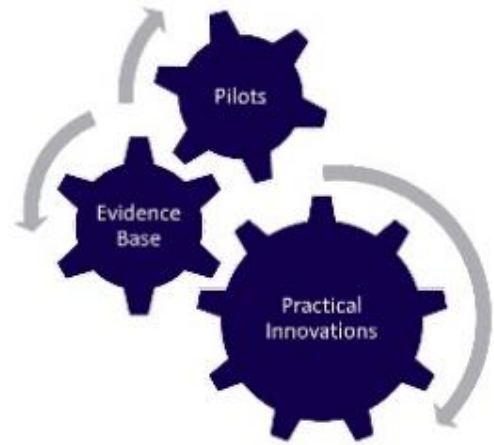"A REVOLUTION DOESN'T HAPPEN WHEN SOCIETY ADOPTS NEW TOOLS IT HAPPENS WHEN SOCIETY ADOPTS NEW BEHAVIORS."
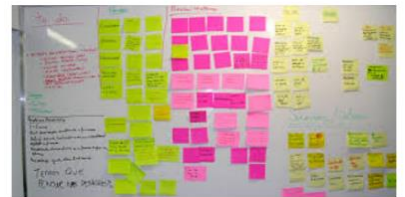
- CLAY SHIRKY, US NOW

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Speeding up Innovation

Agile Working

Feedback Loops

Frontline Engagement

Real Live Pilots

Work Smart and Automate

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Challenge the Status Quo… easier if you are new…

- Stakeholder Engagement
  - RSA, Courts, DTTAS, Taxi Reg, Senior AGS,OSI, DCCAE, Insurance, ICT Industry, Telco, etc

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For a few years now motorists who we trusted to follow the rules of the road, have been consistently breaking them.

There has been so much information given to them about speeding, insurance and tax on their vehicles – all from legitimate An Garda Síochána sources.

After a long time of watching those on the roads flout laws, escape punishment, we realised we had to act.

To try and counteract this, we came up with an idea. We didn't block everyone from viewing our Instagram stories or social media accounts. (Instead we posted numerous messages about the importance of Road Safety) Instead we developed something that could revolutionise roads policing.

Over the past number of months we have set up checkpoints to see if we could catch rule breakers on the road. And you know what, we did! We caught a number of drivers without insurance, those without road tax and vehicles without a valid NCT certificate.

It has been tough keeping up with all those flouting the rules of the roads, especially when we did not have our revolutionary idea, however we realised we had to prevent them from breaking the law. Now we know for certain that we can stop them.

We have caught numerous individuals infringing on the rules of the road recently, all from one app.

It's……The New Garda Traffic Mobile App

An Garda Síochána ✔ @GardaTraffic · 17h
Motorists flouting the rules has been a burden in our life for a number of years…finally we have got to the bottom of it….
#vardygate

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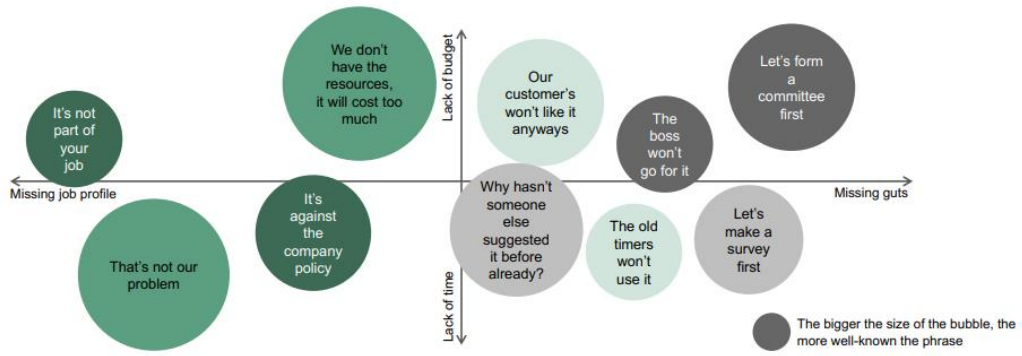# Power to Innovate

Old Power
• Like Currency – held by few – once gained – jealously guarded, closed, inaccessible, and leader driven – downloads and captures.

New Power
• Like a current - Open, participatory, empowering and peer-driven. Uploads and distributes – Like water or electricity – most forceful when it surges – Goal is not to hoard new power – but to channel it…

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- Focus of the business units – Operations – rather than continuous development
- Business unit – wants to scale to all of business – rather than continuous development
- Handing over Minimal Viable Product too early
- Over Hype v's no Hype
- Governance – Is the Agile team delivering to real governance – or "reduced" governance
- Governance – Decision Making – reducing MVP?
- Need to learn when Applications to be "handed over"
- Don't mistake MVP with POC
  - (POC –Can be built)
  - (MVP – Should be built)

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A Policing Service for the Future.
– What do we have to do…

By An Garda Síochána

> Delivery of measures to support all staff in the organisation, including acceleration of the proactive wellness programme.

> Delivery of measures to support the work of front line Gardaí and underpin the management of the organisation, in particular acceleration of the pace of urgent technology projects, including mobile capability.

> Procurement process for external expertise to support change.

> Strengthening of An Garda Síochána's security and intelligence capability.

Acquire and Commence rollout of 2000 Devices before the end of the year

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ONCE AND DONE
"I finish the job on the roadside"

EVIDENCE BASED POLICING
"We have the information we need to do the job"

MOBILE FIRST
"If it doesn't work on the go, it doesn't work"

GARDA
MOBILITY

QUALITY DATA CAPTURE
"We collect and use quality data"

PUBLIC SELF-SERVICE
"The public can do it themselves"

RETAINING DISCRETION
"I'm enabled to exercise my judgment"
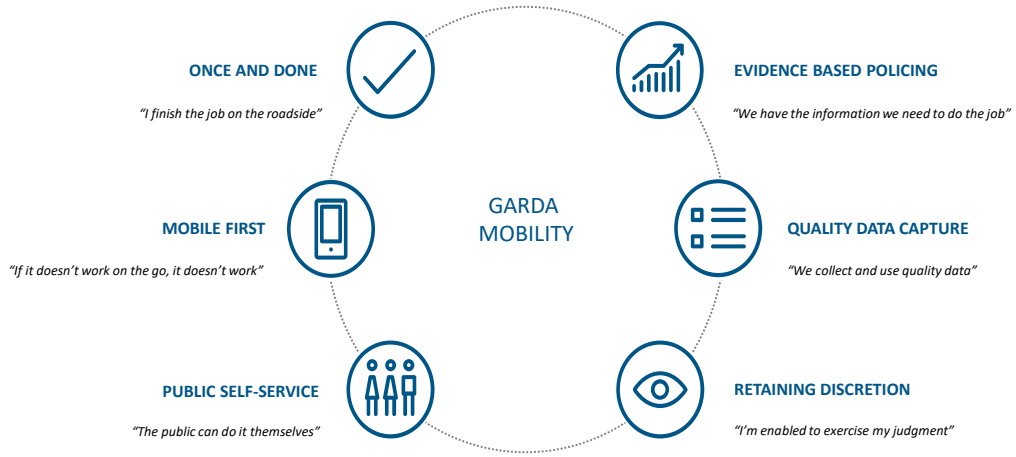
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Size and complexity

- Public sectors comprise an extremely complex and large-scale organisational entities…
- **Localised** skills, **resourcing shortages** and gaps, lack of **clear governance** with respect to perceived problems, approaches and solutions, **overlap in responsibilities**, and.

communication difficulties

Innovation silos keep people apart

Academia   Startups   Large Vendors   Geography

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Risk aversion

- There is an inherent resistance to undertake or implement changes which may result in an increased probability of risk

- Public service managers and politicians are very wary of enacting changes that may result in negative outcomes, particularly if there is the risk that these will attract media focus. (PAC)

- A blame culture, with its associated high levels of accountability.

- **Obstacles to innovation are predominantly considered to be internal to the organisation**

Minister of Administration Jim Hacker: "I begin to see that senior civil servant in the open structure have, surprisingly enough, almost as brilliant minds as they themselves would claim to have. However, since there are virtually no goals or targets that can be achieved by a civil servant personally, his high IQ is usually devoted to the avoidance of error." *Yes Minister*

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- Distinct and well-established professional groupings, with their own communities of practice, rationales, and perspectives. These tend to adhere to their established roles, and associated policy agendas.

- A lack of dialogue between different parts of the public system, horizontally or vertically, between different professional groups may also hinder innovation and its dissemination.

Professional resistance

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Pace and scale of change

- An Garda Siochana, has, over recent years been subject to a large number of often radical changes.
- Has the system become "fatigued" and resistant to further change.
- Or is there "Temporary Innovation" – Change for the duration of the new rule….

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Absence of resources

- The Public Sector has suffered from a lack of financial support, either in a general context or specifically for the support of innovation
- Shortages in relevant skills or other support services required for the implementation of innovations.
- Lack of resources – time and funding -- for systematic learning (reading material, conference participation, networking)
- The systemic nature of the impacts of innovation, whilst relieving pressure on one part of the system may result in a shift of the problem or bottleneck to another part of the system.
- The general desire to improve the quality
- Not all innovation is aimed **at economic efficiencies**.

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Political push

- Strategic change in the public sector - strong, top-down, political will coupled with the political recognition that change requires the allocation of substantial resources.
- External facilitators
  - the EU
  - IMF
  - Europol
- Public demand can lead to political push

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Capacity for innovation

- Staff in the public system are often characterised by their high levels of professional expertise, exhibiting a high level for creativity and problem solving.
- Tendency for innovating organisations or for key personnel to demonstrate openness to ideas and a willingness to think "outside of the box".
- Needs positive attitudes towards teamwork and independent thinking.
- Needs Diversity

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Technological factors

- Tech innovation can be a strong determinant or driver for innovation.
  - The introduction or availability of new tech may provide an opportunity for another form of innovation (process, organisational, delivery, system interaction, etc.) to take place or to be implemented.

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Encourage staff

- Encourage champions with sufficient vision and determination to push the innovation process through. Give them funding, responsibility and leeway.
- Hire diverse skills on all levels
  - Develop different recruitment policies. Not all civil servants need to be economists.
- Hire managers capable of thinking outside the box
- **Develop Diverse Teams…**
- Provide actual structures and systems designed to promote, stimulate or disseminate innovation
  - In-house: staff suggestion boxes, staff fora, stakeholder feedback mechanisms, networking activities, competence building, Lunch and Learn, conference and forum participation, etc.
  - Policy level: innovation schemes and instruments, research programs, institutions for networking and knowledge absorption, new courses at schools and universities, new public or private think tanks

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Convince the stakeholders!

- The engagement of stakeholders and consultative and participatory process are key factors.

- Stakeholders have to be convinced of the utility of the proposed innovations and resistance has to be overcome.

- Demonstration of the utility of implemented innovations is an important factor in terms of developing further support either for the innovation itself or for the implementing team or organisation.

- Involve employees and get their support and commitment, encourage personnel to take initiative, make people feel "it's their project".

- Involve the professional groups and organisations actively and give them ownership

- Sometimes you just have to fight for it. Innovators need to get allies higher up in the public hierarchy.

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Resources

- Investments in innovation may lead to savings later within the organisations. Think beyond this years budget. Allow long term budgeting (2 to 5 years)

- INVEST TOMORROWS SAVINGS IN TODAY

- Do not read "innovation" to mean "modernisation" or "efficiency".

- Avoid budget account tunnel vision. Costs in one part of the organisation may lead to savings in another..

- Still, budget cuts may lead to innovation.
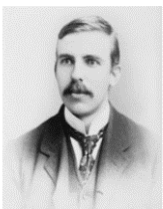
WE HAVE NO MONEY – THEREFORE WE MUST THINK

— Ernest Rutherford

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Technological factors

- Track useful technological innovation
- Network with research institutions and technology firm
- Employ people that can find, understand and make use of relevant technology
- Make public needs part of more publicly funded research programs
- Open Standards and Open Source
- You Need to be able to tell the difference between Astronaut and Space Cadet!
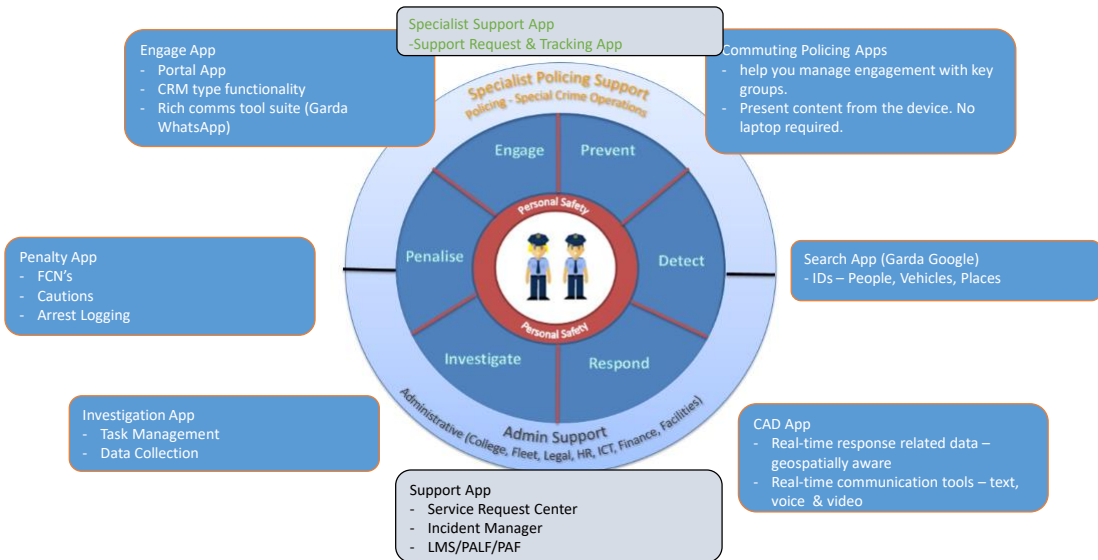
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INNOVATION SHOWCASE
58 Frontline Champions

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Garda Mobility – Roadmap

Specialist Support App
- Support Request & Tracking App

Engage App
- Portal App
- CRM type functionality
- Rich comms tool suite (Garda WhatsApp)

Commuting Policing Apps
- help you manage engagement with key groups.
- Present content from the device. No laptop required.

Penalty App
- FCN's
- Cautions
- Arrest Logging

Search App (Garda Google)
- IDs – People, Vehicles, Places

Investigation App
- Task Management
- Data Collection

CAD App
- Real-time response related data – geospatially aware
- Real-time communication tools – text, voice & video

Support App
- Service Request Center
- Incident Manager
- LMS/PALF/PAF

Engage | Prevent | Detect | Respond | Investigate | Penalise

Specialist Policing Support
Policing - Special Crime Operations

Administrative (College, Fleet, Legal, HR, ICT, Finance, Facilities)
Admin Support

Personal Safety

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Front Line Enablement / Engagement

Passports

Drivers Licenses

Vehicles

Next…

Crime
Scenes,
Property,
Documents,
Investigations,

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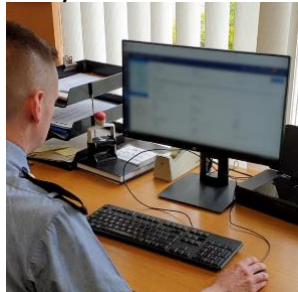# Mobile Integration

Wearable

Smart Cases

Mobile ANPR

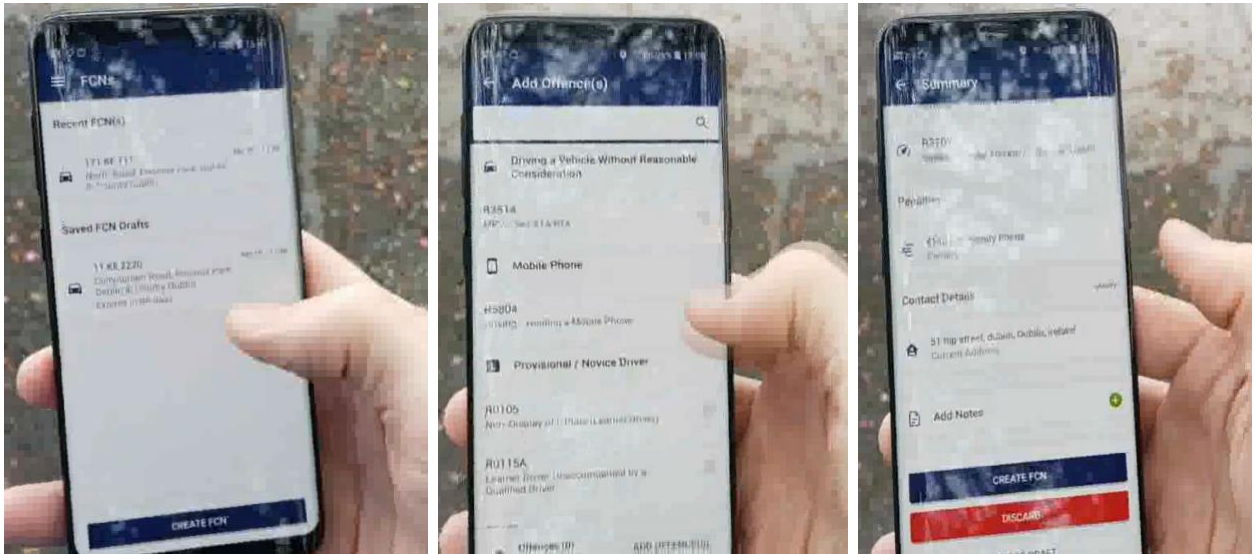Innovation

Bike APP

VDI / Back Office
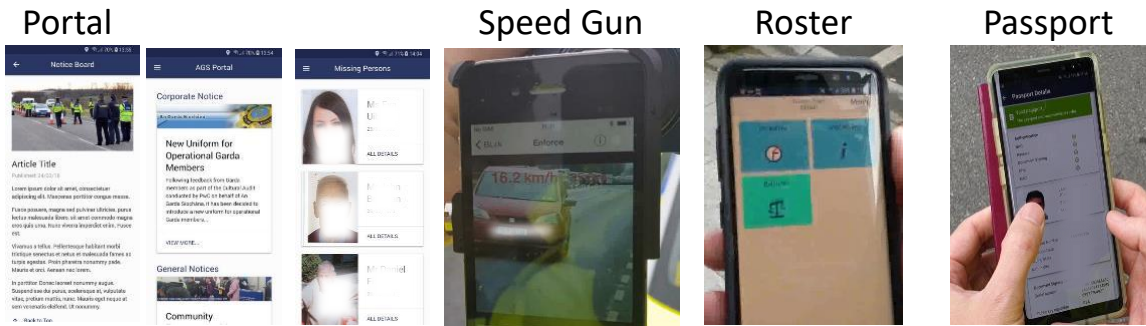
In Vehicle ANPR

Speed Guns

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Fixed Charge Notices

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Other Apps

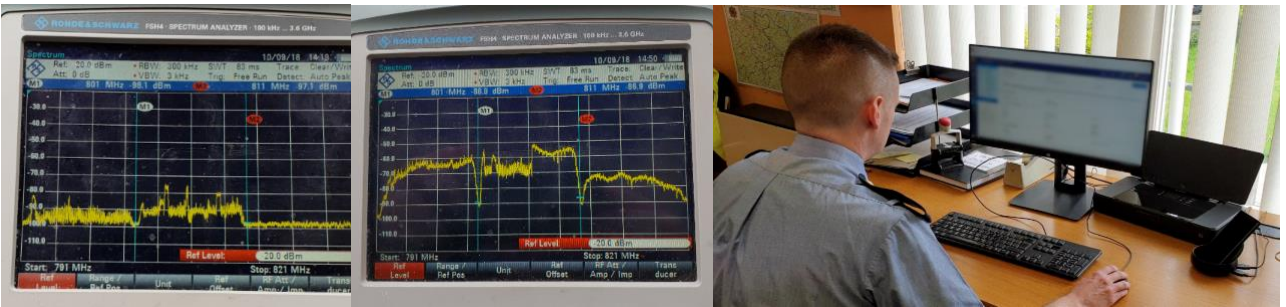**Portal**   **Speed Gun**   **Roster**   **Passport**

Next…
Backlog Catalogue

Task Manager
CAD
Investigations
RTC
CheckPoint
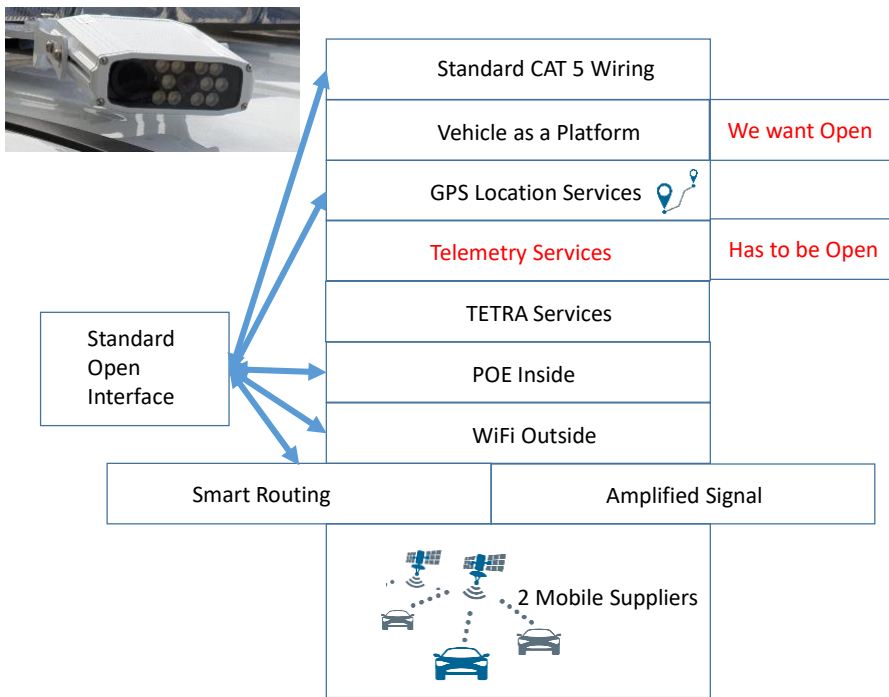
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Smart Station – VDI on Repeated Mobile

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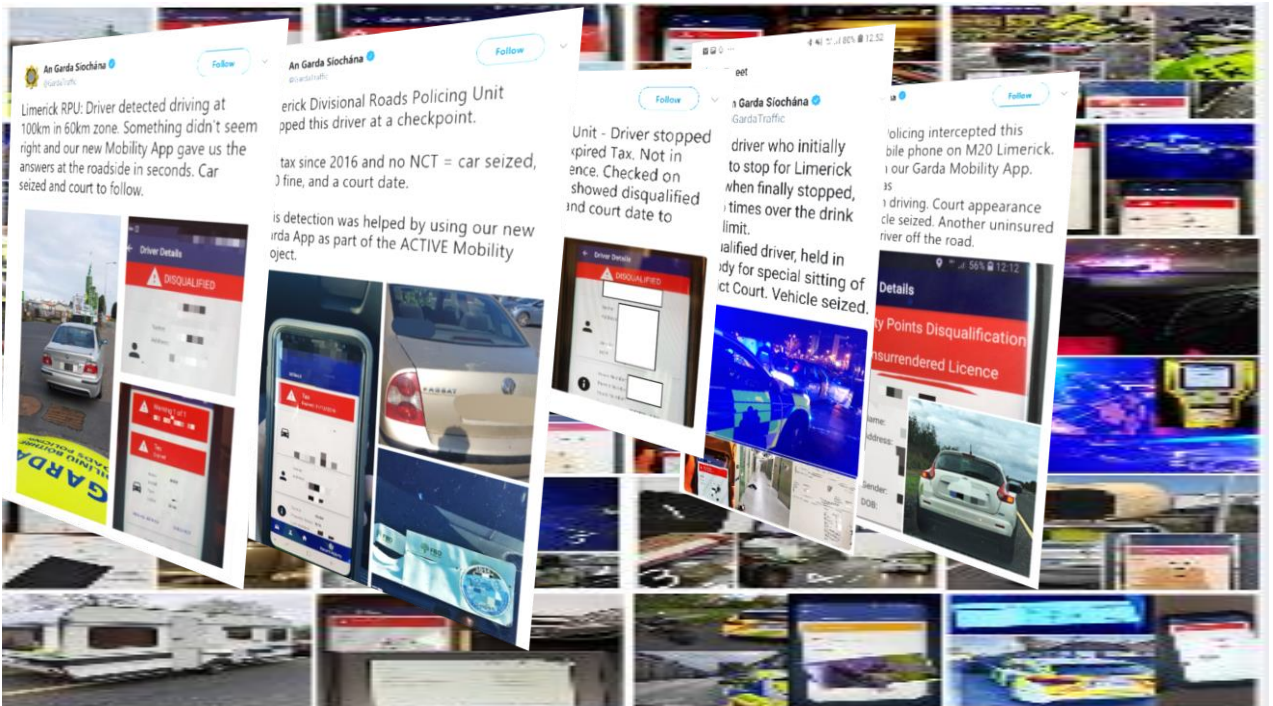Smart Cars – 40 new Tuscons on the Road

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Standard CAT 5 Wiring

Vehicle as a Platform — We want Open

GPS Location Services

Telemetry Services — Has to be Open

TETRA Services

POE Inside

WiFi Outside

Standard Open Interface

Smart Routing | Amplified Signal

2 Mobile Suppliers

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What Next

- Communication
- Roll out 2000 Devices before end of year
- More in 2020
- Back office improvement, Dashboards and Reporting
- More Apps…

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