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How advisory innovation can accelerate Ireland's public service transformation

Aine McCarthy, Head of Project and Portfolio Management at Fexco Managed & Advisory Services, explores how Ireland's public sector must continually adapt through advisory innovation to achieve sustainable, system-wide reform amid climate, digital, and societal challenges.

The Irish public service sector is navigating a period of unprecedented transition. The imperatives of climate adaptation, digitalisation, regional development, and evolving public expectations are creating new demands on government systems and institutions. In sectors ranging from transport to health, education to water, transformation is not only necessary, it is expected.

Delivering on this expectation requires more than investment or intent. It demands new ways of working. Advisory innovation, the strategic use of advisory support to guide, plan, and deliver complex change, is increasingly central to this task not just as a service, but as a mindset that integrates policy, delivery, and learning across public bodies and sectors.

At this pivotal moment, Ireland has the chance to embed advisory innovation into the core of its public transformation strategy, enhancing capacity, speeding up progress, and ensuring alignment with national and European priorities. It also offers an opportunity to shift from reactive policymaking to proactive governance, where transformation is guided by evidence, strategic foresight, and deeper engagement with affected communities.

Advisory innovation

Public bodies today operate in environments characterised by complexity, interdependence, and accelerating change. Transformation requires more than conventional project management; it calls for structured guidance that is responsive, informed by policy, and capable of managing risk across systems.

Advisory innovation provides this framework. It brings together domain expertise, programme management, digital fluency, and policy literacy, creating the conditions in which public sector transformation can be both ambitious and achievable.

In practice, this might involve designing new governance models, aligning service delivery with evolving regulations, integrating digital systems with legacy processes, or coordinating multi-agency implementation. Critically, the goal is not to replace internal capacity, but to strengthen it, enabling public bodies to lead and sustain their transformation journeys.

As transformation becomes an ongoing necessity, rather than a one-off event, advisory innovation must evolve as well, offering not only technical knowledge, but a capability-building ethos that embeds resilience and adaptability at every level of the public service.

Building on what works

Ireland has already seen the impact of advisory support in delivering transformation in key areas such as energy efficiency and digital public services. In these sectors, advisory partners have worked alongside public bodies to unlock funding, align with policy goals, and build long-term operational capability.

Lessons from these programmes, including the value of strategic planning, the importance of cross-sector collaboration, and the need for clear performance metrics, offer a roadmap for broader transformation across government. Where public bodies are stretched, advisory support has acted as a catalyst: enabling change while embedding new practices and frameworks that endure beyond the life of a project.

Importantly, these case studies demonstrate that the most successful

transformations are those co-designed with stakeholders and tailored to specific institutional contexts. Generic approaches may offer quick wins, but sustainable transformation demands customised solutions that reflect the unique dynamics of each public service area.

Aligning with Ireland's policy agenda

Ireland's public sector operates within an increasingly integrated policy environment. *The Climate Action Plan 2024*, the *National Development Plan*, *Housing for All*, and *Our Public Service 2030* all set out ambitions that are interconnected and system-wide.

These plans highlight the need for joined-up thinking, outcome-driven delivery, and data-informed decision-making. The emphasis is not only on reform, but on measurable progress — requiring public bodies to move quickly from planning to delivery, while maintaining transparency and trust.

Advisory innovation plays an enabling role in this context. It helps interpret policy into action, structure programmes to meet multiple goals, and build the governance capacity to manage risk and complexity. It also supports strategic integration — ensuring, for example, that infrastructure projects are aligned with sustainability targets, or that digital initiatives reinforce service inclusion.

In a policy environment increasingly shaped by global challenges such as climate change, health system pressures, and digital ethics give us the ability to translate strategy into locally relevant, cross-cutting action becomes a defining feature of high-performing public service systems.

Water as a public service

The water sector exemplifies the challenges and opportunities of public service transformation. Ireland's water infrastructure is under strain with high leakage rates, ageing assets, environmental pressures, and growing demand. Addressing these challenges requires more than engineering

upgrades; it calls for systemic change across planning, regulation, data, and public engagement.

Transformation in this context means embedding resilience, sustainability, and digital capability across the water system. It means linking water planning to housing, regional development, and climate adaptation. And it means building the institutional capacity to coordinate across agencies and meet regulatory obligations with agility.

The sector also offers a valuable test case for advisory innovation. From designing digital roadmaps and managing regulatory compliance to facilitating cross-sector collaboration, advisory support can help unlock the potential of water as a modern, responsive, and citizen-facing public utility.

It also illustrates how transformation is not simply about operational efficiency, but about public value — ensuring equitable access, safeguarding the environment, and reinforcing public trust in essential services.

Enabling digital and sustainable transitions

Digital transformation is now a core component of public service reform. Real-time monitoring, predictive analytics, digital twins, and smart infrastructure are no longer future concepts; they are active tools for improving service performance and public accountability.

In the water sector, for instance, digitalisation is enabling utilities to identify leaks, manage demand, and engage customers with greater precision and transparency. But the process of digital transformation from procurement to deployment remains challenging, particularly where legacy systems, fragmented governance, or limited capacity are factors.

Advisory innovation supports this transition by helping public bodies structure digital programmes that are interoperable, secure, and future-proofed. It ensures that technology investment is underpinned by strategic clarity, and that solutions are not only technically sound but also aligned with policy and service objectives.

It also enables sustainability. By integrating data and digital tools into public service delivery, agencies can better track carbon impacts, design circular systems, and ensure that infrastructure investments support Ireland's climate and environmental commitments. These capabilities are increasingly essential in an era of resource scarcity and rising environmental accountability.

Collaboration as a catalyst for change

One of the defining characteristics of today's public service challenges is their cross-sector nature. Water, for example, intersects with planning, housing, health, biodiversity, and local government. Delivering impact in such areas requires collaboration across organisational and jurisdictional boundaries.

Advisory support can facilitate this collaboration acting as an integrator, a convenor, and a translator across sectors and stakeholders. It can help develop shared frameworks, align funding streams, and create the governance models that allow complex, multi-stakeholder programmes to function effectively.

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This collaborative approach is increasingly essential in public sector reform. It helps break down silos, build consensus, and drive more coherent, system-wide outcomes. It also fosters innovation by bringing together diverse perspectives and capabilities to tackle shared problems.

In doing so, it enables public sector organisations not only to solve immediate challenges, but to co-create the conditions for longer-term system change — where collaboration becomes the norm rather than the exception.

Embedding capacity for the long term

Transformation efforts often focus on project delivery. But enduring change requires capability, the systems, skills, and confidence within public bodies to sustain new approaches and continuously improve.

Advisory innovation contributes to this by prioritising capacity-building. This includes knowledge transfer, co-designed tools, training programmes, and the development of internal governance and performance management systems.

The aim is not to create dependency, but to empower. When done well, advisory support leaves behind stronger institutions, more transparent processes, and a culture of learning that enables public bodies to adapt and evolve long after a specific intervention has concluded.

It also ensures that innovation is not confined to leadership or isolated projects — but is diffused throughout the organisation, making transformation everyone's responsibility.

Opportunities and imperatives

Ireland's public sector has made significant progress in recent years, particularly in areas such as digital government, energy efficiency, and regional investment. But challenges remain — and expectations are growing.

Emerging priorities such as climate adaptation, circular economy integration, regional equity, and citizen engagement will require new approaches to transformation.

The ability to act strategically, collaborate effectively, and adapt continuously will be key.

Advisory innovation can support this shift. It provides the scaffolding for integrated planning, evidence-based decision-making, and risk-aware delivery. It enables a more agile, responsive public sector capable of delivering complex outcomes in uncertain environments.

As technologies evolve and policy priorities shift, the need for structured, expert, and strategic advisory support will only grow. Embedding advisory innovation into the heart of Ireland's transformation agenda can ensure that ambition is matched by action — and that progress is both measurable and sustainable.

It is also a way to futureproof public institutions, equipping them with the skills, structures, and partnerships necessary to navigate future crises and opportunities alike.

Conclusion

Transformation is no longer a discrete task within Ireland's public sector. It is an ongoing responsibility, one that must be embedded across systems, institutions, and services. Meeting this responsibility will require adaptive leadership, strategic thinking, and collaborative execution.

Advisory innovation offers a practical and proven way to enable this. It supports public bodies in navigating complexity, aligning with policy, managing risk, and building capability. And it does so in a way that strengthens public value, delivering better outcomes, greater transparency, and more resilient institutions.

In sectors like water, the opportunity is already clear. But the principles and practices of advisory innovation are equally applicable across health, education, energy, and local government. The challenge now is to scale what works and ensure that advisory support becomes a standard part of how the public sector operates in the coming years.

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Digital government in Ireland: Progress and priorities in 2025

The *Better Public Services: Public Service Transformation 2030* strategy continues to act as the overarching framework for public service reform, with digitalisation identified as a core enabler of service improvement.

The latest update from the Department of Public Expenditure, Infrastructure, Public Service Reform and Digitalisation outlines progress in embedding user-centred design, strengthening data governance, and building digital capability across the State.

The strategy emphasises integrated service delivery and a "digital by default" approach, with reforms supported by common platforms, shared data services, and responsible technology adoption. According to the 2025 update, these measures aim to improve efficiency, accessibility, and public trust in state services.

The *Connecting Government 2030* strategy, led by the Office of the Government Chief Information Officer, provides the ICT and data architecture to deliver on the *Better Public Services* vision. Its priorities include interoperability, cybersecurity, and the development of common components such as the Government Digital Wallet, which is scheduled for beta launch later in 2025. The wallet aims to comply with the EU Digital Identity (eIDAS 2.0) Regulation, enabling secure EU-wide sharing of digital documents such as driving licences and birth certificates.

The Government's 2025 Programme for Government reaffirms commitments to digital transformation, aligning national targets with the EU's Digital Decade objectives. This includes the provision of all key public services online by 2030, the integration of once-only data sharing, and meeting EU benchmarks for user-centricity and availability.

Ireland's approach is also shaped by European legislation, including the Interoperable Europe

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>
> **Minister Jack Chambers TD**

Act, the Single Digital Gateway Regulation, and eIDAS 2.0. Work is underway to ensure compliance through platform integration and cross-border service compatibility, with the *State of the Digital Decade 2025* report tracking Ireland's milestones against EU targets.

According to the European Commission's *eGovernment Benchmark 2024*, Ireland performs strongly in digital services for business and government transparency, though further work is needed in complex service domains such as digital health records to reach top-tier EU performers like Denmark and Estonia.

The OECD's *Government at a Glance 2025* places Ireland among the highest-scoring countries for digital government governance, alongside the UK, Denmark, Korea, and Australia. The OECD notes that Ireland's strengths lie in central coordination, investment in shared digital infrastructure, and the establishment of national service design standards. The *OECD Digital Government Index* similarly ranks Ireland in the top cohort for "digital by design", "user-driven", and "data-driven" government, reflecting consistency in its approach over recent years.

Delivery measures underway in 2025 include expanded use of life-event service models – bundling procedures for major life changes such as starting a business or moving home – and increased automation of back-office processes. Interoperable systems are enabling greater data sharing across departments, while front-end improvements focus on mobile responsiveness, accessibility, and integration with the MyGovID identity platform.

The Government Digital Wallet is one of the flagship projects under *Connecting Government 2030*. Once fully operational, it will integrate with EU systems to support secure, cross-border access to official credentials. It is expected to reduce administrative burdens, streamline citizen interactions, and enable the development of proactive, event-driven services.

Ireland is also investing in digital skills across the public service to meet the capability requirements of these strategies. Training programmes, guidance documents, and toolkits have been introduced to support public servants in adopting emerging technologies responsibly and effectively.

AI in government

AI has emerged as a key enabler of Ireland's digital government ambitions. The publication of the *Responsible AI Guidelines for the Public Service* earlier in 2025 marked a turning point in how the State approaches AI adoption. These guidelines – covering a decision-making framework, a Responsible AI Canvas, and lifecycle management tools – aim to help departments "adopt AI responsibly while protecting citizen rights".

AI is also being rolled out aiming to support flood risk prediction systems, health service scheduling, and document processing in government departments. However, uptake remains uneven, with some areas still in pilot stages rather than embedded in day-to-day operations. The refreshed *National AI Strategy* aims to change this, setting a 2030 target for 75 per cent adoption of AI, cloud, and data analytics across enterprises and public services.

Speaking to *eolas Magazine* in August 2025, DPER Minister Jack Chambers TD says: "We want to have much greater use of AI, and we have published guidance to empower and enable public servants to be a greater use of AI within public service.

"I think there are opportunities in terms of the efficiency and interaction citizens will have with public services and AI once it is used in a balanced way.

"The guidance we have published is very much to encourage the use of AI in public services and more intent to enhance the digitalisation of public services. There are some really good examples of it being used in particular sectors.

"There is a range of different parts of the State using it, but it does need to become much more frequently used to and again, will enhance people's work and enhance the quality of public services. The guidance that we have set out shows how it should be used, so that people are protected in using it appropriately."

An Roinn Caiteachais Phoiblí Bonneagair
Athchóiriúcháin Seirbhíse Poiblí agus Digitiúcháin
Department of Public Expenditure Infrastructure
Public Service Reform and Digitalisation

Shaping the future responsibly

Minister Jack Chambers, Minister of State Emer Higgins, and Chair of the Oireachtas Committee on AI, Malcolm Byrne TD with senior officials at the launch of the Guidelines at Dublin City Council Wood Quay.

Artificial intelligence (AI) is no longer a distant reality. It is already shaping how we live, our economies, and crucially how governments serve their people.

Across the globe, AI is being adopted to improve decision-making, streamline operations, and deliver better outcomes for citizens. In Ireland, its potential is already being realised in areas such as healthcare diagnostics, predictive analytics, and natural language processing for better public engagement.

But with great power comes great responsibility. The emergence of AI has raised important questions about trust, fairness, accountability, and transparency. This resonates especially when it comes to its use in the public sector. The Irish Government recognises the need to harness AI's potential while maintaining public trust and safeguarding human rights. That is why the recently published *Guidelines for the Responsible Use of Artificial Intelligence in the Public Service* by the Department of Public Expenditure, Infrastructure, Public Service Reform and Digitalisation mark a significant and timely progression.

Why do we need guidelines?

AI can support better and more efficient public services. But without careful oversight, it can also reinforce existing biases, lead to opaque decision-making, and diminish public confidence. These risks are particularly acute in the public service, where decisions directly affect citizens' lives, entitlements, and access to essential services.

Better Public Services (2023) is the transformation strategy aimed at delivering for the public and building trust. It sets a clear ambition: to deliver more user-centric, integrated, and inclusive public services. AI, when used ethically, can help realise that vision. However, the strategy also emphasises the importance of responsible innovation by ensuring that the deployment of new technologies does not compromise values such as equity, transparency, and accountability.

The Guidelines serve as a critical safeguard, providing a structured framework to guide Public Bodies in the responsible and ethical use of AI. They ensure that innovation does not outpace governance, and that public trust is maintained as technologies evolve.

What do the Guidelines hope to achieve?

The Guidelines have been designed with several key objectives in mind:

- **Promote trust and transparency:** Citizens need to understand when and how AI is being used in public services. The Guidelines call for clear communication, transparency of processes, and explainability of AI-driven decisions.
- **Ensure accountability:** Public sector organisations must be able to account for how AI systems are deployed, including who is responsible for their operation, oversight, and outcomes.
- **Support fairness and inclusivity:** AI systems must be free from bias and designed to avoid unintended discrimination. The Guidelines encourage ongoing monitoring to ensure fairness.
- **Foster innovation safely:** Rather than stifling innovation, the Guidelines provide a structured path for Public Bodies to experiment responsibly. This ensures that ethical risks are identified and mitigated early in the development cycle.
- **Align with European and international norms:** The Guidelines are informed by emerging EU regulation, including the EU AI Act, and best practices from international counterparts, ensuring Ireland's approach is aligned with global standards.

How do we ensure the Guidelines are accessible?

Accessibility is not just about format; it is about understanding and relevance. From the outset, the development of the Guidelines has been grounded in consultation with a wide range of stakeholders from across the Public Service and academia. This collaborative approach ensures the Guidelines are practical, usable, and resonate with the realities of public service delivery.

The Guidelines have been structured to be easily navigable, with clear principles, practical checklists, and case studies to help users apply them in real-world settings. Contained within the Guidelines is a Decision Framework which can be used as a guide for public service workers when considering using AI to solve a problem or improve a service.

Minister Jack Chambers TD, Minister of State Emer Higgins TD and Chair of the Oireachtas Committee on AI, Malcolm Byrne TD display an AI planning tool at the launch of the Guidelines.

This framework will help evaluate if AI is the most suitable solution for our needs. The Guidelines provide a user-friendly Responsible AI Canvas. The Canvas is a simple, structured tool, designed to help Public Service workers develop, implement, and oversee responsible AI solution.

What supports are available to public service bodies?

Additional supports are available to ensure the successful implementation of the Guidelines. These include:

- **Training and capacity building:** The Institute of Public Administration offers a number of courses catering to all levels in AI. A bespoke training course is available which has been specifically curated for the Guidelines.
- The Centre for Applied Data Analytics (CeADAR) serves as the European Digital Innovation Hub (EDIH). CeADAR offers access to funded specialist training and upskilling, scope proof of concept solutions and develop and test prototypes, understand how your organisation can benefit from analytics and AI and conduct project feasibility work designed to minimise the barriers to technology adoption.
- Guidance on the use of Cloud Computing and on Cloud Services Procurement.

Digital transformation in the public service

The launch of these Guidelines is part of a broader movement toward digital transformation in the Irish public service. As articulated in *Better Public Services* (2023), the Government is committed to modernising public services through digital tools that improve efficiency, reduce administrative burdens, and enhance user experience.

Digital transformation is not just about technology. It is about putting people at the centre. Whether it is through AI, cloud computing, data analytics, or digital ID, the focus is on creating services that are easier to access, more personalised, and more responsive to the needs of citizens and businesses.

How do I stay informed?

Digital transformation is a fast-moving space, and staying informed is key to ensuring public servants are equipped to lead and manage change. A number of channels are available to support ongoing learning and engagement:

- **Gov.ie/transformation:** The central hub for news, resources, and updates on digital transformation efforts across government.
- **DPER's social media:** Follow DPER on platforms such as X (@IRLDeptPER) and LinkedIn for real-time updates, guidance documents, and opportunities to participate in events and consultations.
- **Join our networks:** A vibrant community of public servants driving innovation, sharing best practices, and shaping the future of public service delivery in Ireland. The network offers workshops, newsletters, and collaboration opportunities for those involved in transformation initiatives.

W: www.per.gov.ie/

Building Ireland's digital health future

Fran Thompson, Chief Information Officer of the Health Service Executive (HSE), outlines the scale, complexity, and critical importance of delivering a digitally integrated health system.

Thompson outlines the HSE's vision for delivering a "digital-first health system". He explains that progress must be driven by six core pillars: governance, workforce, clinical and business transformation, cybersecurity, digital foundations, and data.

"These six pillars are not just technology projects; they are fundamental shifts in how we deliver healthcare. If we get these right, we can deliver better care, improve access, and strengthen patient outcomes across the country," Thompson says.

1. Empowered patient

"At the centre of the healthcare today for you is the institution or the organisation that you are being treated in," Thompson says, underscoring the fragmented nature of current records. He highlights the ambition to shift this dynamic: "We need to put the patient at the centre."

Thompson spoke passionately about the Shared Care Record, a view that brings together GP, hospital, and clinic data. "When you go to your GP, they have access to the shared care record – know what happened to your hospital, and vice versa. The shared care record is available to the citizen." This will allow patients to have a unified view of their records and clinicians to access a comprehensive picture of care.

2. Digitised workforce and workplace

"Our people do not have the tools they need today," Thompson explains, highlighting the challenge of modernising digital tools at scale.

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>
> **Fran Thompson, Chief Information Officer, HSE**

He describes the HSE's strategy to invest heavily in frontline staff: "70 per cent of those resources are going to the frontline for some of these programmes."

He emphasises the need for clinicians and support staff to have access to "really good productivity tools", essential for both delivering and accepting digital change. "Digitisation is as much about enabling staff as about deploying systems."

3. Digitally enabled and connected care

Thompson describes the Electronic Healthcare Record (EHR) as the system of record for clinicians and the Shared Care Record as an "aggregated view".

"Our Shared Care Record is bringing together all of the data from the multiple systems into one view for clinicians."

He acknowledges the scale of the challenge: "We have about 2,700 odd individual solutions and systems."

True integration requires workflows that move data "very, very speedily from hospitals to community care and diagnostics in real time, or as close to real time as there is".

4. Digital health ecosystem

Thompson stresses the importance of innovation and building an ecosystem beyond large vendors. "They are brilliant at lots of stuff. They are not always great at innovation at the edges," he says. That is why the HSE is working to "support Irish companies to deliver a really good ecosystem and to allow and support innovation".

This approach, he explains, is about adapting solutions that exist elsewhere and integrating them locally: "We need to utilise the solutions we have to innovate at the edges."

5. Secure foundations

Cybersecurity and reliable infrastructure form the backbone of the transformation. "We know the cost of that is eye-watering," Thompson admits, referring to the extensive financial commitment required for Wi-Fi and other critical infrastructure.

On cybersecurity, he says: "Every day is a cyber challenge for us, given the size and scale and what goes on." According to Thompson, resilience, staff training, and a "security-first culture" are essential to underpin digital health efforts.

6. Data-driven services

"Data made a difference during Covid," Thompson says, explaining how improved analytics underpinned vaccination and patient tracking. The HSE has since appointed a Chief Data and Analytics Officer to build on this momentum.

Giving a practical example, Thompson says: "When we were launching an app on 25 February 2025, we discovered maternity clinics could name their services however they wanted, so we had to standardise that data."

In this context, he believes that standardisation is vital: "We need to bring that across all of our outpatients. Clean, consistent data will feed real-time analytics, dashboards, and decision-making tools."

A digitally literate workforce

Thompson concludes with a firm reminder of the path forward: "You cannot do everything in one hour, it is a multi-year programme." He emphasises pragmatism and sequencing starting with shared records, maternity and lab systems, single HR and finance platforms, virtual wards, and more.

"This is the biggest change programme the organisation will ever have, enabled by technology, making sure patients' voices are heard and understood. If we have a digitally literate, skilled workforce, we can harness the data and have one single EHR for the totality of the country."

Making it easier for government and the public sector to manage multi-cloud platforms

Over the past decade, the complexity of managing IT infrastructure has grown exponentially. Government departments, agencies, and public sector organisations face unique challenges in navigating this landscape, with a mix of legacy systems, private and public clouds, stringent regulations, and increasing demands to deliver faster, more efficient, and cost-effective services to citizens.

For government IT teams, balancing modernisation with compliance and budget constraints is an ongoing struggle.

As a partner to enabling solutions to key challenges and changes in dynamics, Hewlett Packard Enterprise continues to adapt, innovate, and acquire toolsets that enhances capabilities to drive benefits and outcomes. For government an increasing challenge is managing multiples of 'X'. This focus in on a particular tool that makes it easier to manage multi cloud platforms.

HPE Morpheus is an orchestration and automation platform designed to help government agencies and public sector organisations regain control of their IT environments with simplicity and efficiency. It transforms complexity into manageability, enhances productivity, reduces human error, and supports smarter, faster decision-making – all while ensuring compliance with robust regulatory requirements. It is the solution to the IT challenges faced by public sector entities.

Built for the unique needs of the public sector

Government agencies and public sector organisations are inherently diverse, each with its own processes, systems, and regulatory requirements. Legacy systems often coexist with newer platforms, contract renewals occur at different cycles, and workloads are managed in varied ways. Morpheus is designed to work with this complexity rather than forcing organisations to start from scratch.

Whether workloads are spread across public clouds, private clouds, or hybrid environments, Morpheus acts as a unifying layer that simplifies management without disrupting existing systems. This ensures that agencies can retain what works while modernising and automating the rest.

One platform for all IT environments

Government organisations often operate across multiple cloud and on-premises

environments, including AWS, Azure, Google Cloud, VMware, OpenStack, and other platforms. Morpheus provides a single control interface that delivers visibility and automation across all these environments, regardless of provider.

This unified approach simplifies operations, enabling teams to work more efficiently. Instead of toggling between disparate tools and systems, IT teams gain access to consistent dashboards, automated workflows, and a consolidated view of the infrastructure. This reduces the risk of errors, enhances productivity, and ensures compliance with government regulations. Think of Morpheus as the "smartphone" of IT infrastructure – bringing together key systems into one interface to make life easier for IT teams.

Automation for efficiency and risk reduction

In government and public sector work, mistakes can have serious repercussions, including regulatory violations, financial penalties, investigative scrutiny, and reputational damage. Automation is crucial in reducing manual errors, standardising operations, and ensuring proper workload deployment and management.

Morpheus takes automation to the next level, freeing up government IT teams to focus on innovation, digital transformation, and delivering enhanced citizen services rather than being bogged down in repetitive tasks. Whether it is automating the provisioning of resources, optimising workloads, or ensuring compliance with security policies, Morpheus helps reduce risks while improving efficiency.

Control costs and optimise budget spending

Budget constraints are a persistent challenge for public sector organisations. Governments need to maximise their budgets, deliver innovation, and transform citizen services – all while adhering to strict financial oversight. With Morpheus, agencies can optimise workload placement, right-size infrastructure, and reduce licensing costs, ensuring every dollar is spent effectively.

Morpheus also supports strategic decision-making, providing real-time insights into resource usage, cost allocation, and performance metrics. This helps public sector IT leaders identify inefficiencies, make smarter infrastructure investments, and stretch their budgets further to deliver better outcomes for citizens.

Integrated into the HPE GreenLake suite of services, Morpheus provides platform-wide dashboards and powerful visibility tools. Gone are the days of lengthy, confusing reports – now decision-makers can access clear, actionable insights to guide their IT and budget strategies.

A trusted solution for government IT

Morpheus is vendor-agnostic, making it an ideal solution for government agencies that rely on a diverse range of tools and technologies. Its ability to unify and manage multiple environments in one place builds trust and simplifies operations. Combined with HPE's proven track record in the public sector, Morpheus provides a reliable and future-proof path to IT modernisation.

Technology evolves rapidly, and government IT teams need agile solutions that balance progress with accountability. Morpheus delivers consistency across environments, supports innovation without adding complexity, and empowers IT teams to focus on delivering value to citizens. In a world where standing still means falling behind, Morpheus ensures agencies stay ahead while retaining control.

Ready to modernise government IT?

Morpheus simplifies infrastructure management, automates processes, and optimises resources, helping government agencies and public sector organisations evolve in the face of changing demands. Let's explore how Morpheus can empower your IT teams and transform the way you deliver services to citizens. Reach out to our local HPE team today to learn more about simplifying your IT landscape with Morpheus.

Find more about Multi cloud management – HPE Morpheus

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National digital and AI strategy to be updated

As outlined in the Programme for Government (PfG), the Government is set to update the *National Digital and AI strategy* to solidify its digital ambitions.

As part of the PfG, *Securing Ireland's Future*, the Government committed to making Ireland a "centre of expertise for digital and data regulation alongside being a regulatory hub for companies operating across the EU Digital Single Market".

Productivity in Irish businesses is to be improved through digitalisation, including AI, while online public services are to see improvements in efficiency through digitalisation, particularly in healthcare.

An e-inclusion strategy is to be launched to help improve digital skills and "ensure no one is left behind by the move to a digital society". Investments will be made in basic literacy skills alongside complex training in AI and quantum computing. Businesses are encouraged to use the new grow digital portal to assist in digitalisation.

AI deployment, innovation, and support will be provided through education and learning networks, and research will be carried out on the impact of digitalisation in classrooms, with the aim of unlocking the potential of AI in education.

"We will continue to build on Ireland's longstanding reputation as a technology hub to become a vibrant location for AI innovation."

Taoiseach Micheál Martin TD

Collaboration with EU partners regarding innovation will be supported alongside the implementation of the EU Online Safety Framework to help tackle disinformation and protect vulnerable groups.

By 2026, 1.1 million people will have high-speed fibre broadband with mobile and internet blackspots being addressed.

Remote working hubs are to be expanded with support learning and career learning will be supported through connecting hubs.

The current strategy, *Harnessing Digital: The Digital Ireland Framework* was first launched in 2022. Increased usage of digital technology during the Covid-19 pandemic led to the Government creating the framework to enable a digital transformation across the economy and wider society.

Goals include full 5G coverage, 80 per cent of adults with basic digital skills, and 90 per cent of public services conducted online. Small businesses will be issued grants and assistance in upgrading digital consumption to enable 90 per cent of small and medium enterprise to conducted at basic digital intensity, with 75 per cent enterprise take up in cloud, big data, and AI. All of this is to be achieved by 2030.

The Government states that the updated strategy will further promote the Government's vision of "maximising the opportunities afforded by AI and maintain the State's position as a global digital leader".

It will enable the acceleration of domestic AI capabilities with a key focus on public service reform and delivery. It builds on previous commitments and promises.

Taoiseach Micheál Martin TD has committed to "ensuring Ireland continues to be a digital leader in Europe, and globally".

"Given the pace and scale of impact of AI and other new technologies, we need to significantly accelerate the digitalisation of enterprise, public services, and the wider economy.

"We will continue to build on Ireland's longstanding reputation as a technology hub to become a vibrant location for AI innovation."

Artificial intelligence

Created in 2020, generative AI burst onto the news agenda following the release of ChatGPT in 2022 with the promise to transform lives and business alike.

In response to this, the *National AI Strategy* was launched as a blueprint for AI expansion. It attempts to explore innovation while remaining alert to ethical considerations.

Under the aegis of the strategy, Patricia Scanlon was appointed as Ireland's first AI ambassador with the goal of "demystifying AI" and to lead "a meaningful engagement with the public on the governance and use of AI".

Since then, Irish business has embraced AI, with research from PwC, reported in *The Irish Times* with 67 per cent of business leaders reporting AI adoption as of December 2024, with 86 per cent believing AI will have a positive effect on the Irish economy in the near future.

AI Minister, Niamh Smyth TD, writing in *eolas Magazine* in May 2025, described AI as "transformative force that has the potential to reshape our economy, society, and daily lives.

"The benefits are clear. AI is a powerful tool that can future-proof business, help enterprise to remain competitive, transform business processes, and improve productivity."

Accelerating inclusive digital government

Ireland, globally recognised as a critical technology hub, faces a pivotal moment in its digital government journey. Ambitious targets are set for the next three years, as well as 90 per cent of core public services online by 2030, universal gigabit connectivity by 2030, and 80 per cent of adults with basic digital skills, writes Ali Bovis, Digital Adviser Public Sector at Version 1.

The challenge for technology leaders in the Irish public sector will be translating this bold vision into tangible, beneficial results for every citizen.

To facilitate the momentum towards these horizon points, we have identified five practical priorities to consider as Ireland works to realise its digital ambitions:

1. Put the citizen at the centre from day one:

Digital government succeeds only when it reflects the real needs of citizens across all demographics and circumstances.

- **Co-design services with users:** Involve people representing diverse needs; elderly citizens, those with disabilities, non-native speakers, and digitally excluded communities throughout the entire process.
- **Champion inclusion:** Ensure accessibility compliance goes beyond meeting minimum standards. Services should use simple language, intuitive interfaces, and offer multiple access channels including phone, in-person, and digital options. The goal is not just digital-first, but digital-inclusive.

2. Close the digital skills divide:

Infrastructure investment alone will not deliver digital inclusion unless Ireland addresses the need for digital skills. While Ireland is a leader in basic digital skills at the European level, around one in four Irish adults still lack basic digital skills.

- **Scale digital skills initiatives:** Government must embed digital literacy into all education levels and creating targeted upskilling programmes for public sector workers. Nordic countries demonstrate the effectiveness of

comprehensive digital skills programmes, countries like Sweden achieving 67 per cent basic digital skills coverage compared to the 54 per cent EU average.

- **Support assisted digital:** Invest strategically in community-based digital champions and face-to-face support services. Libraries, community centres, and local councils should become hubs for digital assistance, helping citizens navigate new online services while building confidence and capability.
- **Measure and adapt:** Use data analytics to identify which demographics are not engaging with digital services, then design targeted interventions. Regular skills assessments and user feedback loops ensure programmes remain relevant.

3. Embed cybersecurity and trust by default:

As Ireland's digital footprint expands, so does its exposure to cyber threats. Recent attacks on global healthcare systems and critical infrastructure underscore the urgency of building resilience from the ground up.

- **Make 'secure by design' the norm:** All new digital systems must integrate security controls from conception, not as an afterthought. Including automated threat detection, zero-trust architecture, and regular penetration testing.
- **Strengthen supply chain security:** As public sector supply chains become increasingly digital, risks and vulnerabilities multiply. Implement rigorous vendor assessments, regular audits, and clear incident response protocols.
- **Foster a culture of vigilance:** Technology alone cannot realise digital government. Consistent training, awareness, simulations, and clear escalation procedures ensure every employee understands their role in maintaining security.

4. Harness data and AI responsibly:

Ireland's next leap in service quality and efficiency depends on trusted, ethical use of data and emerging technologies like artificial intelligence.

- **Build robust data governance:** Enable secure, transparent data sharing between agencies while maintaining strict privacy protections. Establish clear data ownership, consent mechanisms, and audit trails. Estonia's X-Road platform demonstrates how secure data exchange can dramatically improve service delivery while maintaining citizen trust.
- **Trial AI where it adds value:** Begin with targeted use cases that deliver measurable benefits for example, fraud detection, resource allocation, predictive maintenance, or automated customer service. Always maintain human oversight and ensure algorithmic transparency.
- **Drive 'data for good' initiatives:** Use integrated analytics to address complex social challenges like healthcare planning, climate adaptation, or social services coordination. Open data initiatives can also stimulate innovation in the private sector while improving government transparency.

5. Modernise collaboratively across teams and sectors:

Legacy systems and organisational silos remain the biggest barriers to digital transformation. Government leaders must drive agile, joined-up change that breaks down boundaries.

- **Standardise and interoperate:** Prioritise modular platforms, open APIs, and cloud-first architectures to accelerate service delivery and support future innovation – such as AI to facilitate modernisation.
- **Adopt agile delivery methods:** Move away from large, monolithic IT projects toward iterative, user-focused development. Regular releases, continuous feedback, and rapid prototyping reduce risk while delivering value faster.
- **Reward collaboration:** Actively promote partnerships between departments, local authorities, academic institutions, and private sector innovators. Complex digital challenges require diverse expertise, perspectives and incentives.
- **Invest in digital leadership:** Ensure senior leaders have the digital literacy and strategic vision needed to deliver transformation. This includes recruiting digital natives into leadership roles and providing comprehensive digital training for existing executives.

From ambition to impact

Ireland's digital government ambitions are achievable, but success requires focused action across these five priority areas.

We will be embracing these priorities as part of our long-term engagement with the Department of Education, integrating HCM and Payroll Software as a Service (SaaS) solutions that will enable the timely, secure, and accurate processing of payroll.

Our team will lead on the design, development, integration, and management of the technology systems that service approximately 155,000 teaching and non-teaching staff, as well as retirees across Ireland.

By putting citizens first, closing skills gaps, securing trust, leveraging data responsibly, and modernising collaboratively, Irish public sector leaders can deliver transformation that truly serves everyone.

Time will determine whether Ireland emerges as a global leader in inclusive digital government or struggles with the mounting challenges of an increasingly digital world. The choice and the opportunity is clear.

W: www.version1.com

VERSION 1

PROMOTING TOURISM WHILE REPRESENTING GOVERNMENT

Catrin Elis, content editor for Visit Wales, outlines to *eolas Magazine* how the government organisation delivers creative content that appropriately represents the Welsh Government to promote tourism.

Elis begins by highlighting Visit Wales' approach which is to "create warm, assured, spirited content which showcases our 'bro' (region) and 'byd' (world), to inspire audiences across the world to choose Wales". She describes this as "an inherently Welsh approach with a global outlook".

Outlining the challenges, she says: "As with most government organisations we always need to be mindful that we're spending public funds, and therefore need to try and get the best value for money and return from our work. To do this we need to find our USP to make our content go further. That is what we focus on – making sure that we are distinctively Welsh."

The organisation's strategy is underpinned by three pillars: seasonality, which involves extending the traditional season to show Wales is "an all-year round destination"; spread, which involves spreading the benefit of tourism; and spend, which involves prioritising value over volume.

The content editor outlines the COPE strategy: Create Once. Publish Everywhere. She says: "When you go out and capture content, it is important to consider the channels for the content. It is not good practice to slap the same content on every channel, say the same things, and expect it to work."

She states their objectives which are to: engage and inspire; inform audiences; drive web traffic; grow brand audience; increase brand awareness; and influence behaviour.

"For us, it is not just about getting the numbers. If we wanted the numbers, we would just post pretty pictures every day. That is the easy approach. For us, there is more depth to it."

Representing government

Elis insists that it is "essential" to place branding at the centre of all content. She also navigates how this can result in thinking differently for some organisations,

"As Visit Wales is part of the Welsh Government, we always keep in mind that we are representing Welsh ministers. We stay loyal to our core brand, whilst at the same time try to be fun and creative on our social channels."

Catrin Elis, content editor, Visit Wales

such as Visit Wales: "Your brand values can decide how you present yourself in your content. Whilst it could be fun to venture 'off brand' to keep up with the latest trends, it is better to stay loyal to the brand and think how you can make your content fun, but also in line with your values.

"As Visit Wales is part of the Welsh Government, we always keep in mind that we are representing Welsh ministers. We stay loyal to our core brand, whilst at the same time try to be fun and creative on our social channels."

When creating content, Elis states that Visit Wales has to be "considerate" in its content. One of the ways to do this is to ensure responsible behaviour is showcased in content. To demonstrate this, she displays an image of a paddle boarder without a helmet or lifejacket, stating that Visit Wales would not show this image on its own channels. She continues: "Whilst many people do not go paddle boarding with a life jacket and a helmet, we need to demonstrate best practice at all times."

The content editor also traces the requirement for Visit Wales to remain abreast of current events. They must check their content to ensure it does not overlap with any events happening in real time that could be relevant. Demonstrating this, she says: "You have to be really on top of the news, for example there may have been a tragic accident on a mountain on the day when you have a scheduled post going out that day showing a pretty mountain. Plans need to be adjusted in response to real-life events.

"Sometimes a post has gone out and something subsequently happens, and when that is the case we will remove the content if required. We also add safety messaging on anything that shows outdoor activities, encouraging people to prepare, check conditions and book with accredited providers."

Concluding, Elis underscores the importance of accuracy, stating: "If you are representing the Welsh Government, or if you are a body that people expect to be accurate, you have to aim to be accurate in everything that you do. We check facts before publishing content, and we aim to make sure we are responsible and appropriate in all our content."

Navigating digital transformation and avoiding tomorrow's legacy

The Irish public sector faces increasing pressure to deliver efficient, citizen-centric services, from health screening, welfare services, social housing and much more.

75 per cent of constituents, according to a BCG study, want the quality of digital government services on par with the services provided by best-in-class private sector companies. This means seamless interactions and a focus on self-service and personalisation. Government policies advocate for cloud-first platforms believing that by emulating a cloud-first approach they will achieve the same outcomes.

However, the challenge for CIOs is transitioning from disconnected, on-premises, point solutions. The UK Government spends 50 per cent of its IT budget supporting legacy systems one. In this world the lived experience of most public sector workers is 'swivel-chairing' between applications and using unsecured and unauditable spreadsheets to plug the gaps.

So how and why is 'a platform' better? One of the promises of a platform is that it will deliver best-of-breed reusable components and prevent everyone from reinventing the wheel. Take a household for example, the application has to reflect the real world complexity of households, not just Mum, Dad and one to three children. This is a known problem so why not build it once and use it in many settings across, health, social care, and so on. Even better, get someone else to build and maintain it. Which brings us to cloud native platforms.

All major vendors like Salesforce, AWS, and Microsoft claim to offer a platform. But what do they mean by platform? Each has a different target audience and architectural philosophies.

'Builder Platforms', like Microsoft Azure and AWS, are aimed at replacing physical infrastructure with virtual equivalents. They excel at raw computing power and database services. This is the world of IT, data engineers, and data scientists.

'Application Platforms', like Salesforce, focus on automating business processes, leveraging reusable business components, and connecting data together to create a 360 engagement layer of a citizen. They abstract, as much as possible, the inner workings of databases and servers.

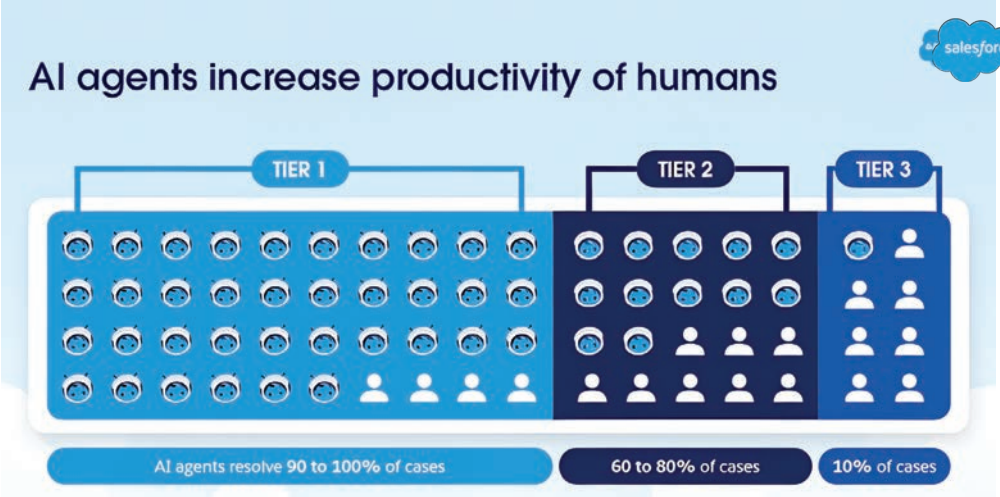
Choosing the right platform is not merely a technology decision; it directly impacts an organization's ability to deliver a modern digital engagement experience for both citizens and employees. To succeed the choices must be a collaborative decision between IT and the business.

The pitfalls of a 'code first' approach

A common misstep within the public sector is the belief that IT can custom-code their way to 360-degree citizen engagement layer using Builder Platforms. This approach is costly, increases delivery risk, and generates significant technical debt. One UK public sector body has recently taken the decision to build its own CRM. No CIO in the commercial world would ever take this approach and their LinkedIn profile picture would soon be decorated with 'open for work' if they did.

The potential of agentic AI

AI has the potential to fundamentally improve the delivery of public sector services. Given 73 per cent of Irish public sector CEOs report recruiting as a challenge, employing more people is not the answer. Agentic AI can automate routine tasks using human-like interactions. By offloading routine tasks, employees can focus on high value activities. One childcare services organisation and an early adoptor of Agentforce has seen a 25 per cent reduction in administrative tasks.



To be effective AI needs data. Data ensures the behaviour of the AIs response is accurate and based on the organisation's policies, services and the data they hold.

Unlocking data

Significant parts of Irish public sector organisations still rely on legacy applications built on obsolete code like COBOL and proprietary databases. All the data is locked away in black boxes attached to a plug stating, 'Never Unplug'. Even modern applications can have limited ability to integrate data either by design or omission.

In an effort to fuel AI and address the disconnected nature of enterprise data, some vendors propose a "One Data Lake to Rule Them All" strategy where all data is sucked into their solution. However, this risks vendor lock-in. In three to five years, CIOs will be grappling with extracting data from that data lake to a new one, incurring further data migration costs.

Salesforce has a different view founded on 2.5 decades of developing the idea of a customer 360. Now a deeply unified platform, Salesforce offers a significant strategic advantage over the 'One Data Lake to Rule Them All' approach.

- **Metadata-based architecture:** Ensures consistent security, access control, and auditability of data across the platform
- **Data minimisation and secure access:** Unlocks data from existing systems of record, minimising the need to move data, creating a robust foundation for trusted, secure, and grounded Agentic AI.
- **Use prebuilt components:** Modular and reusable components, like the household data model reduce the need for custom code and its associated maintenance burden.

The blended platform model

The solution is not to abandon Builder Platforms, but to use them for their strengths like virtualisation, data engineering. This blended mode of Builder and Application Platform provides choice, minimises vendor lock-in, and combines the best of both worlds.

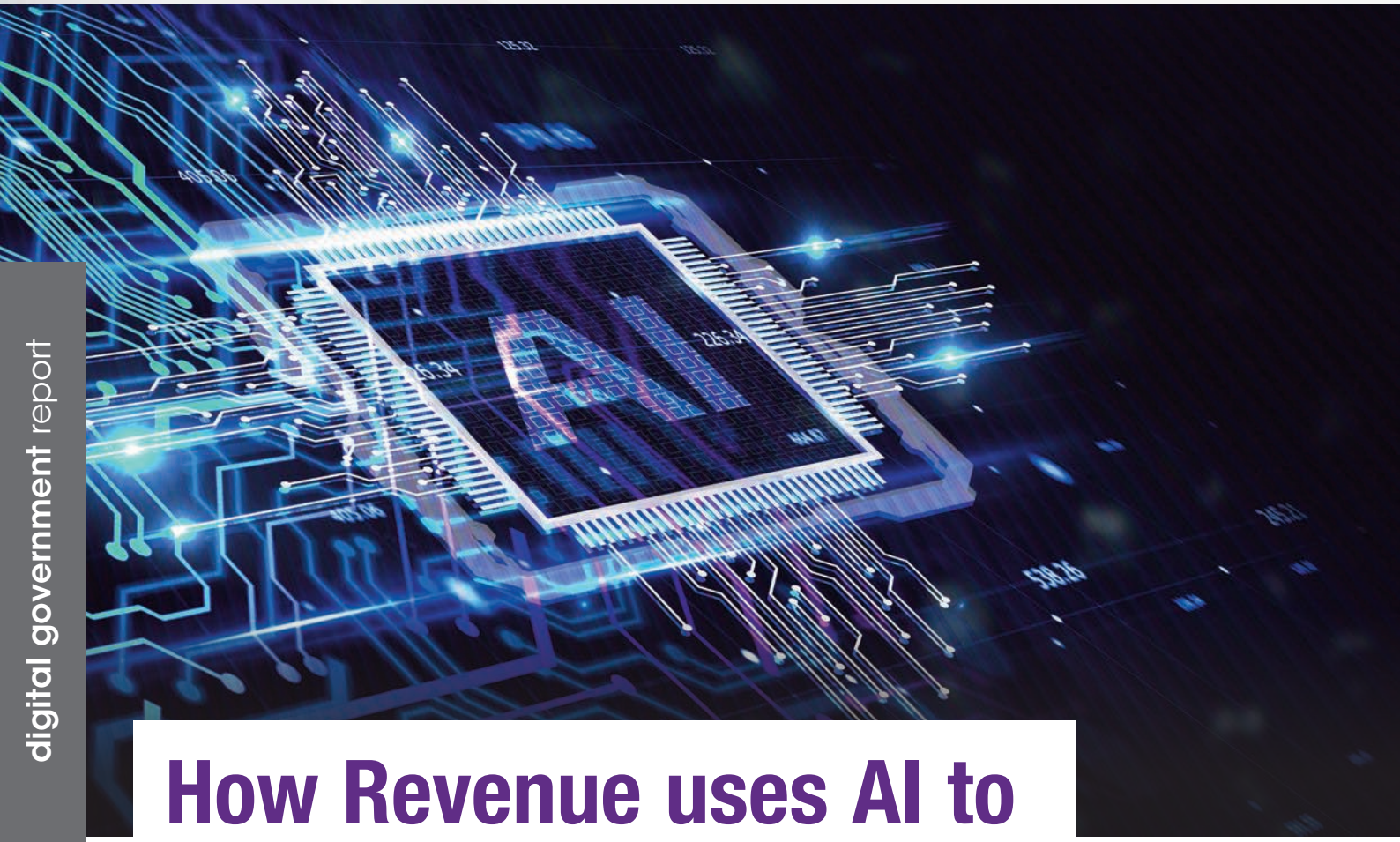
- **Builder: Virtual private cloud:** Moving from on-premise infrastructure to a virtual server environment to reduce the overall burden of maintaining physical infrastructure
- **Builder:** Data engineering and data science. Large-scale data management and processing. Laying the groundwork for machine learning and AI model creation.
- **Application:** Use Salesforce's deeply unified platform to unlock your enterprise data, create a unified citizen view and make data actionable in the flow of work

To learn more about how Salesforce supports the public sector, visit our website: www.salesforce.com/government

For additional insights on how Salesforce helps modernise public services and boost operational efficiency with AI, explore our Resource Centre: sfdc.co/uk-resources

Richard Boyd, CTO – Public Sector UKI, Salesforce

W: www.salesforce.com



How Revenue uses AI to improve the user experience

Vincent Duffy, Chief Technology Officer at Revenue, tells *eolas Magazine* how embedding AI in the organisation's processes self-empowers staff, increases efficiency, and improves the user experience.

Duffy says Revenue has approximately 1,500 tax and duty manuals, and administers around 75 taxes and duties, so "no one person is an expert in all and sundry". This delays staff in responding to customer queries. To address this, the Government agency has used an AI-enabled document processing technology called RevAssist since June 2024. Staff enter a question into RevAssist which produces a short reply based on the organisation's 1,500 manuals.

Duffy adds: "The key thing is, it also quotes the source documents. We do not allow it to go out to the big bad world to pull out tax guidance from HMRC or IRS. We confine it within our own knowledge base and therefore the answers are appropriate and up to date."

Additionally, Revenue has established a "feedback loop" through which staff can record instances when the system is inaccurate so it can be fine-tuned through prompt engineering. Duffy also outlines the importance of "good document governance".

"Our advice is only make well-curated data available to your AI models because, if you put in draft 0.1, 0.2, 0.3, the AI will interrogate it, it will read it, and it will take it as gospel."

Duffy asserts that the "natural follow-on" from using AI to interpret these documents is to use it to draft them which Revenue began to explore in Q4 2024. As they are complex documents based on legislation, Duffy says: "Our intention is that AI will not produce the final document. Human intervention is going to be required."

The Chief Technology Officer says the organisation has used AI internally to "interrogate vast swatches of technical documentation" as a use case for AI. He reveals it has piloted several sandboxed LLM models which will be used for staff queries.

"But our data does not go beyond our own boundary which is key in the sense of terms and conditions," he says.

"A programme is for life, not just for Christmas. You have put this technology in place and now you are going to have to babysit it."

Vincent Duffy, Chief Technology Officer at Revenue

Empowering staff

Duffy asserts that Revenue wants to empower staff through a self-service hub so staff can utilise AI by interpreting, creating, and uploading documents. He indicates that his hub will be subject to a test and compliance process.

Additionally, Revenue is using AI to process unstructured data such as photographs of receipts and invoices from customers. He explains that the technology used is similar to mainstream OCR technology which can be used to translate documents. The agency also provides self-service scanning options that enables staff to convert physical documents to digital.

"It is all aimed at speeding up the process and taking a risk-based approach to processing an accompanying paper," says Duffy.

Customer service

On customer service, Duffy says: "Customer service is a huge thing for Revenue. We have about 35 telephone lines, we take in about 2.5 million phone calls per year, and process about 1.5 million queries electronically through our MyEnquiries portal. Processing and moving them around a vast organisation has always been a challenge for us."

Previously, navigating the MyEnquiries portal was "really confusing" for customers according to Duffy who says taxpayers only used it correctly "between 45 and 65 per cent of the time". The use of a natural language processing model which processes the query and directs the customer has seen the success rate rise to between 94 and 97 per cent.

Duffy traces how the agency aims to improve phone line customer service by using bots and AI technology. The current process requires customers to wait on the line before staff can take their call. They are then asked to answer a security question and detail the reason for their call.

Duffy asserts that a bot could be deployed to do this as the customer waits on the line. This information will be given to the staff member who is primed to answer the customer, further expediting the process. Generative AI could also be used to create a short summary of the call to be stored on record, Duffy states.

Governance

On governance, the CTO asserts: "It is all caveated on the premise that it must go to a human for working afterwards. We have no intention of making our AI make automatic decision about a taxpayer."

He explains that the organisation has produced an approach to AI governance informed by EU documents such as *Ethics Guidelines For Trustworthy AI* and public sector guidelines such as *Guidelines for the Responsible Use of Artificial Intelligence in the Public Service*.

Duffy advises organisations to begin trialling AI to create protocol for its use. The CTO also stresses the importance of understanding the terms and conditions of third party products. He asserts that organisations must have full control of their data. Concluding, Duffy says: "A programme is for life, not just for Christmas. You have put this technology in place and now you are going to have to babysit it."

How LocalGov Drupal helps councils ensure their websites are as accessible as possible

Accessibility is a 'must have' for public sector websites, as essential services should be available to all who need them. But how accessible are these websites really? And how can councils tackle this successfully? Stella Power, Managing Director, Annertech, writes.

There are legal requirements for websites to be accessible, especially those operating in the public sector. These include the EU Web Accessibility Directive and the new European Accessibility Act, which came into effect on 28 June 2025.

An accessible website helps demonstrate compliance with these legal requirements, but it also reflects a commitment to making the web a more inclusive space for everyone, regardless of their abilities.

Consistent monitoring is important for maintaining high standards – and the National Disability Authority's (NDA) *Summary of Ireland's Monitoring 2022-2024* report shows some improvement in the accessibility rating of council websites. A similar exercise by the UK's Government Digital Service (GDS) showed similar results, with the GDS commenting in its latest report: "Monitoring gets the public sector to fix their accessibility challenges."

Common challenges

The main challenges identified by both the NDA and GDS on public sector websites in Ireland and the UK are:

- **Colour contrast:** These include not enough colour contrast between text and background, which makes it harder for people with visual impairments to read.
- **Visible focus:** A lack of visible focus affects the users of keyboards and screen readers, which can help people with visual impairments, cognitive, hearing, and motor disabilities.
- **Keyboard navigation:** Another involves problems in using a website or app with a keyboard, which affects users who have trouble operating a pointing device such as a mouse, and screen reader users.
- **PDFs:** Inaccessible PDFs were the most common issue for the highest number of websites reviewed by the NDA in 2023 and 2024. Some of the challenges mentioned were low awareness of the errors among staff and low capacity among design

agencies on creating accessible PDFs.

- **Name, role, value:** This refers to the information that assistive technologies (like screen readers) use to understand and interact with user interface components, ensuring accessibility for users with disabilities.

These are challenges that would affect the majority of people who are impaired in some way, so they are important to get right.

When we conduct accessibility audits, we will often find that there is one issue, for example colour contrast, that is repeated across the website. Fixing that single issue can dramatically reduce the number of problems across all pages.

Although it is possible to fix challenges as they are identified in audits, it is easier to solve accessibility challenges right in the beginning, when a website is first being developed, throughout the delivery and beyond launch to avoid new challenges being introduced.

Making council websites accessible

This is where LocalGov Drupal – a CMS built by councils for councils – excels. At its foundation is the powerful Drupal CMS, whose powerful features are harnessed to create fast, efficient websites that deliver results for their users. And it is proudly accessible out-of-the-box.

Annertech has been involved in the LocalGov Drupal project for many years now, and we have helped move many Irish councils on to the platform, including Carlow County Council, Tipperary County Council, Galway City Council and Laois County Council.

Some of the ways in which LocalGov Drupal helps councils create accessible websites:

- it aims to build accessibility into websites from the beginning, and the team champions and supports an accessibility-first approach to feature development;
- all components are tested for accessibility compliance before inclusion in the distribution;
- the codebase prioritises proper heading hierarchy and semantic HTML elements;
- all interactive elements work properly with keyboard-only navigation;


Stella Power, Managing Director, Annertech

- content is structured to work well with assistive technologies;
- websites adapt seamlessly to different devices and screen sizes;
- default themes meet WCAG colour contrast requirements; and
- forms include proper labels, error messages, and focus indicators.

It has appointed a LocalGov Drupal Accessibility Governance Group, of which Annertech has a member. The group maintains accessibility quality standards and communicates important accessibility updates to the community.

As part of our work with the accessibility governance group, we have been involved with an extensive accessibility audit of the core services. One of our priorities is to record the challenges with recommendations and next steps so they can be addressed with the community.

Our goal – both at Annertech and at LocalGov Drupal – is to ensure that everyone who visits a website that we have developed or currently maintain gets a great experience, no matter the challenges they face in real life.

Building accessibility into websites from the beginning is the best way to ensure that that happens. If we can achieve that then we will not only be supporting clients in meeting legislative standards, but actively ensuring frictionless experiences for all.

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About Annertech

Annertech is Ireland's leading open-source digital agency and is the 'go to' expert for Drupal and LocalGov Drupal.

Founded in Dublin in 2008, Annertech works with many clients in both the private and public sectors.

In 2021 Annertech UK opened to service a growing number of clients and staff members in the UK.

Team Annertech has won some of Ireland's most prestigious digital awards, including multiple Spider Awards (including the coveted Grand Prix award), National Digital Awards, Digital Media Awards, and Ireland eGovernment Awards.

Towards a digital public infrastructure strategy

Initiatives such as Build to Share and MyGovID have been cited as showing strong signs of alignment with the Organisation for Economic Co-operation and Development's (OECD) vision for digital public infrastructure (DPI).

The OECD outlines five key actions to guide digital government transformation, with Ireland already showing signs of alignment through initiatives such as Build to Share and MyGovID.

A report published by the OECD in 2024, *Digital Public Infrastructure for Digital Governments*, sets out a comprehensive roadmap for building and governing national DPI. The paper defines DPI as "a set of secure and interoperable digital systems that support broad access to both public and private services".

DPI includes systems such as digital identity, digital payments, data-sharing platforms, digital post, and core government registries. These tools act as digital building blocks, enabling scalable, resilient, and inclusive service delivery.

In Ireland, projects such as MyGovID, Revenue's ROS, and the Build to Share framework reflect elements of the OECD's vision for DPI. However, the report suggests that more structured governance and investment will be needed to fully unlock the benefits.

Recommendations for national action

The report identifies five key actions governments can take to ensure that DPI delivers on its potential to improve service delivery and enhance digital transformation:

- Develop a national strategy for DPI, covering digital ID, payments, notifications, and service registries, to provide long-term direction and accountability.
- Foster collaboration with stakeholders, including the private sector, academia, and civil society, to support transparent governance and innovation.
- Ensure sustainable investment and funding models for the development and maintenance of DPI, including options for public-private cost-sharing.
- Adopt a human-centred approach with safeguards for privacy, inclusion, and accessibility, using mechanisms such as privacy-by-design and ethical standards.
- Strengthen international cooperation, particularly in relation to the development of digital public goods, common standards, and cross-border interoperability.

Strategic alignment

The report highlights examples of countries that have adopted coordinated DPI strategies. These include Norway's National Joint Solutions, a centralised governance model for interoperable services; IndiaStack, a public-private framework for digital identity and payments; and Sweden's hybrid funding model, which supports DPI through a mix of transaction-based user fees and central funding.

Ireland's Build to Share initiative provides shared digital services such as hosting, identity, and messaging, and is cited in the report as a positive example. However, the OECD recommends more integrated oversight, including formal frameworks for governance, safeguards, and performance measurement. These structures, it says, are essential for managing complex DPI ecosystems and responding to emergencies such as cyberattacks or service disruptions.

Safeguards are especially important, the report states, given risks related to data misuse, exclusion, and over-dependence. Governments are recommended to embed DPI systems within existing digital rights and security frameworks, and to support user agency through data transparency and opt-in mechanisms.

Implications for Ireland

The OECD's DPI roadmap complements existing Irish policy priorities around digital government, digital inclusion, and public service reform. While the Department of Public Expenditure, NDP Delivery and Reform has made progress through projects such as Digital Postbox and MyGovID, the report suggests that Ireland could benefit from a more formalised DPI strategy that incorporates private sector engagement, investment models, and international coordination.

The OECD also points to the importance of aligning DPI policy with other strategic goals — such as climate resilience, economic competitiveness, and social inclusion — to ensure long-term return on investment. It recommends performance-based funding, ongoing monitoring, and the use of open-source digital public goods to support flexible, scalable implementation.

Though the report is not legally binding, it offers a framework that Ireland can draw upon to expand its digital public infrastructure in line with international best practice. With Europe considering a potential 'EuroStack' for shared digital infrastructure, Ireland's early investments position it well to participate provided it can formalise governance, scale its tools, and maintain public trust.

A spokesperson for the Department of Public Expenditure, Infrastructure, Public Service Reform and Digitalisation tells *eolas Magazine*: "The Government fully subscribes to the six dimensions of the OECD Digital Government Index…

"The Government is working to the DPI principles in its development of its Digital Government building Blocks, including the Digital Wallet. The Government works closely with International partners through its OECD and EU membership."

Connecting strategy with delivery in digital government transformation

In an era where public services are under increasing pressure to modernise, deliver faster, and provide seamless experiences, the challenge for government departments and agencies is not simply adopting new technology, but rethinking how they operate.

Based in Dublin and working across Ireland and the UK, Nucleo is a mid-tier advisory and technology consulting firm with a clear mission: help organisations harness the power of data, systems, and change to transform the way they work. With a team that brings deep expertise across data and AI, enterprise solutions and change delivery, Nucleo has built a reputation for delivering complex programmes in both the public and private sectors, from utilities and transport to financial services, construction, manufacturing, and government.

Our work in the public sector is driven by a simple philosophy: every euro invested in digital transformation should create tangible value for businesses. That means building programmes around real needs rather than chasing the latest technology trend. It means working closely with leaders to ensure they have a clear vision and roadmap, aligning stakeholders, embedding change management from day one, and ensuring the people who will use new systems are engaged and ready. The technology may be complex, but the goal is simple – better services, delivered more efficiently.

A major strength of Nucleo's offering is our data and AI capability. In today's public sector, data is the fuel for better decision-making, more efficient operations and improved services. We help organisations put in place strong data strategies and governance, integrate and migrate data between systems, and use automation and workflow optimisation to free staff from repetitive tasks. Increasingly, this also includes responsibly embedding AI, including large language models into operations, whether to improve customer service responsiveness, speed up case processing, or provide leaders with real-time insight into performance. We take a governance-first approach to AI, ensuring compliance with evolving regulations like the EU AI Act while keeping transparency and accountability front and centre.

Equally important is our enterprise solutions division, which supports the systems that underpin modern government operations, from CRM platforms to field services systems and asset management. We have delivered successful implementations of large-scale

technology platforms, ensuring that these investments are not only deployed effectively, but optimised for long-term return on investment. In the public sector, this often means helping agencies achieve interoperability between systems, enabling data to flow securely and accurately between departments, and building the analytical capability to use that data to inform policy and service design.

People

But technology alone does not transform an organisation, people do. This is why Nucleo places such emphasis on change delivery. Digital initiatives fail too often, not because the wrong technology was chosen, but because those who needed to adopt it were not brought on the journey. Our change management framework ensures projects have leadership alignment, stakeholder engagement, targeted communication, and the right training and capability-building programmes to support adoption. We also focus on resistance management, tackling concerns and challenges early to ensure transitions happen smoothly. By taking a people-first approach, we help public sector bodies realise benefits sooner and sustain them over the long term.

Our experience tells us that successful transformation in government is built on a few critical success factors: clear alignment with policy and organisational objectives; early and ongoing engagement with the people impacted; robust governance; and a readiness to adapt as needs evolve. The reality of public sector change is that priorities can shift, whether due to new legislation, budgetary pressures, or evolving market expectations, so having delivery partners who can flex with those changes is essential. Nucleo's agility, combined with our end-to-end capability, means we can support our clients through every stage of the journey, from strategy and business case development through to implementation, adoption, and optimisation.

Next wave of digital government

Looking ahead, we see several key priorities shaping the next wave of digital government in Ireland. Data interoperability across agencies is high on the agenda, enabling faster, more coordinated responses to citizen needs. Service design will continue to gain ground, putting user experience at the heart of new systems. Responsible AI adoption will be critical, with strong governance and transparency ensuring trust. Automation will be deployed at greater scale to free up skilled staff for high-value, people-focused work. Additionally, there will be an ongoing focus on capability-building, ensuring that public bodies can sustain transformation internally without over-reliance on external support.

In all of these areas, Nucleo is ready to support. Our cross-sector experience gives us a unique vantage point, allowing us to bring proven solutions from one sector to another and our culture of partnership means we work alongside our clients rather than simply delivering to them. This collaborative approach has helped us deliver national-scale projects that are both technically robust and genuinely embraced by the people who use them.

As the digital government agenda moves forward, the stakes are high. Public trust, service quality and operational efficiency all depend on getting transformation right. By combining data expertise, enterprise systems know-how, and deep change management capability, Nucleo is uniquely positioned to help public sector bodies not just adapt to the future, but actively shape it. Our goal is always the same, to connect strategy with delivery, turning ambition into tangible outcomes that make a real difference.

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nucleo

Towards a data-driven housing future

Martin Tully, Head of Data and Analytics at the Department of Housing, Local Government and Heritage, discusses the Department's data strategy aimed at improving data quality and accessibility.

With the State's housing crisis continuing to persist through a third government term, data is playing an increasingly pivotal role in shaping government policy. In this context, Tully says: "Evidence-based decision-making is essential for improving housing delivery."

Tully highlights the evolution of the Department's approach to data: "We have moved from reactive reporting to building structures that support consistency, stewardship, and collaboration."

Tully characterises the Department's strategy as a deliberate move away from fragmented practices toward a unified framework. "Our story is not just about datasets; it is about how we document, define, and manage data across its entire lifecycle," he explains.

Referencing early challenges, Tully recounts how routine data requests would prompt repeated cycles of clarification and validation. "You would be asked a question like:

'What is the number of housing starts?' But without a source, a definition, or a date range, we would be trying to answer without the tools," he says. "Each request was met with goodwill and effort, but it exposed a lack of consistency and structure."

Governance

In response, the Department launched a comprehensive five-goal data strategy, which includes:

1. establishing governance, classification, and standards;
2. embedding data management practices;
3. building an integrated data platform;
4. growing live analytics and reporting; and
5. developing people, skills, and data culture.

One of the most significant developments is the creation of a metadata registry, which is a centralised reference for terminology, definitions, and value domains.

"We have used the ISO 11179 standard to define terms like 'property type' clearly and consistently," Tully says. "This work may seem technical, but it is the foundation for trust in the numbers we publish."

An 'insights-driven' housing strategy

Alongside metadata work, the Department has launched the Insights Platform in collaboration with the Department of the Taoiseach. "It is built from scratch, pulling together over 60 data sources and more than 400 metrics," Tully explains.

The platform aligns with the four key pathways of *Housing for All*:

- affordability and home ownership;
- social housing and homelessness;
- supply and construction; and
- vacancy and efficient use of stock.

"This system allows us to visualise housing progress in near real-time," Tully notes. "Behind every dashboard is a metric registry showing ownership, purpose, and caveats so that data can be interpreted accurately and not just consumed."

Emergency response

Tully also highlights a recent case study where structured data work enabled rapid crisis response. Following Storm Éowyn, his team was tasked with mapping emergency community hubs.

"Multiple local authorities provided data in different formats. It required geospatial validation, coordination with LGMA, and vetting by the Department of the Taoiseach," he explains. "Thanks to our GIS professionals, we were able to publish a national map which is live and accurate within days."

Tully says the project shows "how far we have come" and "how crucial well-managed data is in a crisis".

Digital strategy

The Department's broader digital strategy, currently in consultation, will, Tully states, reinforce this work under four pillars:

1. citizen digital experience;
2. innovate to create;
3. smart and resilient communities; and
4. data.

He also underscores the importance of data literacy, calling it "foundational" for the use of AI or advanced analytics in public services. "If we get the basics such as stewardship, governance, and literacy right, then we will be well-positioned to innovate," he adds.

Collaboration over silos

Tully says that underpinning all technical change is a change in culture: "We have to get away from the idea that data teams are just back-office support. That model of 'throw it over the fence' no longer works," he says.

Tully calls for "cooperation at scale" across departments and agencies. "We are at our best when we bring together different skills such data analysts, policymakers, and technologists toward a common goal."

Tully is optimistic about the road ahead but pragmatic about the work still to be done. He concludes: "We have made huge progress, but we are still building. The systems, registries, and platforms we have created are steps toward something bigger: a housing system supported by clear, connected, and actionable data."

Reimagining workforce strategy for public sector digital transformation

Ireland's public sector transformation is accelerating at an unprecedented pace, pushing government departments and state agencies to reimagine how they deliver value. However, there is a fundamental truth behind every successful digital initiative: technology alone does not drive transformation – people do, writes Aimée Kelly, Director – Public Sector at CpI.

Through our work with clients across the public sector, we have seen that organisations leading the digital charge recognise that their greatest competitive advantage is their ability to attract, deploy, and retain the right talent at the right time.

The new talent equation

Public sector leaders face a talent environment defined by rapid technological change, intense competition for digital skills, and evolving workforce expectations.

Organisations rely on us to find specialists who will make an impact — such as strengthening healthcare forecasting with AI, safeguarding essential infrastructure, to creating intuitive digital services. These professionals are in high demand and have choices. They expect competitive compensation, fast-moving processes, and flexibility. In contrast, traditional public sector recruitment cycles often struggle to meet these requirements.

The deeper challenge

From our engagements across public sector departments and agencies, it is clear that the challenge runs far deeper than just finding qualified candidates:

- **Competitive intensity:** Multinationals and Irish startups compete for the same talent pool, often offering equity packages, flexible working arrangements, and rapid career progression that traditional public sector structures struggle to match.
- **Demographic transitions:** An ageing workforce means institutional knowledge walks out the door with every retirement, while younger professionals bring different expectations about workplace flexibility, purpose-driven work, and continuous learning opportunities.
- **Obsolete skills**: The technical skills that were cutting-edge two years ago are already becoming obsolete. Training budgets designed for a world where skills lasted decades, not months, no longer suffice.

Reimagining workforce architecture

Public sector leaders who are effectively navigating this new environment are reimagining their workforce architecture – moving beyond traditional hiring models to adopt more dynamic, future-ready strategies.

Blended talent solutions

Leading organisations are embracing blended workforce strategies that

combine permanent staff with contract based, interim, and outsourced expertise. A local authority implementing a citizen services platform might engage AI specialists for the initial development phase, UX designers for interface optimisation, and cybersecurity consultants for vulnerability assessment.

The result: Access to skills they could not hire permanently, reduced long-term cost, rapid capability building, and internal upskilling through collaboration with experienced professionals.

Strategic capability building

Leading organisations build capabilities proactively. This means conducting rigorous future-skills mapping, fostering collaborative relationships between external consultants and internal personnel, and designing career advancement frameworks that retain talent within the public sector. Our most impactful clients have created centres of excellence that blend permanent staff with rotating specialists.

Partnership-driven solutions

Building every capability in-house is not always practical or necessary. Leading public sector organisations are forging strategic relationships with partners who understand both the technical requirements of digital transformation and the cultural context of public service delivery.

Success requires partnerships extending beyond traditional recruitment to encompass comprehensive talent solutions: access to compliant professionals who can be deployed rapidly for specific projects, workforce planning advisory services that anticipate future skill requirements, and inclusive hiring that broadens talent pools beyond conventional recruitment channels.

The public sector advantage

To attract top digital talent, you need a clear value proposition that aligns with what professionals want today. The most effective public sector employers have figured out how to sell the mission: the chance to build systems that genuinely matter, work that affects millions of people's daily lives, and the opportunity to help shape how the country functions.

Digital professionals are increasingly seeking roles that feel meaningful beyond the bottom line. When you can offer someone the chance to design platforms that deliver healthcare to communities, strengthen national security, or streamline services that citizens depend on, you are offering something most private companies simply cannot.

Public sector clients who stand out have learned to communicate these advantages effectively while simultaneously addressing traditional weaknesses through innovative approaches to compensation, career development, and workplace flexibility.

Navigating the transition

The transformation from traditional to modern workforce strategies requires careful orchestration. Successful organisations typically begin by identifying their most critical digital initiatives and the specific talent requirements for each phase. Then, they develop blended sourcing strategies that combine internal capability development with strategic external partnerships.

This approach allows organisations to maintain continuity while building new capabilities, ensuring that transformation initiatives progress without disrupting essential services.

Futureproofing through strategic foresight

Public sector organisations that thrive will be those that develop systematic approaches to identifying emerging skill requirements, building adaptive capability, and maintaining access to cutting-edge expertise.

This requires moving beyond reactive hiring toward proactive workforce planning that anticipates future needs and develops multiple pathways for meeting them. People strategy must be at the heart of digital strategy.

The path forward

Organisations that successfully navigate digital transformation will treat talent as their primary strategic asset and develop sophisticated approaches to acquiring, developing, and deploying talent effectively.

This requires dynamic, flexible workforce strategies that combine the stability and purpose of public service with the agility needed for digital leadership.

The challenge is real, but so is the opportunity. We are committed to helping Irish public sector organisations navigate their digital transformation journey with tailored talent solutions that deliver both immediate impact and long-term success.

Ready to transform your talent strategy? Contact our public sector experts today and take the next step toward building a future-ready workforce.

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Identifying opportunities in emergencies

Birna Íris Jónsdóttir, CEO of Digital Iceland, tells *eolas Magazine* how the organisation is consolidating government services and explains the way it can be deployed in an emergency.

Digital Iceland is the Icelandic public service portal, providing all state service in one place. Jónsdóttir traces the organisation's goal to simplify people's lives and ensure all Icelandic government agencies are "on the same page", namely the Digital Iceland website. She says: "We want to move data and not people.

"We see emergency as opportunity. We first saw this during the financial crisis of 2008. In 2015, the Icelandic Government made available a mortgage relief scheme. To access this, citizens needed to have an electronic ID (eID) enabled."

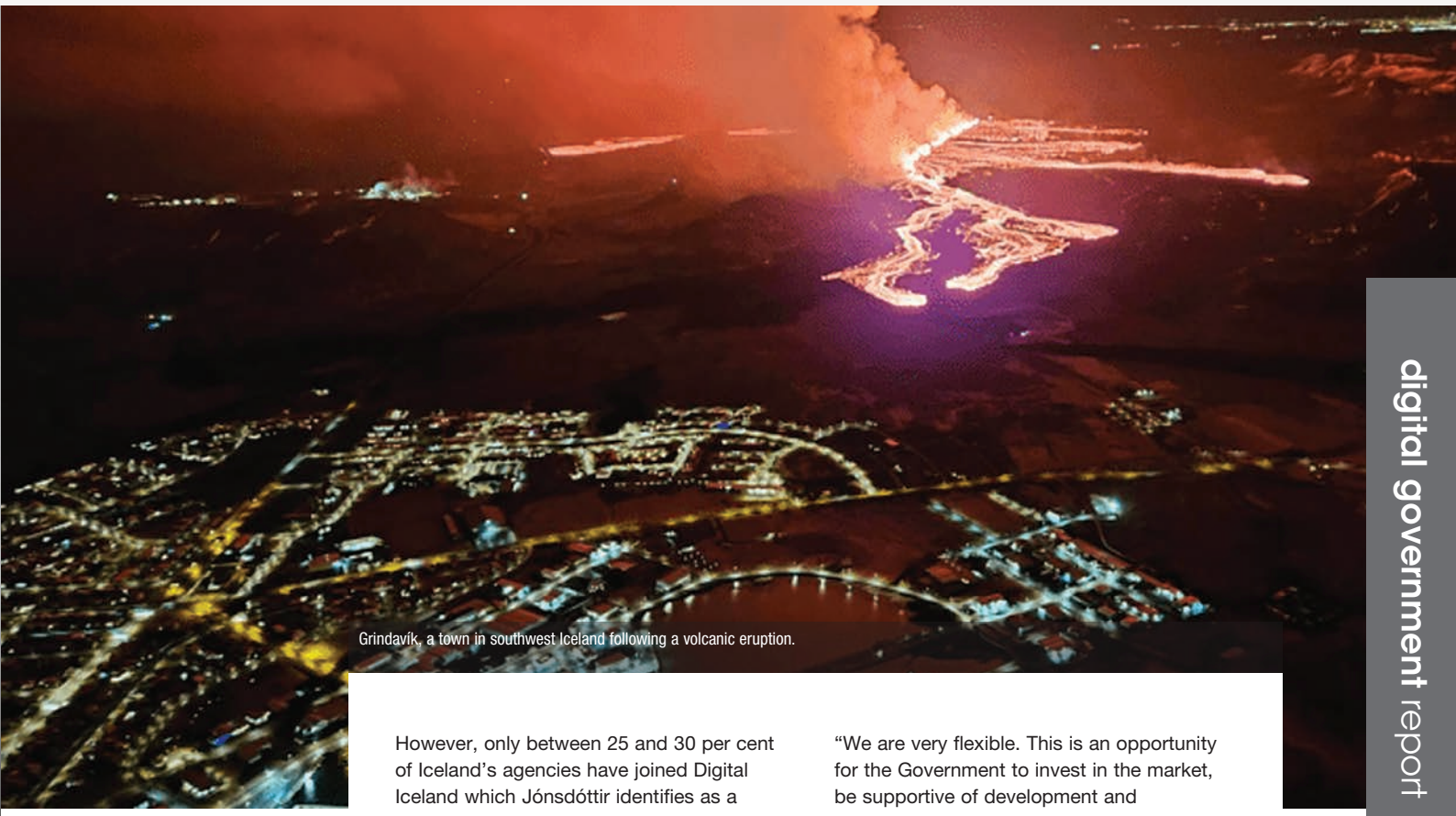
This led to eIDs being administered to 96 per cent of the population. Now, eIDs are used as an electronic signature in various government services to provide secure online authentication. Jónsdóttir also traces how the organisation took advantage of the Covid-19 pandemic by enacting legislation which obliges government agencies to deliver documents to citizens through Digital Iceland's digital mailbox.

Citizen-first approach

Outlining the driving force behind Digital Iceland, Jónsdóttir insists: "We always put the citizen first. All of our projects are based on that guideline. It also directs our technical approach. We wake up to simplify citizen lives."

Stating that the organisation has achieved significant success in its five-year history, Jónsdóttir asserts that this was enabled by its "focus on the user experience and front-end solutions". Digital Iceland also designed its system to facilitate government agencies in delivering services.

Jónsdóttir explains that they use open source coding and adds: "There is a lot of lock-in with the legacy systems of the Government. This is not only in Iceland, this is all over the world. We are starting to unwind this lock-in, and making the platform more scalable and accessible by generating open source code and engaging with different development teams through a framework agreement."



Grindavík, a town in southwest Iceland following a volcanic eruption.

However, only between 25 and 30 per cent of Iceland's agencies have joined Digital Iceland which Jónsdóttir identifies as a challenge for the organisation. She says she would like to see legislation created that would stipulate an obligation for all government agencies to join the portal.

Along with the digital mailbox, Digital Iceland also offers an authentication service, an authorisation service, and an app which gives citizens access to their government data. Jónsdóttir adds that they are currently transferring healthcare data into the portal. She explains that the organisation offers a standardised applications system and has developed around 300 applications for digital services for government. "This is a huge opportunity to do things better and improve processes," she says.

Jónsdóttir explores the challenges this presents: "We have a clear content strategy and this is often difficult for the agencies because they want their legal text in the portal, but our content strategy states that the content has to be expressed in a way that the citizen understands."

She asserts that the organisation's "secret sauce" is a framework agreement which gives them access to over 100 software developers and specialists across 20 teams in the market. The framework agreement goes to tender every two to four years. Digital Iceland makes smaller statements of work agreements within the framework agreement which allows the team "to be very agile and scale up and down according to our focus".

"We are very flexible. This is an opportunity for the Government to invest in the market, be supportive of development and innovation in the Icelandic market," says Jónsdóttir.

Digital support during emergencies

Stating that it was "time for the drama", Jónsdóttir displays an image of Grindavík, a small town with a population of about 3,500 in the southwest of Iceland. She follows it up with another image of the town, this time featuring a lava flow originating from the nearby Sundhnúkagígar Crater Row volcano which has erupted multiple times since 2023.

Outlining how Digital Iceland responded to the eruption on one occasion – which destroyed three houses and led to the evacuation of the town – Jónsdóttir says: "What was needed was digital support and digital services for this event. We were able to put up a web page in only three days with all of the information needed for the people of Grindavík.

"Emergency services needed to apply to access the town because of the dangers, and we delivered this application process. The people of Grindavík also had to apply to enter the town and these applications were set up in a matter of days."

Concluding, Jónsdóttir says: "The foundations that we have built in the digital journey made it possible to react quickly and well to this emergency and provide services to people in a robust manner."

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Prepared for today
Planning for tomorrow

From cloud-first to cloud-smart: Shaping the future of public sector IT

Ireland's public sector continues to undergo a profound digital modernisation. Across government departments and state bodies, there is a clear commitment to using technology to deliver better, more efficient, and more responsive public services, writes Shelah McMahon, Head of Public Sector at Ergo.

The era of 'Cloud First' was about rapid adoption, moving workloads to the cloud as a default. But as public sector organisations advance their digital strategies, the focus is shifting from a 'Cloud First' mindset to a more refined 'Cloud Smart' approach. This evolution recognises the importance of aligning cloud adoption with organisational objectives, emphasising secure, value-driven technology decisions that deliver lasting impact.

What cloud smart really means

Cloud Smart is about intelligent workload management across public cloud, private cloud, hybrid, or on-premises. It balances agility with governance, innovation with security and compliance, and cost-efficiency and value with control. Not every service belongs in the cloud. For many public sector bodies, factors like data sovereignty, compliance, latency, and cost demand flexibility. A Cloud Smart strategy recognises this, enabling organisations to alternate between cloud and on-premises solutions to meet their needs.

As a trusted partner on multiple key government OGP frameworks, Ergo enables organisational change through Cloud Smart adoption. We help public sector bodies assess their environments, identify cloud opportunities, and design strategies that deliver measurable outcomes. From secure migration and hybrid infrastructure to governance and operating models, we guide every stage ensuring technology becomes a catalyst for innovation, resilience, and better citizen outcomes.

Innovation with agility and purpose

Innovation in the public sector thrives when cloud technologies are used to achieve specific, measurable outcomes. A Cloud Smart approach empowers organisations to innovate across every platform by aligning technology choices with strategic goals, operational realities, and citizen needs.

Rather than prioritising cloud adoption for its own sake, Cloud Smart focuses on outcomes: enabling faster delivery of services, modernising legacy systems, and integrating securely with critical infrastructure. This flexibility ensures innovation is not constrained by platform but driven by purpose.

At Ergo, we build the foundation for continuous innovation by designing secure, scalable, and interoperable solutions tailored to the public sector. Our approach supports the Irish Government's cloud guidance and the *Better Public Services* strategy, while meeting data sovereignty and residency requirements.

By embracing Cloud Smart, public sector organisations are better positioned to adopt emerging technologies – especially AI. Cloud-native data platforms and AI tools unlock the full value of public data, enabling smarter, faster, and more transparent decision-making.

Security and resilience by design

For Ireland's public sector, where trust, compliance, and continuity are non-negotiable, embedding security and resilience by design is essential. This is especially important when managing sensitive workloads across cloud, hybrid, or on-premises environments.

Cloud-based security services provide robust, continuously updated layers of defence, offering advanced threat detection, identity management, and comprehensive encryption. Simultaneously, hybrid and on-premises solutions play a critical role. By maintaining local control over sensitive workloads and meeting stringent compliance requirements, public sector organisations can strengthen resilience and security across their entire technology landscape.

By combining the robust disaster recovery and failover features of cloud platforms with resilient on-premises solutions, organisations can ensure uninterrupted public services and comprehensive protection against disruption.

Aligning innovation with regulation

The NIS2 Directive emphasises cyber resilience and incident response. A Cloud Smart mix of security and recovery tools helps public sector bodies meet these requirements, ensuring service continuity, safeguarding data, and maintaining control over critical infrastructure. A hybrid approach supports workload segmentation, low-latency access, and redundancy.

> *"Prepared for today, planning for tomorrow, Ergo is here to help you build a digital foundation that is resilient, responsive, and ready for the future."*

The EU AI Act introduces new requirements around transparency, risk management and accountability, especially for high-risk use cases like healthcare and law enforcement. Cloud platforms offer a wide array of platform services to aid organisations in ensuring their AI usage is ethical, fair and free from bias. Having good governance and human oversight is the key to meeting the stringent requirements of the EU AI Act.

Plan for tomorrow with Ergo

As digital advances continue to reshape how public services are designed and delivered, the question is no longer how fast to adopt cloud, but how to embed it as a core part of public infrastructure, alongside hybrid and/or on-premises solutions.

Cloud must be secure, efficient, resilient, and built for the public good. A Cloud Smart approach ensures that adoption is not just a technical upgrade, but a long-term investment in better governance, stronger service delivery, and more agile institutions.

At Ergo, we bring unmatched expertise in Cloud Smart adoption. Our market-leading cloud capabilities help public sector organisations make strategic decisions about what to move, how to move it, and how to maximise value once it is there. Our deep partnerships with best-in-class technology providers ensure access to the most advanced, secure, and scalable solutions, across cloud, hybrid, and on-premises environments.

With a 30-plus year legacy of delivering results across local and central government, education, and healthcare, Ergo has a proven track record of success. We are a trusted partner on multiple government frameworks, offering a seamless route to successful outcomes, partnerships, and regulatory compliance.

We are not just delivering technology; we are delivering outcomes. Prepared for today, planning for tomorrow, Ergo is here to help you build a digital foundation that is resilient, responsive, and ready for the future.

As Ireland's largest indigenous IT solutions provider, Ergo brings sectoral expertise across cloud, security, data and AI, licensing (with Micromail), and productivity – backed by enterprise grade managed services. We are uniquely positioned to support the public sector with consultancy, design, resourcing, and 24/7/365 managed services. We are a trusted partner on major government frameworks, including Compute and Storage Infrastructure; Back up, Replication and Disaster Recovery; and Virtualisation.

Ergo is proud to deliver innovative, secure and compliant solutions that meet the evolving needs of Ireland's public sector. For more information, contact Shelah McMahon, Director of Public Sector:
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How the UK is transforming digital government with AI

Deputy Director at the UK's Government Digital Service (GDS), Mike Skelton, tells *eolas Magazine* about how the UK's approach to digital public services has evolved, what challenges remain, and how emerging technologies like AI are being carefully explored to meet the changing expectations of citizens.

Skelton contextualises that, over a decade ago, the UK's digital public service infrastructure was "fragmented, inefficient, and largely inaccessible".

"The landscape was dominated by large, centralised infrastructure projects delivered through traditional waterfall methods, with little attention paid to how people actually experienced government online," he says.

"There were more than 2,000 government websites at one stage. That created a huge burden on the public to understand how government was structured, just to complete basic tasks. You needed to know whether something was DWP or HMRC or DVLA – and most people do not think in those terms. They just want to get things done."

The shift came with the publication of a 2010 report by digital entrepreneur Martha Lane Fox, who called for a "radical overhaul" of how government was rolling out digitalisation. The recommendation led to the establishment of the Government Digital Service (GDS) in 2011 and the subsequent launch of GOV.UK in 2012, consolidating previously disparate services into one platform.

"GOV.UK was built around the principle that it should work for everyone," Skelton says. "That meant rewriting content to be accessible at a reading level of nine years old. It meant designing services for mobile devices. Most importantly, it meant putting users, and not just government departments, at the heart of the experience."

Building trust

GOV.UK attracts millions of visits every week, with traffic consistently peaking around key moments like tax deadlines, elections, or crises. Skelton is keen to highlight that GOV.UK is now a trusted source for the public, ranking alongside major technology companies in brand recognition, according to data from UK polling company YouGov.

“That recognition matters because people need to know where to go for reliable, accurate information, especially in a time of growing misinformation,” he states.

Accessibility remains a top priority, with GOV.UK services built to meet the highest international standards (WCAG AA and above). Skelton describes GDS as “a standard-bearer” for good design and inclusive digital services, a role that extends beyond central government.

“We support other departments and local authorities through tools like the GOV.UK design system,” he explains. “It is a shared language of components that ensure consistency, regardless of which bit of government you are interacting with.”

An evolving landscape

Despite the platform’s success, Skelton acknowledges that “the world has moved on”, and so too must the way government serves its people. He cites changing behaviours, particularly among younger users, as a key driver of current thinking.

“There is a generation now who do not really use websites. Social media platforms are their search engines. That tells us something important: static content models will not be fit for purpose for much longer. We need to meet users where they are in a way in which they expect to interact.”

This has informed new projects under development, including a GOV.UK app, which will aim to bring together key services in a mobile-native experience. Skelton believes the app could become “government in your pocket”, with features like notifications, personalisation, and secure integration with digital identity systems.

“It is about making services more proactive, seamless, and secure, especially for those who rely on government support day-to-day,” he explains.

Using AI

Another significant development area is generative AI, which Skelton describes as offering “huge potential, but requiring careful guardrails”.

In 2024, GDS ran a limited public trial of a generative AI tool trained exclusively on GOV.UK content, offering conversational assistance to users seeking advice. Skelton states that 70 per cent of users found it helpful.

“Trust is everything,” Skelton cautions. “We are not experimenting for experimentation’s sake. We are taking a measured, responsible approach. Our tools are built only on trusted, curated government data with no scraping and no third-party inputs. That is non-negotiable for us.”

Skelton says the team continues to test, iterate, and evaluate new applications of AI, including content summarisation and improved search, but always under the principle that “humans remain firmly in control of the experience”.

Adapting to structural change

In early 2024, GDS moved from the Cabinet Office to the new UK Department for Science, Innovation and Technology (DSIT), part of a broader shift to integrate digital policy, innovation, and delivery under one umbrella.

“There is an opportunity here to bring emerging technologies like AI closer to real-world delivery challenges,” says Skelton. “It means more joined-up thinking across digital identity, platforms, and innovation units like the AI Incubator.”

The move coincides with a broader look at the state of digital public services in the UK. The recent *State of Digital Government* review highlighted areas where government must improve. In response, a new Digital Blueprint outlines how delivery teams like GDS will help tackle those gaps.

“This is about getting back to basics – making sure services work, are joined up, and meet user needs. That is still our North Star,” he says.

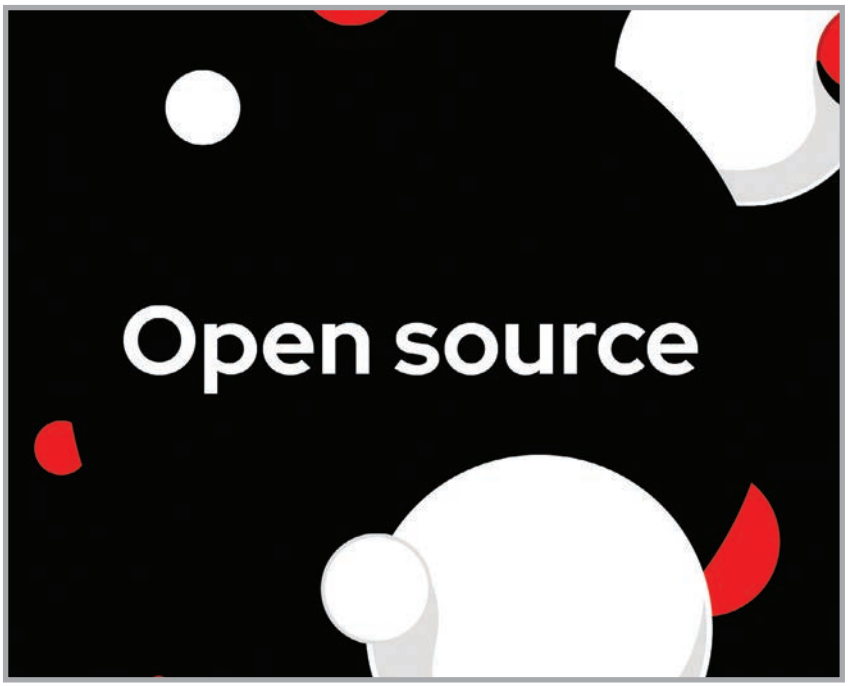
Staying user-first

As government faces new demands from global crises to shifting demographics, Skelton says that GDS’s mission remains unchanged: to make government simpler, clearer, and faster for everyone.

“That means continuing to challenge old ways of working, continuing to advocate for user needs, and continuing to reduce what we call ‘failure demand’ where people are forced to phone government or seek help simply because digital services did not work well enough in the first place.”

He concludes: “Ultimately, digital government is not just about shiny tools. It is about delivering the right outcomes for people, in the moments that matter. That is what good looks like and that is what we are building for.”

Building Ireland's foundation for the future on open source and digital sovereignty



As Ireland accelerates its digital ambitions, a new strategic priority is emerging across government, critical infrastructure and enterprise: digital sovereignty, writes Chris Jenkins, Senior Principal Chief Architect, Red Hat.

At Red Hat, we define digital sovereignty as the ability of an organisation or nation to maintain control over its digital infrastructure, data, and technologies, free from undue external influence. In today's environment of cross-border data flows, AI advancement and geopolitical risk, digital sovereignty is no longer just a theoretical concept. It is a practical, national security concern.

But it is not achieved in isolation. It is built through trusted technology choices, secure architecture, and an open approach that gives governments and organisations the ability to shape, adapt, and govern their digital environments.

This is where open source plays a critical role. It goes beyond software, providing a set of principles – transparency, interoperability, portability, control – that form a structural and strategic defence that protects digital autonomy.

Across five core areas, Red Hat is helping Irish institutions build this foundation for the future with open, secure, and sovereign-ready technology:

1) Trust and transparency start with open source

For Ireland's public bodies, critical service providers and national infrastructure operators, knowing exactly what your systems are doing is non-negotiable – and that starts with being able to see and verify the code that runs them.

Unlike proprietary "black box" software, open source provides full visibility into its inner workings. Code can be audited, vulnerabilities identified, and configurations verified against Irish and EU standards. It removes hidden dependencies and reduces the risk of backdoors or unknown behaviours in critical systems.

Red Hat Enterprise Linux is a key example. As a fully open, enterprise-grade operating system, it allows public bodies to deploy software with confidence – knowing it has been community-tested, security-hardened and governed by open standards.

2) Control and choice through an open hybrid approach

Digital sovereignty is not just about where infrastructure sits – it is about how much control you have over it.

For Ireland's public sector, that means being able to run workloads consistently across public cloud, private cloud, and on-premise environments – without being tied to any single vendor's tools, pricing or data policies. An open hybrid cloud approach supports this by prioritising modularity and interoperability, ensuring that systems work together securely rather than in silos.

This architectural flexibility is increasingly important as digital services evolve. It allows organisations to decide where data resides – whether on-shore, in

The sovereign cloud imperative

Red Hat

sovereign clouds or across multiple regions – and to move it freely without being penalised. It also avoids the kind of lock-in that limits long-term adaptability.

3) Resilience in critical infrastructure

A sovereign digital environment must also be a resilient one. For Ireland, that means protecting the continuity of essential services – from energy and water to health, transport, and finance – even in the face of cyber incidents or technical disruption.

This resilience relies on distributed, decentralised architectures that avoid single points of failure. If one part of the system is compromised, the rest continues to function – keeping services available when they matter most.

This approach is already shaping how critical infrastructure operators in Ireland design and modernise their platforms. With the help of automation and open standards, teams can secure workloads more consistently and maintain uptime without sacrificing control.

Red Hat works with organisations across critical infrastructure to build in this resilience from the start. Using Red Hat OpenShift and Red Hat Ansible Automation Platform, teams can standardise security practices and automate failover across regions and services.

4) Strengthening local ecosystems

Digital sovereignty is also about who shapes and sustains the systems in use. For Ireland to maintain long-term control over its digital future, it needs local capability: skilled teams, trusted partners, and an ecosystem that understands national needs.

At Red Hat, we are committed to supporting that goal by working with Irish technology partners, research institutions and system integrators to build local expertise and co-develop solutions. This strengthens national capacity and ensures technology decisions are rooted in the Irish context.

Open source naturally supports this model. By enabling community-driven development and shared governance, it ensures that solutions are not only transparent, but shaped by those closest to the challenges they aim to solve.

5) Preparing for sovereign AI

As Ireland explores the potential of artificial intelligence across public services, questions of sovereignty are coming to the forefront. Who controls the data used to train models? Where is it stored? Can outcomes be audited or governed locally?

To address these questions, governments and organisations need the ability to develop and deploy AI in ways that align with national frameworks and preserve control over sensitive information.

Whether through transparent models, open tooling or platforms like Red Hat's OpenShift AI, open source supports the development of sovereign AI strategies - where data governance, model oversight and infrastructure control can all be enforced. Our open architecture enables the transparency and auditability essential to responsible AI deployment.

Many Irish organisations are also shifting focus from large, general-purpose AI to smaller, domain-specific models. These are easier to train using internal or synthetic datasets, more cost-effective to run and better aligned with regulatory obligations.

Securing Ireland's digital future

Digital sovereignty is a practical challenge shaping how Ireland builds, governs and secures its digital infrastructure. From transparency and hybrid control to resilience, local capability and sovereign AI, each element contributes to a stronger, more independent digital foundation.

In this way, Ireland is remaining open to collaborate, while ensuring it moves forward on its own terms. At Red Hat, we are proud to support that work – with open technologies, trusted partnerships, and a deep commitment to helping Ireland navigate its future with confidence.

Learn more at:
W: www.redhat.com/en/global/united-kingdom-ireland

DIGITALISING HEALTHCARE

Advances in digital innovation are helping transform health and social care in Northern Ireland, and according to Director of Digital Health and Care Northern Ireland (DHCNI) AND Deputy CDIO at the Department of Health, Tom Simpson, the benefits are not confined to clinical outcomes and greater efficiencies.

The Department's flagship encompass programme is being rolled out across the region and Simpson believes the advantages it offers for patients is front and centre in terms of measuring its success.

He says: "Digital transformation is about much, much more than technology, it is about people, it is about processes. In terms of healthcare, fundamentally, it is about patients and how we deliver their care, and how we make services safer, more efficient, and more accessible for patients and staff."

While Northern Ireland has a fully integrated health and social care system, Simpson points out that the sector provides for a broad base of activities in a complex interdependent environment. Explaining the thinking behind encompass, Simpson says its key function is to support the transformation of the delivery of services for a population of nearly two million and a health and care staff of around 80,000.

"The landscape provides some very specific challenges that have also been an impetus for change. This includes a vast

number of digital systems that do not integrate or do not allow data to flow how we would like. Many of these are on a burning platform as they near end of life and a need then to have a sustainable future proof solution that does not risk availability and reliability problems.

"A major issue faced is in the duplication of work that has happened and the risk of missed communication. Clearly that is something that has massive consequences in terms of risk of patient safety but also in terms of efficiency in a system that is resource and finance constrained. Patients routinely did not have access to their own data so that is a missed opportunity in terms of engagement, helping them to engage better with their care which can lead to improved outcomes. In this case, transformation through improved digital care is crucial.

"We are deploying a lifelong electronic care record. We have partnered with Epic platform which has three million users worldwide. It provides us with a comprehensive platform that allows us to provide standardised care across the region irrespective of geography." One of the key benefits of encompass, he says, is in terms of helping clinicians and thus improving clinical outcomes for patients as well as well as resulting in greater efficiencies and savings across the system.

"Primary care is not fully integrated, but GPs do have access to the system and have some limited functionality for referrals and orders. So through this platform we can improve clinical outcomes supported by accurate timely coordinated care; we can introduce patient access to data and, over the lifetime of the programme, we will see around £30 million worth of cashable benefits and a further half billion of non-cash releasing benefits."

"The reality is that data in the health and social care system in Northern Ireland has, up until now, been fragmented, siloed, and difficult to use effectively and encompass provides us with a single comprehensive record which could create a real time connected and standardised source of truth across the whole system.

"We are moving from a system in which decisions were being made using incomplete information to one where clinicians, managers, and policymakers have the right information at the right time, enabling better clinical decisions, allowing proactive and preventative care, and reducing duplication and inefficiency."

A key element in the encompass programme is the patient portal to the system Mycare. This, Simpson explains, "enables patients to be active participants in their care, they can view their records, they can get test results, they can communicate with clinicians".

Not only does this create efficiencies across the system, it gives patients greater ownership of their own health, he says.

"It is not just about conveniences, this is about empowerment. When people have access to their own data they have better understanding of their health, they can track their progress, and they can make informed decisions," he adds.

"The encompass programme is now adopted and in use across all five provider trusts in Northern Ireland, delivering a single digital care record for every citizen who receives health and social care in hospitals or trust settings. This marks a major milestone: for the first time, all of the Northern Irish provider trusts are now using the same digital health and care record system.

"I cannot emphasise enough how reliant this programme is on people. We have invested heavily in dedicated staff, but probably more important than that is the training that has gone across the whole system.

"The greatest gain in optimisation comes from investing in the people who are actually using the platform, ensuring they get the best from it. And we have got people working across every trust, every profession, and every level of the health system ensuring that this is not just an IT deployment, but a true shift in how we provide care in Northern Ireland.

"As we move past implementation and into optimisation and transformation, the focus is now on embedding these changes into the fabric of our health care system, ensuring that the transformative benefits of encompass are realised, sustained, and built upon for years to come."

The role of .ie in digital government

In today's digital world, a domain name does more than point people to a website. It tells a story about who you are and where you are rooted.

That story begins with .ie, the country's official domain who are celebrating 25 years of providing government, businesses, communities, and individuals with a unique and trusted online identity.

As the internet continues to evolve, the domain industry has emerged as a vital force in shaping digital governance.

How is this? Country-code top-level domains (ccTLDs), like .ie, offer their nations a tool for asserting digital identity and sovereignty, enabling localised governance aligned with national laws and values.

Operating through a multistakeholder model (which includes governments, the private sector, the technical community, and civil society), the domain industry not only manages the infrastructure of the internet, but it also actively participates in the negotiation and enforcement of the rules that govern it.

Internet infrastructure and access

Domain names are managed through a partnership between registries and registrars, forming the backbone of how we find websites. The .ie domain gives 'Ireland online' a distinctly Irish and trusted identity and presence, helping citizens feel confident when accessing official services.

Behind this trust is the Domain Name System (DNS), which ensures users are directed to the services they need while keeping everything running smoothly.

The DNS acts like the internet's address book, making internet navigation simpler for everyone. It converts complex web addresses into easy-to-read, user-friendly names. This system helps users reach platforms where individuals can connect to essential services with ease.

Digital governance depends on stable and consistent infrastructure to keep services accessible with platforms like MyGov.ie, a portal for managing public services online, and the Public Services Card, which simplify access to multiple state supports. Together these systems make it easier for people to connect with essential services.

Digital identity and sovereignty

Country-code top-level domains like .ie, give nations a unique digital presence that reflects their identity online. These domains empower governments to shape how their country is represented in the digital space. This local governance is crucial for safeguarding national interests and ensuring alignment with domestic laws, cultural values, and governance priorities.

This level of control enables the delivery of trusted and secure citizen services, aligned with their own structure. It is not just about having a domain. It is about owning the digital narrative and ensuring digital sovereignty over how public services are accessed and managed online.

Multi-stakeholder policy in practice

We at .ie play a key role in implementing and enforcing policies that keep the internet running smoothly and fairly. By maintaining clear procedures and safeguards, we help ensure that the .ie namespace remains a trusted digital space for everyone.

We work diligently with our multi-stakeholder Policy Advisory Committee, which provides policy recommendations. This Committee is made up of key stakeholders from the local internet community, including government bodies, the private sector, civil society groups and the technical community. Through this forum, we ensure that the policies that govern the .ie domain namespace are developed in a multi-stakeholder and bottom-up approach.

We engage with the likes of the Department of Enterprise, Trade and Employment, Guaranteed Irish and Digital Business Ireland, civil society groups, and technical experts who provide insight into infrastructure and security. We also collaborate with academic institutions, such as Dublin

City University (DCU), whose expertise helped shape our Digital Town Blueprint. The Digital Town Blueprint is a comprehensive research framework that defines what makes a town digitally advanced, using data-driven insights to guide future digital planning, investment, and development at local level aligned to the Town Centre First national policy driven by the Department of Rural and Community Development.

We also regularly take part in fora that impact internet governance at a global level. In 2025, .ie hosted the very first Internet Governance Forum for Ireland. This important event comes as the World Summit on the Information Society (WSIS) is being reviewed after 20 years of ensuring multi-stakeholder internet governance.

This multistakeholder model ensures that no single party dominates how the internet is run. It fosters shared responsibility and open dialogue around decisions that impact digital policy and standards. By actively participating in global discussions on internet governance, .ie helps position Ireland as a strong contributor to the development of international frameworks.

In a time when trust, security, and identity matter more than ever online, the role of the domain industry, particularly country-code domains like .ie, cannot be overstated. More than just a technical label, a domain name represents legitimacy and a local presence.

As Ireland continues to shape its digital future, a .ie domain stands as both a symbol and a tool of national digital sovereignty, supporting economic growth and cultural identity. In the broader context of global digital governance, the domain industry will remain a cornerstone supporting how the internet is structured, accessed, and trusted for the next 25 years and beyond.

W: www.weare.ie

Harnessing AI for better public service delivery

Jonathan Bright, a former Oxford University professor specialising in computational approaches to the social and political sciences, argues that with thoughtful implementation and public trust at its core, artificial intelligence (AI) can play a pivotal role in modernising and streamlining public services in the UK.

"AI is not new, but its potential in the public sector is accelerating fast," says Bright, who believes the emergence of generative AI (GenAI) is driving renewed political will and operational experimentation. "What we are seeing now is a step-change in interest and application, not only in what AI can do but also how quickly it is being adopted."

Bright classifies AI's public service applications into three broad areas: perception, prediction, and generation. "Perception technologies are already widely used," he explains, citing examples such as facial recognition at passport gates or analysing aerial imagery to support urban planning. "These are among the most mature applications of AI in government."

Predictive AI, he notes, has been a major area of public sector innovation for years, though with mixed outcomes. "We have seen models used to forecast missed NHS appointments, identify children at risk, or predict homelessness. But social data is hard to work with, and these tools need to be carefully evaluated for impact."

GenAI, however, is the "newest frontier" which Bright says is "being trialled enthusiastically across government

departments". From assisting in policy drafting to answering citizen queries through chatbots, its uptake has been "swift and bottom-up".

Efficiency and empowerment

Recent research from The Alan Turing Institute shows a high rate of GenAI use among public sector professionals, even in areas where digital adoption has traditionally lagged.

"In our survey of professionals across schools, universities, the NHS, social care, and emergency services, nearly one-third of respondents in schools reported using GenAI daily," says Bright. "Over half knew someone who was already using it. That is a staggering rate of uptake in less than a year."

More striking still, Bright notes, is how positively public sector workers view the technology. "These are people who historically disliked the digital tools they had to use. But here, they see clear benefits, especially in reducing routine admin and freeing up time for more impactful work."

In the NHS, for instance, respondents estimated that almost half their working week is spent on administrative tasks. They believe AI could cut this burden by nearly a full day. These are efficiency gains that could be transformative if realised.

Opportunities

Bright's team also sought to identify high-impact use cases for AI by analysing 400 citizen-facing services across UK central government. These range from passport applications to driver's licence renewals; transactions that collectively total over one billion annually.

"Of these, we found around 140 million transactions involved complex decision-making," says Bright. "And over 80 per cent of those show a high potential for automation using existing AI capabilities."

Bright says that economic methods such as those used to estimate automation potential can help public bodies identify where to invest next. "It is not just about what is possible, but where AI can make the biggest difference," he says.

Risks

Despite the optimism, Bright says that risks abound: "The promise of AI is huge, but so are the potential pitfalls. If we do not get it right, we risk losing public trust."

He warns that validating GenAI systems such as those used in citizen interactions is an unsolved challenge: "Setting up a chatbot is easy. Ensuring it gives the right answer every time is incredibly difficult."

Failure to plan for when technology goes wrong, he adds, has been at the heart of some of the UK's most damaging public sector digital failures. "We have to assume these systems will fail sometimes and be ready with mechanisms for redress."

Bias and fairness are equally critical. "Public services do not just cater to the average citizen, they must work for everyone," says Bright. "An AI system that marginalises vulnerable groups is not just ineffective, it is dangerous."

Responsible innovation

Bright stresses the need for clear governance frameworks, particularly in light of upcoming legislation like the EU AI Act. Transparency, he says, will be key to earning public trust.

"If a chatbot is responding to a citizen, that citizen deserves to know it is a chatbot. Simple design choices like that help build confidence," he says. "We must be proactive about responsible innovation, not reactive."

He draws comparisons with technologies that failed to win public support such as genetically modified crops or nuclear power: "Even the most promising innovations can be rejected if people do not feel they are being used fairly and transparently."

Bright believes that GenAI can "significantly improve the public service experience". However, its success hinges on "how it is deployed, governed, and understood".

He concludes: "With the right structures in place, AI can make government more responsive, more efficient, and more inclusive, but if we ignore the risks or treat governance as an afterthought, we will squander a rare opportunity for transformation."

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eolas AI FORUM

Thursday 6 November • Croke Park

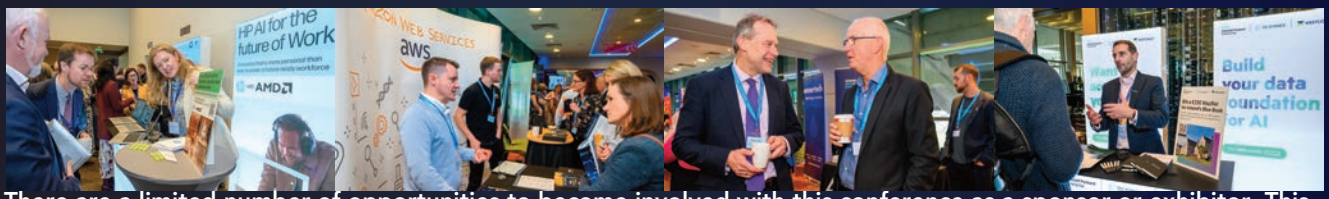
The AI Forum will take place on Thursday 6 November in Croke Park. This conference will bring together all the key stakeholders involved in the delivery of Ireland's public services and all those involved in emerging technology across both the public and private sector.

The National Artificial Intelligence Strategy, *AI – Here for Good*, sets out Ireland's ambition to be an international leader in using AI to benefit our economy and society, through a people-centred, ethical approach to its development, adoption and use. Published in 2021, it was refreshed in 2024 to take into account significant developments in AI technology and the EU AI Act which is now in force. The refresh will build on solid foundations in place and aims to balance innovation with regulation and trust-building measures.

A high-level panel of local and visiting experts will explore issues including:

- ✔ AI to deliver measurable value to citizens
- ✔ Managing the risks of AI usage
- ✔ AI-powered technology for healthcare
- ✔ Unlocking AI's value securely: Navigating key security imperatives
- ✔ Addressing issues around trust and privacy
- ✔ Bridging the gap between the public and an understanding of AI
- ✔ Effective procurement to shape outcomes
- ✔ AI to support and augment human capabilities
- ✔ The impact of the digital divide
- ✔ The role of data in AI
- ✔ Embedding AI into existing systems and business workflows
- ✔ The transformational benefits and opportunities
- ✔ Delivering the core principles: trustworthy, people-centred and ethical

Sponsorship and exhibition opportunities



There are a limited number of opportunities to become involved with this conference as a sponsor or exhibitor. This is an excellent way for organisations to showcase their expertise and raise their profile with a key audience of senior decision makers from across Ireland's public services. This interactive conference provides an excellent opportunity for making contacts and networking. For further information please contact Lynda Millar on 01 661 3755 or email lynda.millar@eolasmagazine.ie.

More information available soon!

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