

# ICT Strategy 2006-2010 for the Courts Service

February 2006

*Prepared with the assistance of  
IBM Business Consulting Services*



COURTS SERVICE  
An tSeirbhís Chúirteanna

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## FOREWORD BY THE CHIEF JUSTICE AND CHAIRPERSON

The Courts Service since its establishment in November 1999 has made excellent progress in the deployment of information technology across the entire Service. As an Organisation, we have progressed from a position where technology was little used in the administration of justice to a situation where our Judges and staff now depend on the availability of our information systems to undertake the many and varied work activities which are so essential in maintaining a fair and equitable system of justice.

Our first information technology strategic plan “*eCourts*” was published in February 2001. This plan concentrated specifically on putting in place a modern infrastructure to support future strategic applications and on the development of our Criminal Case Management System. These objectives have been achieved. The infrastructure is now in place and we continue to enhance and future proof this infrastructure for the future. The Criminal Case Management System is operational in every District Court office throughout the country.

All the essential components are now in place to move forward with our vision for technology enablement within our Courts. This new strategy for the period 2006 – 2010 outlines our priorities for the next 5 years specifically in the areas of case management, information management and the use of technology within our courtrooms. We see ever increasing demand for information availability over the Internet. Our new plan specifically addresses these demands through new initiatives such as eFiling of court documents and the availability of appropriate information over the Internet, such as making our registers available online.

I feel it appropriate to refer to my predecessor’s comment’s in his foreword to the “*eCourts*” Strategy. I fully subscribe to the view that while technology can make a major contribution to the efficiency and effectiveness of our system of justice, the interests of justice must always be paramount. Regardless of technology, we must maintain and administer a system of justice which is fair, equitable and accessible to all.

This new plan is ambitious and challenging and at the same time achievable. I wish to thank the Chief Executive Officer and his staff and all those involved in the preparation of the plan.

I, with my colleagues on the Board of the Courts Service and in the Judiciary, look forward to working with the Chief Executive and his staff in delivering a system of justice which maximises the use of technology as elucidated in this plan but which also maintains the primary principles of justice for which the Irish court system is renowned.

John L Murray

20<sup>th</sup> February, 2006.

Chief Justice and Chairperson.



## **INTRODUCTION BY THE CHIEF EXECUTIVE OFFICER.**

I am very pleased to introduce the second five year Information Technology Strategy for the Courts Service.

This plan, as the successor to our first Information Technology Plan, “eCourts” will enable us to build on the very significant progress we have already made over the past five years in the use of technology within the Service. We are now a modern technological organisation dependent on our information systems for much of our daily work activity. This plan for the next five years sets out our vision for further enhancing our technology base so that we can deliver new levels of customer service most particularly in the areas of ready availability of information through case management systems and making our public information such as registers available online.

Our success in progressing the use of technology and in modernising our business processes has been substantially achieved through the support of the Chief Justice, the Judiciary and the willing participation, co-operation and facilitation of our staff throughout the country. I wish to express my appreciation and gratitude for this support and co-operation over the past five years. I look forward with optimism as we move to a new era of technology development within our justice system.

The initiatives and strategies detailed in this plan will, on implementation, place the Irish court system at the forefront of global technological development in a Courts environment. We will be striving to ensure that these developments will bring world class levels of customer service to all our stakeholders and maintain our reputation as a progressive and modernising court system.

The preparation of this plan involved a wide and extensive consultation process both internally and externally. I would like to extend my appreciation and thanks to all who participated in the process. I would also like to extend my thanks to the staff of IBM Consulting Services who assisted and advised us throughout the preparation of this strategy.

This strategy will present us with many challenges. I am continually encouraged by the commitment and dedication of everyone towards the achievement of our ideals. I know that with the continued support of the Judiciary, our staff and the wider justice community of interest, we can, working together deliver this strategy and the benefits which will accrue.

P.J. Fitzpatrick.  
Chief Executive Officer

20<sup>th</sup> February, 2006.



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# 1 Executive Summary

## 1.1 Introduction and Background

The Courts Service published its first five year Information Technology Strategic Plan entitled “eCourts” in February 2001. Excellent progress has been made on the implementation of the key recommendations. The deployment of the recommended systems and technologies has provided the foundation for the delivery of high quality service to staff and court users.

Having regard to the changing business requirements and priorities within the organisation and emerging technologies, the Courts Service decided that a review of the overall information technology strategy and development for the future was required. IBM Business Consulting Services were engaged following a public procurement to assist the Courts Service to develop the future direction for ICT within the organisation and to set out the supporting implementation programme.

This document describes the strategy for Information and Communications Technology (ICT) that the Courts Service will follow over the next five years. The strategy builds on the foundation of past investment and sets out a vision and a plan for investment in technology for the period 2006-2010.

The strategy was developed with active involvement from Courts Service management, staff and the Judiciary through a wide consultative process. In addition, many interviews were held with external parties who are key stakeholders in the wider Courts process.

## 1.2 Business Strategy

The Courts Service was formally established in November 1999 as an independent agency under the aegis of the Department of Justice, Equality and Law Reform. The Courts Service recently developed a Strategic Plan for 2005-2008 and this ICT Strategy specifically addresses the overall business strategies of the Courts Service as outlined therein. As this document attests, ICT will be a key enabler in many instances for the successful implementation of the business strategies.

## 1.3 Project Objectives

The overall objective of this project was to:

- ◆ Review the Courts Service Information Technology Strategy published in February 2001 and to develop and document:
  - ◆ An Information and Communications Technology Strategy covering the period 2006-2010 which will maximise the use of ICT in the support of business objectives and priorities of the organisation; and
  - ◆ An Implementation Plan for realising the strategy.

## 1.4 Key Elements of this Strategy

There are four key elements to the delivery of this strategy:

- ◆ **Continuity in completing the existing programme** to ensure that the Courts Service obtains full benefits from its ICT investment to date.

*This includes completing the rollout of the technologies and systems developed to date, continuing to enhance existing systems such as CCTS, Financials & HR, implementing a second phase infrastructure upgrade and providing improved facilities, services and training to the Judiciary.*

- ◆ **The evolution of a Case Management System (CMS)** to address the primary operational requirements of the Courts Service.

*This covers a review of the case administration processes in advance of the phased development and implementation of the case management system beginning with civil case administration. This new system will incorporate the use of appropriate new technologies and services such as document management, electronic payments and electronic filing. The system will be developed using industry standard components and CCTS specific components as appropriate. Stand-alone local office solutions will continue to be developed where scale and integration factors do not warrant inclusion in CMS. This will also achieve the principal Courts Service Integration goals while the broader Criminal Justice System and inter-agency integration requirements will be met through government hubs and inter-agency standards (e.g. transfer of court outcomes to An Garda Síochána)*

- ◆ **The development of effective information management** for the organisation is to ensure that it delivers high quality services for the benefit of the Judiciary, staff and all who use the Courts.

*The strategy will advance the Courts information provision to the broader justice community through the development of the existing web site in the short term. In time, the Courts Service will develop a customer portal with facilities for individuals and client organisations and an intranet for Courts Service staff (Policies, Procedures, Processes, Lists, etc.). Electronic Courts Registers (eRegisters) will be provided through a pilot implementation of selected registers (e.g. Probate, Monetary Judgements). These pilots will address the design, proof of concept, user interfaces, economic models and technologies for future eRegisters. The Courts Service will also develop a standard content management approach, assign responsibilities for information content and agree the approach to Management Information System (MIS) collection and presentation in conjunction with the Key Performance Indicator (KPI) initiative.*

- ◆ **The development of effective governance by the Courts Service** in the delivery of services and the overseeing of investment in ICT.

This new structure will oversee the execution of the strategy, review priorities, agree any changes to the plan including new initiatives, assure that projects are only initiated when the resource plans are agreed and monitor the achievement of benefits from the execution of the strategy.

## 1.5 Programme Resourcing and Alignment of ICT Directorate

The implementation of this strategy requires a combination of resources to be deployed in providing services and delivering solutions. These resources are a combination of financial, business and technical resources both internal and external.

The most significant resource requirement is in the area of business resources to specify, support and implement the most significant operational solutions.

It is only through the effective deployment and management of all of these resources that the Courts Service can realise the benefits of their investment in ICT.

The individual programmes and associated projects outlined in this strategy have specific resource requirements and it is the role of the proposed ICT Governing Committee to ensure that all of these resources are effectively managed and focused on realising these benefits.

In order to play its role in the delivery of this strategy, the ICT Directorate should be realigned to the following major programme areas to ensure that appropriate responsibilities are defined for the ICT Directorate to play its part in delivering the strategy.

- ◆ Operational Systems
- ◆ Corporate Systems
- ◆ Technology and Infrastructure

There are a number of areas where additional training and skills acquisition are required for the ICT Directorate. However there is no immediate need for significant additional resources in this area. Some additional resource will be required to deliver the major operational systems in the area of case management, and it is recommended that this resource should be engaged as soon as possible.

## 1.6 Implementation

This strategy is for a period of five years from 2006 to 2010. An outline implementation plan is suggested in this report.

The first year of the strategy is intended as a delivery period for a number of specific projects and as a period of design and preparation for the principal implementation activities. It is envisaged that much of the preparation and design of the Case Management System (CMS) should be undertaken in this period with initial implementation beginning in the second year. The third and fourth years are intended for further development and rollout of the CMS with other significant projects such as the customer portal and intranet in the same period.

Each programme and project outlined in this strategy has an associated project charter (see Appendix 1). The project charters provide a description of the project, together with the suggested scope, benefits, options, dependencies, challenges and the estimated timescale and resource requirements. The proposed sponsorship of each project is also provided.

These charters are the basis for developing a full project document and business case which should be agreed with the sponsor and the ICT Governing Committee prior to the commencement of each project.

## **1.7 Benefits & Resource Requirements**

The suggested benefits and resource requirements of each project are outlined in the project charters. Benefits (Time, Cost, Quality and Service) should be monitored by the IT Governing Committee as the key activity in managing the implementation of the strategy. High-level benefits are outlined in Section 10.

## **1.8 Costs**

The overall strategy represents a framework of projects designed to support the business of the Courts and the Courts Service for the next five years. It is considered that the cost of implementing the strategy will be in the order of €20m over the five years. It is not possible to develop detailed costs until such time as the actual requirements for the various systems proposed have been defined.

Before any of the proposed new projects commence a detailed business case will be prepared which will include an assessment of the cost, benefits and affordability of the initiatives and developments proposed. Additionally it is recommended that major developments, where appropriate, be subject to the recently proposed central Government Peer Review process. This process of evaluation and review will be a prerequisite before new projects are allowed to commence.

The procurement of all projects will be undertaken in accordance with National and EU directives and guidelines. The Courts Service will also apply the internal Governance arrangements which have been approved by the Courts Service Board. Contracts or arrangements with a value of between €1m and €5m will be submitted for formal approval to the Finance Committee. Contracts or arrangements with a value in excess of €5m will be submitted for formal approval to the Board.

## **1.9 Next Steps**

Following adoption by the Courts Service Board, the first activity in the implementation of this plan will be the establishment of the ICT Governing Committee, implementation of the Governance processes and the initiation of the procurement process for the first phase of the CMS.

## 2 Introduction and background

### 2.1 Introduction

This document describes the strategy for Information and Communications Technology (ICT) that the Courts Service will follow and implement over the next five years. The strategy, builds on the foundation of past investment in information and communications technology and sets out a vision and a plan for investment in technology for the period 2006-2010.

The strategy was developed with the active involvement and participation of the Judiciary and the management and staff of the Courts Service through a wide consultative process. In addition, an extensive consultative process was also undertaken with Courts Service external stakeholders through a combination of individual interviews and workshops. (See Appendix 2)

This ICT Strategy is closely aligned with the business strategies of the Courts Service and is viewed within the organisation as a key enabler for the successful implementation of these business strategies. Within the Courts Service Strategic Plan, 2005-2008, a number of internal and external goals were outlined which this ICT Strategy supports.

### 2.2 Background

The Courts Service was formally established in November 1999 as an independent agency under the aegis of the Department of Justice, Equality and Law Reform.

The five core mandates for the Courts Service are to:

- ❖ Manage the courts
- ❖ Provide support services for the judges
- ❖ Provide information on the courts system to the public
- ❖ Provide, manage and maintain court buildings, and
- ❖ Provide facilities for users of the court

The Courts Service published its first five year Information Technology Strategic Plan entitled *eCourts* in February 2001. The key recommendations of the plan were to:

- ❖ Deploy a standardised secure network with recommended platforms and product sets
- ❖ Develop key business applications to support the specific needs of the Courts Service and the Judiciary
- ❖ Deliver a range of eGovernment initiatives
- ❖ Implement modern accounting systems and tools
- ❖ Implement management information systems

Significant progress has been made on the implementation of these key recommendations through the programme of work undertaken since 2001. The deployment of the recommended systems and technologies has provided the foundation for the delivery of high quality service to staff and court users.

The Courts Service, having regard to the changing business requirements and priorities within the organisation and ongoing emergence of technologies in a court environment,

decided that a review of the overall information technology strategy and development for the future is now required. IBM Business Consulting Services were engaged following a public procurement to assist the Courts Service to develop the future direction for ICT within the organisation and set out the supporting implementation programme.

## 2.3 Project Objectives

The overall objective of this project was to:

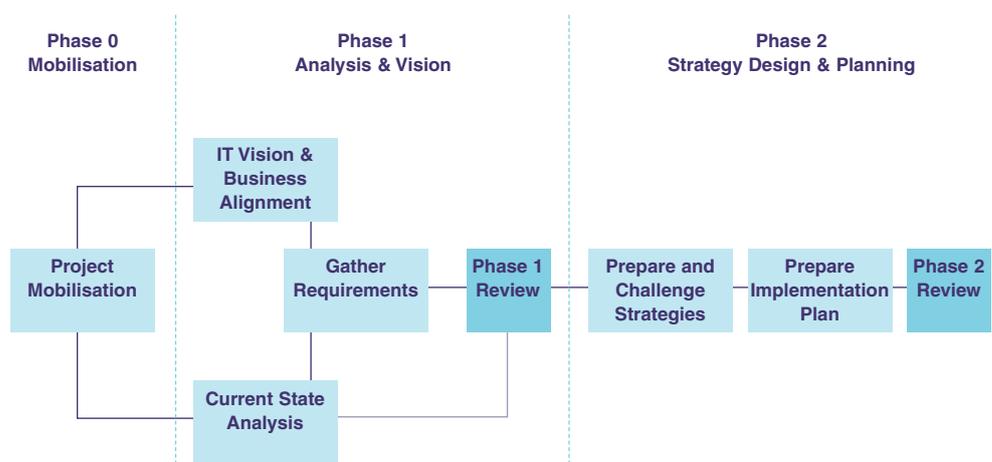
- ◆ Review the Courts Service Information Technology Strategy published in February 2001 and to develop and document:
  - ◆ An Information and Communications Technology Strategy covering the period 2006-2010 which would build on the progress already made and maximise the use of ICT in the support of business objectives and priorities of the organisation and
  - ◆ An Implementation Plan for realising the strategy

Some of the specific objectives of the strategy review were to:

- ◆ Review progress to date of the “eCourts – a 5 Year Information Technology Strategy”
- ◆ Prepare an ICT Strategy and Implementation Plan which is fully aligned with business objectives, business priorities and expectations of the Courts Service, the Judiciary and the wider justice community
- ◆ Provide a framework and architecture to support future developments
- ◆ Develop a strategy which would utilise where appropriate emerging technologies and trends to maximise business benefit to the organisation
- ◆ Provide a framework and strategy for the delivery of electronic services based on appropriate architectural principles, that is in keeping with Government policy and initiatives associated with the eGovernment agenda
- ◆ Ensure the ICT strategies support identified or emerging initiatives for modernising the Court environment
- ◆ Assess the appropriateness of the existing technical architecture as a continued platform for the organisation
- ◆ Ensure the appropriate governance structures, processes, policies, procedures and controls are in place to minimise risk exposure, which are consistent with industry best practice and
- ◆ Develop the strategy to maximise the business benefit from ICT investment, which is commensurate with a value for money approach

## 2.4 Project Approach

The strategy was undertaken in three phases:



**Figure 1:** Project Approach

Phase 1 consisted of a large number of consultative workshops with staff across the organisation which was further supported by a survey of all staff relating to ICT within the Courts Service. The Judiciary were also consulted. The objective of this phase was to identify the key ICT issues and opportunities that exist for the use of ICT within the Courts Service. Many stakeholders including the Department of Justice, Equality and Law Reform were also consulted during this phase (See Appendix 2).

Phase 2 of the strategy was the development of recommendations to address these issues and opportunities identified. This was achieved through challenge workshops with the project board and the ICT Directorate who provided feedback and comment on the recommendations developed. The output of this phase was an agreed set of recommendations that are detailed and expanded upon within this strategy document. A sub-set of the project board was assigned as a working group to assist in the development of the Implementation Plan.

## 2.5 Progress to date in the Courts Service

The *eCourts* Strategy (2001) was primarily focused on ensuring the underlying technology and infrastructure to support business activity which was in place, together with the implementation of a core set of business applications to support the needs of the Courts Service.

The Courts Service has invested very effectively and efficiently in technology over the past five years and has realised substantial business benefits from this investment. Significant investment and progress has been made in the deployment of new technologies and operational systems which are in line with the recommendations as set out in the *eCourts* Strategy.

A key area of investment was the nationwide rollout of a modern communications network with the deployment of office productivity tools to all members of staff and the Judiciary. The investment in this underpinning technology infrastructure has provided the foundation

and platform for the deployment of strategic business applications to approximately fifty sites nationwide.

The Criminal Case Tracking System (CCTS) was identified as the priority business application and has been extensively developed and enhanced. The Courts Service has successfully completed a nationwide deployment/rollout of the system to forty-one provincial District Court offices. The CCTS nationwide rollout and the associated major business change programme resulted in one of the most significant change initiatives undertaken in recent years within the Courts Service.

In advance of the implementation of a single integrated civil CMS across all court jurisdictions, a number of low cost applications were developed and implemented to meet the immediate needs of individual civil and criminal business offices. This programme of deploying low cost applications has significantly increased technology awareness and usage across the organisation and will intelligently inform the development of the new integrated civil system proposed in this strategy.

Significant progress has been made and is ongoing in the implementation of key business applications for financial management, courts accounting, human resource management and significantly funds accounting where substantial business efficiencies and modern investment processes have accrued.

The table below shows some of the key achievements in the last five years:

| <b>Strategy Area</b>                    | <b>Achievements</b>   |
|---|---|
| <b>Applications</b>                     |   |
| Criminal Case Tracking System (CCTS)    | Significant development of functionality<br>Nationwide roll out to all District Courts (45 offices)             |
| Courts Accounting System (CAS)          | Phase 1 Implemented<br>Phase 2 underway with an associated major change programme                               |
| Funds Accounting System (FAS)           | Developed and implemented   |
| Civil Case Management Systems (CCMS)    | Development and rollout of stand-alone low-cost systems completed.  |
| Financial Management System (FMS)       | Implemented a Financial Management System   |
| Human Resource Management System (HRMS) | Implemented a Human Resource Management System  |
| Legacy Systems                          | Continuing enhancement and development to legacy systems (e.g. Progress) to meet critical business requirements |
| <b>Information</b>                      |   |
| Website                                 | Significant enhancement of website<br>Winner of eGovernment award 2005  |
| <b>Infrastructure</b>                   |   |
| Managed Service                         | Successful use of an outsourced managed service provider  |

| Strategy Area                   | Achievements  |
|---------------------------------|---|
| Network & Communications        | Modern, secure and robust infrastructure in place<br>Completed nationwide infrastructure rollout<br>Roll-out of desktop applications to all staff nationwide  |
| Courtroom Technology            | Many courtrooms and all offices networked<br>Digital Audio Recording (DAR) introduced to the Supreme Court and Court of Criminal Appeal<br>Development and implementation of technology within the Commercial List courtroom including an infrastructure supporting the installation of evidence presentation systems<br>Full technology courtroom and video courtrooms in Cork Courthouse<br>Valuable pilots for use of new technologies |
| <b>Supporting the Judiciary</b> |   |
| Judges Intranet                 | All Judges have been supplied with laptop computers and have secure access to a private Judges intranet with onward connectivity to a number of online legal databases.   |
| <b>Organisation</b>             |   |
|                                 | Recognition of ICT as a separate Directorate  |
| Training                        | <ul style="list-style-type: none"> <li>◆ Judicial Training in ICT including ECDL training</li> <li>◆ Substantial investment in ICT training for staff including ECDL Training</li> <li>◆ Considerable business systems training</li> </ul>  |
| Skills                          | <ul style="list-style-type: none"> <li>◆ Improved ICT technology and systems familiarisation across the organisation</li> <li>◆ Development of Project Management skills</li> </ul>   |

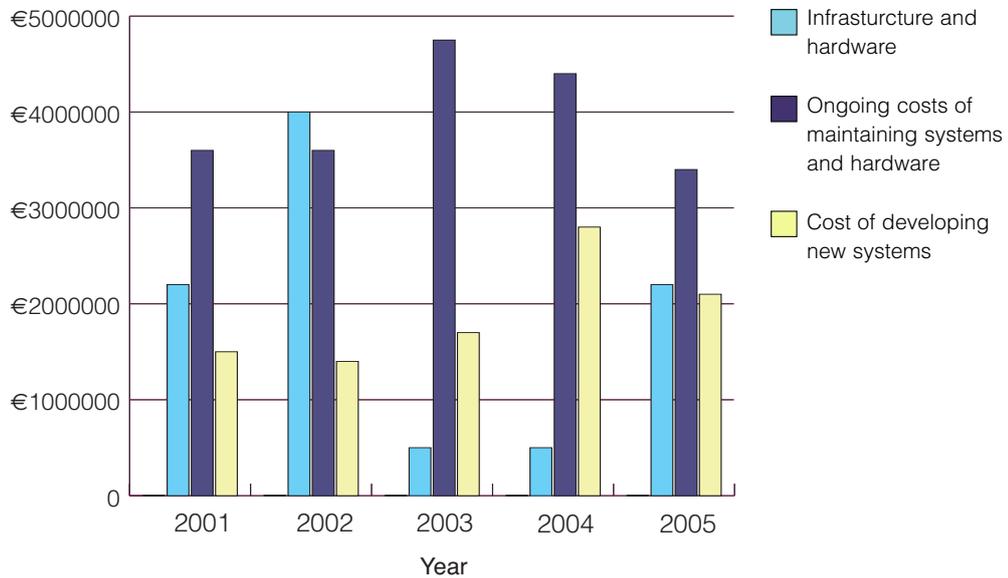
The Courts Service spend on ICT in the past five year period (2001-2005) was €38.3m. The ICT budget for almost every organisation has two basic components. First, there is the spending to operate and maintain the existing ICT infrastructure, applications, systems, and core ICT services. Second, there is the spending in support of new business and ICT initiatives. Due to the significant investment in the implementation and rollout of a nationwide infrastructure in the five year period, the ICT budget has been divided into three distinct categories as follows:

- ◆ Infrastructure and hardware
- ◆ Ongoing costs of maintaining systems and hardware
- ◆ Cost of developing new systems

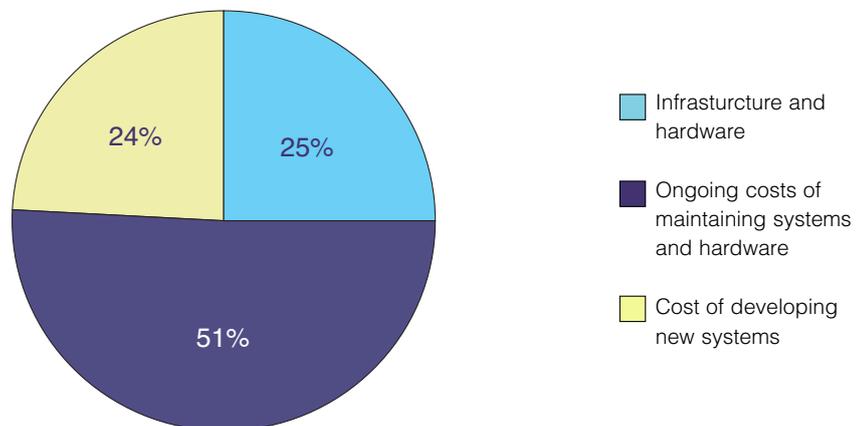
The table below provides details of ICT expenditure in the period 2001 – 2005 inclusive:

| Item (€m)                            | 2001  | 2002  | 2003  | 2004  | 2005  |
|--------------------------------------|-------|-------|-------|-------|-------|
| Infrastructure & Hardware            | 2.221 | 3.967 | 0.465 | 0.519 | 2.247 |
| Ongoing costs of maintaining systems | 3.545 | 3.536 | 4.733 | 4.409 | 3.360 |
| Cost of developing new systems       | 1.506 | 1.422 | 1.572 | 2.676 | 2.184 |
| Totals                               | 7.272 | 8.925 | 6.770 | 7.604 | 7.791 |

### Breakdown of ICT Spend



The chart below provides a breakdown of the total spend over the 5 year period into the three categories.



The programme associated with the *eCourts* strategy has introduced efficiencies and value added services across the organisation. Manual tasks have been eliminated particularly through the deployment of the Criminal Case Tracking System (CCTS) and the Funds Accounting System (FAS) which has replaced a complete manual accounting process in the Accountants Office of the High Court. These efficiencies have enabled the Courts Service to manage an increasing workload without a corresponding increase in staff resources.

The programme of work which commenced in 2001 required significant investment in the development of a modern computing infrastructure to support the business applications required by the organisation. The Working Group on a Courts Commission in its first report drew attention to the “poor understanding or implementation and lack of innovation in the use of information technology” in the courts environment. The investment which the Courts Service has made since 2001 has represented value for money such that the organisation has advanced from a virtual “Greenfield site” to a modern technological organisation using information technology to support the administration of justice and the provision of ever increasing levels of customer service.

## 3 Linkage to Business Strategy

### 3.1 Mapping the ICT Strategy to the Business Strategy

The Courts Service has recently developed a new Strategic Plan covering the period 2005-2008. This ICT Strategy specifically addresses the overall business strategies and objectives of the Courts Service as outlined therein. In many instances, ICT will be a key contributor and enabler for the successful implementation of these business strategies.

The goals as set out in the Strategic Plan are listed below with summary outlines of the support and contribution which the recommendations contained in this strategy will make to the achievement of the organisations strategic business goals and objectives.

| Goals   | Supporting Business Strategies   | Supporting ICT Strategies  |
|---|--|--|
| <p>Goal 1:<br/><i>Be an Innovative Organisation providing a high quality service to all court users</i></p>                                 | <p>Re-engineer the delivery of services in each of the business units moving to the new Criminal Court complex with a view to creating the model for a single business unit.</p> <p>Continue to implement our Customer Service Action Plan and strengthen liaison and feedback with court users.</p> <p>Identify and promote measures to reform court procedures.</p> <p>Support and reward innovations by staff.</p> <p>Review our Information and Communications Technology Strategy.</p> <p>Maximise the potential for the use of technology in the delivery of services.</p> <p>Continue to expedite our programme for the electronic delivery of our services.</p> <p>Improve our telephone service to the public</p> | <p><i>The ICT strategy provides recommendations across Operational Systems, Corporate Solutions, Governance &amp; Organisation and Technology to support this goal.</i></p> <p><i>The implementation of a customer portal will provide a new service to specific user groups and allow court users to interact with various offices of the Service through a single electronic interface.</i></p> <p><i>The ICT Strategy provides for the extension of new technologies in the courtroom such as Videoconferencing, digital audio recording and electronic evidence display.</i></p> <p><i>The Strategy also sets out a plan for the introduction of eRegisters and eFiling which will be a considerable benefit to court users and the Courts Service.</i></p> <p><i>The recommended upgrading of the infrastructure will facilitate the convergence of data and voice and provide the underlying platform for a modernised communication system.</i></p> |
| <p>Goal 2:<br/><i>Our systems will facilitate and support the timely and efficient processing of all court cases and court business</i></p> | <p>Identify case backlogs and work with the Judiciary to devise plans to reduce them.</p> <p>Develop and promote case management systems for appropriate categories of litigation.</p>   | <p><i>The ICT strategy supports achievement of this goal through the provision of modern case tracking and management systems, including a single integrated system for civil litigation cases which will support eFiling.</i></p> <p><i>The recommended upgrade of the Service's network infrastructure</i></p>   |

|  |  |  |
|--|--|--|
|  | <p>In conjunction with the Judiciary, review existing and establish new specialised Courts and lists as appropriate</p> <p>Ensure that our staff are well trained and technically qualified at all times.</p> <p>Maintain consistent, accurate and up-to-date filing and data entry in all court offices.</p> <p>Work with the Department of Justice, Equality and Law Reform in implementing their review of Youth Justice Services.</p> <p>In consultation with the President and Judges of the District Court, review the operation of the Children's Court.</p>  | <p><i>including the introduction of VPN technology will provide modern and secure facilities for the Judiciary and staff to deliver timely and efficient processing of Court business</i></p> <p><i>New efficiencies achieved will be improved through use of a standardised data model and reduced manual data processes.</i></p> <p><i>The recommendations contained in the strategy are sufficiently flexible to accommodate changes in work practices, legislation and Rules of Court.</i></p>   |
| <p>Goal 3:<br/>We will work with the Judiciary to ensure that all matters coming before the courts are dealt with efficiently.</p> | <p>Continue to develop liaison arrangements with the Judiciary in each court jurisdiction and in each local area.</p> <p>In consultation with the Judiciary, review arrangements for listing cases.</p> <p>Work with and support the Judiciary to reduce adjournments and trial waiting times where delays exist.</p> <p>Continue to develop arrangements for separate family law lists for all District Court districts.</p> <p>Standardise and simplify court orders and forms.</p> <p>Complete the reorganisation of the District Court districts and areas.</p> <p>In consultation with the President and Judges of the Circuit Court, review the Circuit Court circuits and the distribution of business.</p> | <p><i>The ICT Strategy sets out specific recommendations for the Judiciary including the upgrade and enhancement of their current technology, applications and infrastructure.</i></p> <p><i>The provision of modern, remote and mobile access will support the Judiciary regardless of work location.</i></p> <p><i>There are recommendations associated with new technologies which will assist the Judiciary in their work e.g. DAR.</i></p> <p><i>The new case management system will facilitate real-time scheduling of court listings and cases.</i></p> |

|   |   |   |
|---|---|---|
| <p>Goal 4:<br/>We will foster public understanding of the Court system.</p>     | <p>Continue to provide information to court users and the public in Irish, English and a range of other languages through our website and our publications.</p> <p>Continue to develop our outreach programme for schools, community and other appropriate groups.</p> <p>Continue to provide information for jurors and to seek feedback from them as to the facilities they require to perform their functions.</p> | <p><i>An important area of focus within this strategy is improved information and knowledge management for court users and the public in general.</i></p> <p><i>The ICT Strategy specifically recommends the ongoing development and enhancement to the website and the introduction of a Customer Portal which will identify customer groups and their needs and develop content and services in a user friendly way for the customer groups.</i></p> <p><i>The ICT Strategy also recommends the implementation of a Jury Management System.</i></p> |
| <p>Goal 5:<br/>We will provide modern buildings and appropriate facilities.</p> | <p>Using the Public Private Partnership approach we will construct a new state of the art Criminal Court Complex in Dublin.</p> <p>Review the existing seven year Building Programme.</p> <p>Review the new security arrangements in the Four Courts and review security arrangements in other court venues in conjunction with An Garda Síochána.</p>  | <p><i>ICT Strategy will provide the underlying infrastructure and management information to support this Goal.</i></p> <p><i>The Strategy recommends the selection and deployment of an appropriate Property Management System.</i></p> <p><i>The strategy supports the provision of modern technological tools within a courtroom environment.</i></p>   |
| <p>Goal 6:<br/>We will make the most efficient use of our resources.</p>        | <p>Ensure our resources are deployed to optimal benefit</p> <p>Continue to implement and review fund management strategy.</p> <p>Identify and manage operational and financial risks.</p> <p>Develop a Human Resources Strategy to support implementation of this strategic plan.</p> <p>Increase our use of the Partnership process in the implementation of this strategy.</p>                                      | <p><i>Specific recommendations are set out for the organisation structure of the ICT Directorate as well as required business roles required to ensure that investment in ICT is maximised.</i></p> <p><i>The Strategy recommends a technology refreshment programme to ensure that the staff of the Courts Service have appropriate ICT resources to do their job.</i></p>   |

## 3.2 Issues and Challenges

The environment within which the Courts Service must operate is continually changing and is becoming increasingly complex. In addition, technological advancements in areas such as eFiling, courtroom technology and evidence presentation systems place increasing

pressure on the Courts Service to provide a range of technology innovations to meet not only the requirements and expectations of its own internal users but increasingly those of the wider justice community and particularly court practitioners. The key issues and challenges that the ICT Strategy recommendations have taken into consideration include:

**Technology Advancements:** There is an increasing requirement to provide additional services using new technologies (e.g. eFiling, electronic evidence presentation, Digital Audio Recording). Providing these new services requires substantial investment in the development and implementation of new applications and improvements to the underlying technical infrastructure of the Courts Service. Technology innovation has the potential to substantially transform the way the court system operates with consequent challenges associated with major business change and issues around security and authenticity. The ICT Strategy has made specific recommendations in terms of new technologies, new applications and an upgraded infrastructure which are designed to meet the requirements of all its customers.

**Provision of Information:** The Courts Service is not immune to the increasing demands for public accountability and access to information through multiple communication channels. There is an increasing demand for access to real-time case information, access to general public information held by the Courts Service, and the increasing demand for integrated information associated with the requirements of the Freedom of Information Act and Data Protection Act. The ICT Strategy has made recommendations around the provision of improved management information, integrated information management and the requirement for records management. In addition the recommended Customer Portal will provide a single means of access for specific court user groups to relevant Courts Service information.

**Change Management:** This ICT strategy has identified a number of major application development initiatives which should be undertaken during the tenure of the ICT Strategic Plan. To obtain maximum business benefit from these initiatives, the Courts Service must look critically at its current business processes and champion a period of incremental business change across the organisation to ensure an adequate return on its technology investments and value for the organisation. The strategy recognises that change will be incremental over a period of time and the component based architecture proposed will be sufficiently flexible to accommodate a period of incremental change.

**Culture of the Legal Environment:** Traditionally, the legal environment has been based on a culture of paper based documentation. The commitment of the Rules Committees to implement change to facilitate automation is recognised. The pace of such change is likely to increase over the period of this plan and will require the adoption of new rules and procedures which will have to be actively promoted and fostered by the Courts Service consistently throughout the legal system and with its stakeholders.

**Resourcing:** The success of this ICT Strategy will be dependent on funding but more importantly on the availability of human resources (business and technical). The Service will need to address its internal resourcing capability for the programme of work as set out in this Strategy. It will be essential that resources from the business areas are available for projects for the required timeframe. The strategy recognises that this is a key area that will need to be addressed to enable the successful implementation of the ICT Strategy. The implementation plan has been developed with the objective of being realistic and

achievable given the current resourcing issues. The recommended structure for ICT Governance will ensure projects will not go ahead unless sufficient resources are available.

### 3.3 ICT Strategy guiding principles

The following are the guiding principles that were used to develop the recommendations:

- ◆ **Support Judges in the administration of Justice:** ensuring that the Judiciary will have the information technology tools and systems available to facilitate their administration of Justice.
- ◆ **Business Ownership:** ensuring applications meet business requirements and are owned by business users, and to ensure that the business take ownership of systems data.
- ◆ **Planning & Prioritisation:** developing a formalised and structured approach to the approval and prioritisation of ICT projects and ensuring that investment and resources are prioritised.
- ◆ **Affordability:** ensuring there is a balance between the cost of an initiative and the resulting business benefit.
- ◆ **Supportability:** designing and implementing applications that are easier to support.
- ◆ **Efficiency & Effectiveness:** linking systems implementation with process redesign and improvement and eliminating information duplication.
- ◆ **Architecture Flexibility:** designing an overall applications architecture based on reusable components that is flexible enough to support new policy requirements.
- ◆ **Integration:** Providing information sourced from multiple systems in an integrated manner across the organisation and across the wider justice community of interest.
- ◆ **Accessibility:** ensuring quality information is available when required to all staff within the Courts Service and to external users.
- ◆ **Resourcing:** ensuring the appropriate level of resources are available within the ICT Directorate and the business areas to support ICT and respond to business needs.
- ◆ **Customer Service:** ensuring there is sufficient focus on identifying and meeting customer needs.
- ◆ **Communicating:** providing mechanisms to improve communication internally within ICT and with the user population.

The above principles will also be adopted by the design team and used as guiding principles for future developments.

# 4 Strategy for Success: Introduction

## 4.1 Introduction

The next sections of the report outlines the specific recommendations to achieve the ICT Strategy vision. They are presented under the following four headings:

- ◆ **Operational Systems** refers to those business applications that will support the operations of the court business e.g. case management, courts accounting.
- ◆ **Corporate Solutions** refers to those applications that are used across the organisation and also includes support applications such as financial management, human resources and the management and provision of information.
- ◆ **Technology & Infrastructure** deals with the underlying infrastructure to be deployed (including security, application, platform, network and communication requirements) to support all ICT services. This heading also covers the provision of courtroom technologies including digital audio recording, evidence presentation systems and Videoconferencing.
- ◆ **Governance & Organisation** covers areas such as the overall management and direction of ICT, the ICT organisation structure and governance, the roles and responsibilities associated with implementing the strategy, including the roles of business units in ICT, and ICT skills and training.

The diagram below shows the logical architecture of Court Services applications depicting both existing and proposed systems. A distinction has been made between operational and corporate solutions.

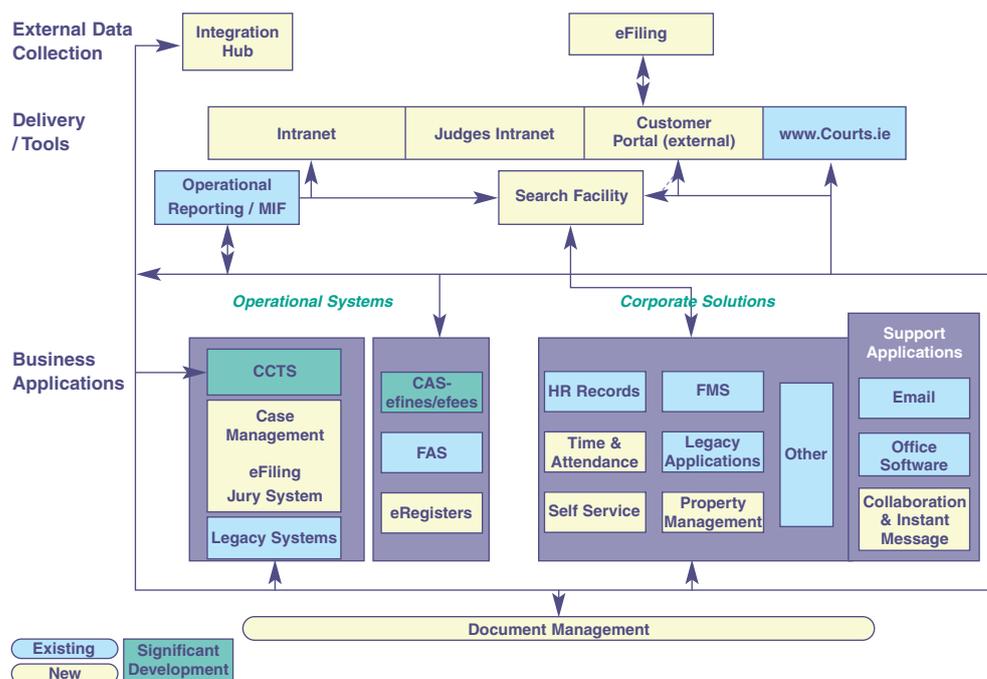


Figure 2: Future Logical Architecture

# 5 Strategy for Success: Operational Systems

## 5.1 Introduction

Operational Systems refer to the automated solutions within the Courts Service that support and enhance the efficiency and effectiveness of business processes of the courts e.g. case processing.

A number of operational systems have been developed to support the business processes of the Courts Service. These include the Criminal Case Tracking System, Court of Criminal Appeal, Central Criminal Court and Circuit Criminal Court systems and a number of stand-alone civil processing systems in the Supreme Court, High Court and Circuit Court. The implementations of the Courts Accounting and Funds Accounting applications have also been key achievements. In addition, several stand-alone Lotus Notes applications have been rolled out to assist users with their day to day business.

### Overall Recommendations

Many of the core business applications are already in place and there are many projects underway or planned which will develop the current applications portfolio. The following is the recommended development path for operational systems:

- ◆ **Criminal Case Tracking System (5.2)**
- ◆ **Case Management Programme (5.3)**
- ◆ **Approach for Specialised Offices (5.4)**
- ◆ **eRegisters (5.5)**
- ◆ **Jury Selection (5.6)**
- ◆ **Ongoing / Planned Projects (5.7)**

Within the following sections, a description of each individual recommendation is outlined as well as the resulting projects or actions that must be undertaken to achieve the goal. Individual Project Charters for each recommended project are detailed in Appendix 1.

## 5.2 Criminal Case Tracking System

The Criminal Case Tracking System (CCTS) is a business critical solution and has been developed and implemented over the previous five years. In 2004, the CCTS was rolled-out to all District Court offices nationwide within a six month timeframe which was a significant achievement.

In addition to the extended functionality and rollout, considerable business change has been introduced to the core business operations including the:

- ◆ Establishment of the Central Applications Processing Unit (CAPU)
- ◆ Standardisation of criminal case processes for the District Court

- ◆ Introduction of a single nationwide system
- ◆ Improvement to management information

Enhancement and developments to CCTS are ongoing and some significant projects are planned or underway, including:

- ◆ Integration with the Courts Accounting System
- ◆ Rollout to other criminal jurisdictions
- ◆ Upgrade of underlying technology platform

There is also an ongoing project group working on the integration with the wider justice community with a current focus on the interoperability between An Garda Síochána and the Courts Service.

### **Recommendation: Criminal Case Tracking System**

***“Continue with the ongoing development and enhancement to the Criminal Case Tracking System”***

#### **Project OS1: Criminal Case Tracking System**

CCTS was successfully rolled out to all District Courts in 2004 and widely accepted by users. As with any systems implementation, ongoing enhancements and developments will be required, and there is a specific programme of work outlined (see below). The users are now familiar with the system and are well positioned to make recommendations or suggest enhancements.

Therefore, it is recommended that a short study be conducted, with the findings implemented swiftly. The objective of the study will be to maximise process efficiencies and business benefit with a specific focus on usability by court staff (e.g. data entry).

CCTS is a business critical system and there are numerous projects planned and / or underway to further enhance the system. Specifically, it is recommended that the rollout of CCTS to other criminal jurisdictions be progressed as well as the interoperability with An Garda Síochána for the transfer of eSummonses and eCharge Sheets. Additionally there are many other projects planned some of which are already underway (see Project Charter OS1)

The lifetime of this ICT Strategy will focus on the continued development of the CCTS and capitalise on the business benefits from a nationwide criminal case tracking system.

Following the successful implementation of the Case Management System it may well be appropriate to incorporate CCTS.

## **5.3 Case Management Programme**

### **Civil Case Management**

There has been considerable progress made with regard to civil case processing, albeit without the implementation of a single and integrated civil case management system.

A considerable achievement and a beneficial approach has been the development and

rollout of low-cost stand-alone solutions to meet the basic requirements of individual offices. The impact and business benefit of this approach should not be underestimated in terms of moving offices from manual processing to systems processing, and more importantly the effect these system have had on staff in terms of technology usage, education and familiarisation with ICT systems. Staff can now better appreciate the need for a fully integrated system and are well positioned to know what is required from a system to improve automated case processing.

Ongoing enhancements and development to the legacy systems for civil case processing has also been made e.g. the Progress systems in use in the High Court Central Office.

These current systems do not provide the appropriate basis for delivering long-term customer services, eServices or deliver the benefits of an integrated system. Some of the business benefits that cannot be realised through these legacy systems include:

- ◆ A single view of a case as it moves through jurisdictions
- ◆ Standardised controls for data entry and validation
- ◆ Delivery of a variety of eService initiatives through the provision of an integrated data store including eFiling,
- ◆ Integrated court scheduling
- ◆ Automated transfer of court orders electronically
- ◆ Comprehensive management information and statistical reporting
- ◆ Standardised processes across regions and jurisdictions

The Courts Service is now well placed to address the needs for a fully integrated civil litigation system. The strategic vision is to have a single case management solution that will process civil cases (including family law) across all jurisdictions while at the same time recognising and accommodating the different requirements of all court jurisdictions. This vision should be confirmed and justified through the preparation of a comprehensive business case which fully supports such a vision for the future. Following the development and implementation of the system over the lifetime of this Strategy, the Courts Service will then be well positioned to decide if there is a business benefit in incorporating criminal case processing into the new strategic case management system.

#### Case Management Programme

The following sections set out individual recommendations to support the strategic vision of an integrated case management solution. To utilise resources effectively it is recommended that the resulting projects should be grouped into one overall "Case Management Programme". An example of how the Programme might be structured is provided below. The details of each individual project can be found in the Project Charters in Appendix 1.

#### **Recommendation: Case management solution**

***"Design and implement a comprehensive case management solution that tracks case, person, event, outcome and financial information as cases move through the courts system."***

Currently civil litigation cases are processed through the use of a number of stand-alone systems as described in summary form above. It is recommended that a single solution for civil case processing should be developed and implemented across all jurisdictions. Initially, the case management system should deliver the fundamental case processing

functionality for the key and high volume case processes across all civil jurisdictions. The costs and benefits of designing a system for every case type and process or monitoring of detailed activity would not be feasible.

The following are some of the assumptions that underlie the recommendation for the case management system which should:

- ◆ Provide the fundamentals of case processing – not all case processing will be provided for and the Courts Service should specifically avoid the scenario of automation for automation's sake
- ◆ Be user friendly and have a common look and feel across all court jurisdictions as an aid to staff mobility and lessen training and implementation impacts
- ◆ Incorporate specialised offices into the system where viable
- ◆ Utilise the proposed component-based architecture and utilise industry standards and packages where practicable
- ◆ Have executive sponsorship and business commitment to ensure its successful implementation and to drive through business change
- ◆ Ensure adequate resourcing of this initiative, specifically from the business as this will be critical to its overall success
- ◆ Introduce new technologies and ways of working in the initial implementation (e.g. eFiling)

#### ***Recommendation: Review of civil processes***

***“Review civil processes – standardise and redesign to improve efficiency and support automation”***

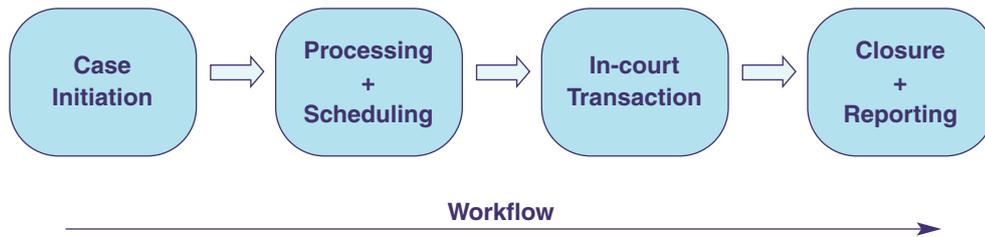
Considerable work has been undertaken in documenting the requirements for a civil case tracking system. These requirements should be used as the basis for the requirements analysis phase of the Case Management System. It is recommended that the overall processes and procedures be reviewed with the objective of standardising, in so far as possible, processes across regions and jurisdictions, improving efficiency and customer services. The review should also re-design processes to support the introduction of a single integrated case management solution. It is envisaged that the review will be an ongoing process with a phased and incremental approach being adopted to business change.

#### ***Recommendation: Component based architecture***

***“Develop the case management system using a component based architecture”***

It is recommended that the Courts Service use a component based architecture as the underlying approach to the system design of the case management system. Components are modules of code that serve as the building blocks for larger programs and can be re-used across systems where relevant.

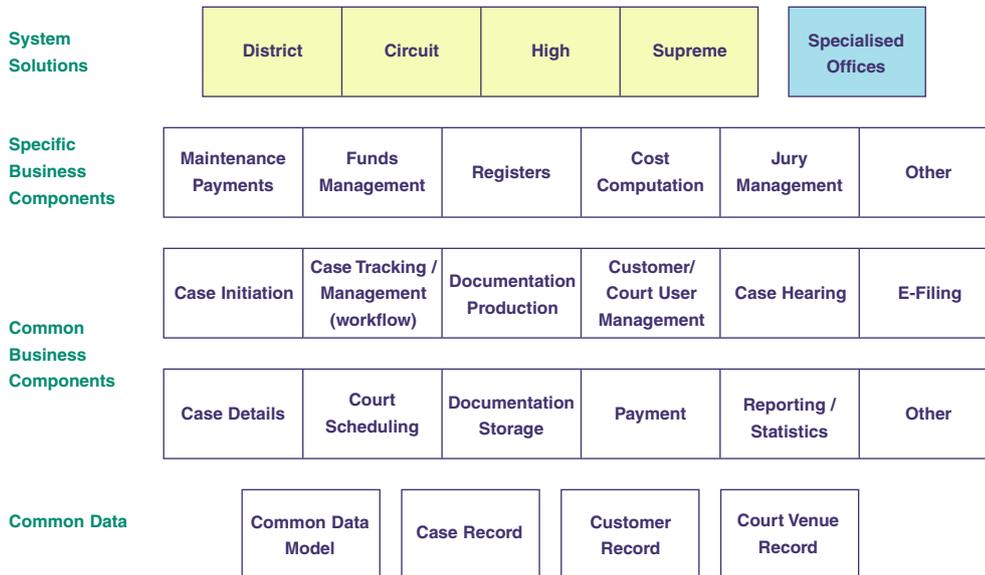
A high level overview of case processing was conducted and subsequently presented to and accepted by the ICT Project Board.



**Figure 3:** High level case process

The purpose of the high-level overview was to highlight the anticipated high degree of commonality in case processing across jurisdictions and case types (e.g. criminal and civil) and which led to the proposed vision of using a component based architecture for a new case management system.

The diagram below gives examples of the different types of components that may be used in the case management system:



**Figure 4:** Component Based Architecture

The diagram above depicts the different layers and types of components for the CMS. The business components provided in this diagram are indicative only and further analysis is required at the system design stage. Components should utilise industry standards or packages where possible (e.g. reporting, document management).

The use of a component-based architecture allows the solution to be divided into a number of specific modules which can better meet the business requirements. The architecture due to the modular design introduces a degree of flexibility which should leave the Courts Service well placed to incorporate future incremental business change, legislative or rule changes into the overall CMS.

### **Recommendation: eFiling**

#### ***“Develop and implement the facility of electronic filing”***

eFiling is a service provided to court users (e.g. practitioners) to submit documents electronically to the Courts Service, including case initiation and supporting case documentation with a mechanism for the on-line payment of fees.

A number of business decisions are required prior to the implementation of the eFiling solution, including:

- ◆ Validation and verification process: will the system have validation and verification functionality to check documents or will they be received directly by the court clerk for checking?
- ◆ Business model: Will the Courts Service provide the complete end-user service or will a sub-set of the offering be provided by external service provider(s)?
- ◆ Economic model: Will court users who file on-line be charged at a different rate to those who file manually?
- ◆ Log in process: Will the system allow only pre-registered users to submit documents and provide authentication with a log-in process?
- ◆ Payment of fees: Will each transaction be paid for as conducted or will an account facility be provided to practitioners (all practitioners or only heavy-users)?
- ◆ Digital signatures: What is the preferred method for digital signatures and the preferred technology?
- ◆ Phased implementation: Is the priority for filing of case initiating documents or submissions to cases in progress?
- ◆ It is recommended that the business model and approach for eFiling be incorporated into the case management programme. It is possible that the eFiling solution will be a component in the case management solution.

### **Recommendation: Front-line court business system**

#### ***“Develop and implement a front-line court business system for the use in specific courtrooms”***

The courtroom is an environment which presents unique challenges for the introduction and utilisation of technology. It may be appropriate that a tailored front-end system be developed for use in certain courts e.g. high volume District Courts, callovers etc. Such a tailored front-end would facilitate the real-time processing of cases and the production of immediate court documentation e.g. court outcomes, processing of orders. It would be intended that the front-end solution would be used by Registrars. The ability to access the system directly would also be of significant benefit to Judges.

The objective of this recommendation is to provide a tailored front end solution to enable the speedy recording of case outcomes.

The Case Management System (Project OS2 and OS3) will include the requirements analysis of a front end solution. It should cover the majority of cases and outcomes but would not attempt to cover every possible scenario. The device would be intuitive to use and improve court efficiencies. The solution would need to integrate with the underlying Case Management System.

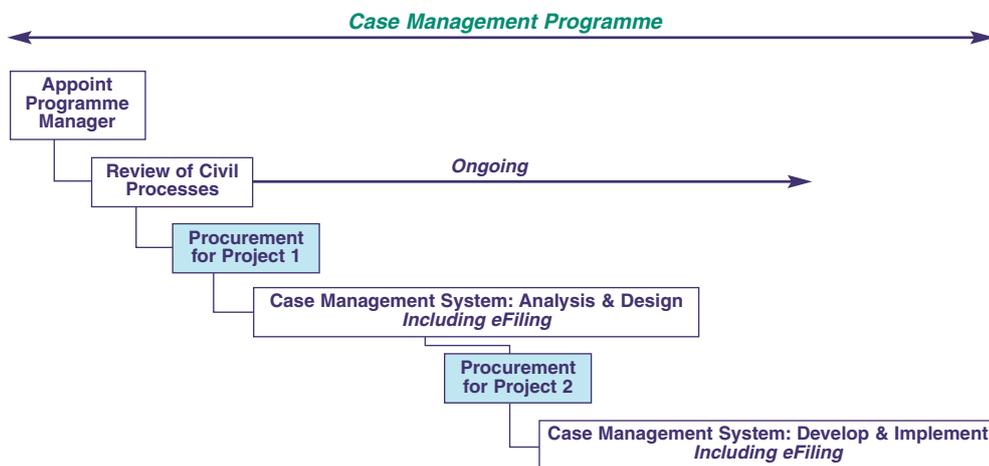
The majority of District Court cases are criminal or road traffic related and therefore the solution would need to interface with the CCTS. This project has not been given a high priority in the implementation planning process and is regarded as a long term project.

This recommendation will be considered as part of the long term rollout of the Case Management System.

**Recommendation: Case management programme**

**“Undertake the above recommendations by incorporating them into one overall programme”**

The above recommendations support the vision of a single integrated case management solution. For efficiency and best use of resources it is recommended that one overall programme be undertaken. It is a large programme of work that will be divided into a series of phases and workstreams. The following diagram outlines an approach which could be taken to structure the programme.



**Figure 5:** Structure for Case Management Programme

As outlined in the diagram above it is recommended that the project be undertaken in two distinct stages:

Stage 1: Analysis and design

Stage 2: Development and implementation

This would also most likely be two separate procurement processes.

**Case Management Programme (OS2 and OS3)**

**Action: Appoint a Programme Manager for the Case Management System**

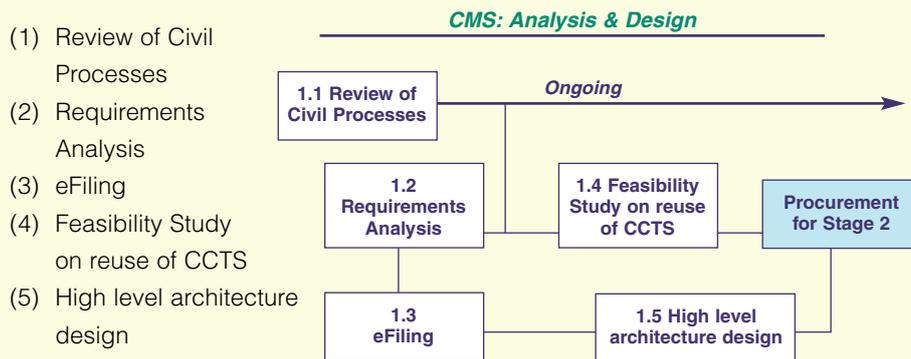
It is recommended to recruit a Programme Manager (see recommendation below) for the duration of the project. It may be feasible to recruit the individual on a medium-term contractual basis who will act on behalf of the Courts Service when dealing with suppliers etc. The Programme Manager would report directly to the ICT Director but also have reporting links to the project sponsor and the ICT Governing Committee.

The Programme Manager would also work closely with the head of the operational system group within the ICT Directorate.

**Project OS2: Case Management System: Analysis and design**

This project will set out the vision, scope, requirements, system design and outline implementation approach. The output will be a “go to market” requirements specification which will enable the selection of a preferred supplier(s) and technology platform.

It is recommended that the analysis and design project should consist of a number of workstreams and subprojects.



**Workstream 1.1: Review of civil processes**

The objective of this workstream will be to undertake a review of the civil processes and system requirements.

It is noted that the redesign of processes can be a time consuming process. However, it is strongly recommended that a review and redesign of processes be undertaken. There may be some areas of efficiency that could be implemented in a short timeframe. Moreover, the standardised and redesigned processes, even if not yet agreed with the rules committees within the timeframe allowed, should be progressed throughout the system design and implementation. The design stage of the Case Management System should take the visionary requirements into consideration.

It is feasible that this workstream could be commenced immediately and be driven by Courts Service staff (with assistance if required by external business analysts). Following the selection of a supplier for Stage 1 it will become integrated with the overall requirements analysis workstream.

**Workstream 1.2: Requirements analysis**

The objective of this workstream will be to gather the business requirements for all civil case processes, including family law. Considerable work has previously been undertaken in documenting the requirements for a civil case tracking system. It is recommended that these requirements be reviewed and updated. While the core business processes may not have altered considerably, the users, who are now familiar with using systems for case processing, are in a better position to detail their requirements, from both a processing and MIS level. At this stage of the project it is

not feasible to document all requirements to a low-level of detail or at activity level. However the requirements must be at a level of detail that enables the high level architecture design and the production of a "go to market" requirements specification.

The requirements analysis will select a specialised office that will be part of the initial implementation of the Case Management System. (see Recommendation – Specialised Offices, page 28)

A high level review of CCTS requirements (already documented) will also be included at this stage to ensure that the design will take into consideration the CCTS requirements (current and future). This will facilitate the incorporation of criminal case processing into the Case Management System if it is decided to do so at some future point in time.

The requirements for eFiling (see below), document management and other new technologies will also need to be defined at this stage. The requirements for management reporting and statistical reporting will also be defined in detail at this stage.

The system requirements for document management will also be defined at this stage and will be interconnected with the Corporate Document Management project.

#### ***Workstream 1.3: eFiling***

As eFiling will provide a new service to court users and a new way of working for the Courts Service staff a comprehensive and detailed analysis of requirements and the impacts on the business is recommended.

The eFiling project should be part of the Case Management System and will be implemented in the initial rollout of the system. The workstream will include research of eFiling solutions in other jurisdictions and a high level market overview of package solutions. The implementation of eFiling will require considerable business changes and will need to be driven by the business, not ICT.

#### ***Workstream 1.4: Feasibility study for the potential re-use of CCTS***

This workstream will overlap with the high level architecture design workstream. The Criminal Case Tracking System has been extensively developed and enhanced since its initial pilot roll-out. It is recommended to conduct a feasibility study of the existing CCTS to determine which parts and/or components of the application could be used in the new component based architecture solution for a case management system. Any components that can be transferred to the Case Management System will result in cost savings and utilise the effort and knowledge expended in the existing CCTS development.

A possible component that may be used in the Case Management System is the CCTS data model. It will require updating with the requirements for civil cases.

#### ***Workstream 1.5: High level architecture design***

This workstream will overlap with the feasibility study of CCTS. The objective of this workstream is to design a uniform, adaptable and flexible system design for a Case

Management System that will automate the case management for civil litigation cases (incorporating criminal requirements where appropriate in due course but not part of this particular project). The workstream will define the components that are required and identify which components will be common across all jurisdictions. It will also identify what components are likely to be met by package and industry standards and not custom built.

The output of Stage1 will be a “go to market” requirements specification that will form the basis of a request for tender that will enable the selection of a preferred supplier(s) and choice of solution including selected specific technologies.

### ***Project OS3: Case Management System – develop and implement***

This project will conduct the detailed system design, system development and phased implementation. The initial implementation will introduce new technologies and new practices (e.g. eFiling) as pilots.

The detailed implementation approach and plan will also be decided based on the development of a business case. The associated cost with system requirements and implementation will be reviewed and the detailed implementation strategy will be cognisant of associated costs and affordability.

The first phase implementation of the Case Management System will cover the fundamental case management requirements of all civil litigation processes. It will provide common case management automation and such minimum functionality as are presently provided by current systems (e.g. High Court system).

The first phase implementation will include all jurisdictions and functionality as defined in the implementation plan. In addition it is recommended that new technologies or practices be included in the initial implementation e.g. eFiling. It is also recommended that a proof of pilot for a specialised office be included.

The implementation should be carried out on a pilot basis and it is recommended that it be piloted in a High Court (e.g. Central Office), District Court (possibly high volume Dublin District Court), a provincial court and a Circuit Court.

This project will be resource intensive to include activities such as:

- (1) Design
- (2) Build
- (3) Testing
- (4) Training
- (5) Documentation
- (6) Change Management
- (7) Rollout and deployment
- (8) Post implementation support

The resources that will be required from the business for change management and testing, among other activities should not be underestimated. The business knowledge and experience of staff cannot be provided by external personnel and the impact on the business operations will require careful resource planning.

### **Recommendation: Programme Manager**

#### **“Appoint an experienced Programme Manager to deliver the Case Management System”**

The design and implementation of an integrated Case Management System is a major change initiative programme and its successful implementation across the organisation is critical. An experienced programme manager will be required to manage all workstreams, suppliers, interdependencies, issues and business impacts. It is recommended that an experienced programme manager be recruited for the case management programme. The person appointed should have a significant track record in the implementation of large scale and complex information technology and change management projects.

The skills of the person should include:

- ◆ Excellent project and programme management, relationship building, influence, arbitration & issue resolution
- ◆ Experience in change management programmes and managing the impacts on the business operations
- ◆ Experience in large scale systems implementation full lifecycle: business / technical / implementation / post-implementation
- ◆ Skill in delivering business benefits from systems implementation and change management programmes
- ◆ Procurement, supplier and contract management skills
- ◆ Highly tuned resource management and people skills

## **5.4 Specialised Offices**

### **“Incorporate individual specialised offices into the new case management system where viable or enhance / develop stand-alone solutions to meet their requirements”**

There are offices within the Courts Service that are involved in civil processes which are, for the purposes of the Case Management System, seen as ancillary to the core litigation case processing. These include:

- |                                    |                             |
|------------------------------------|-----------------------------|
| ◆ Probate Office                   | ◆ Official Assignees Office |
| ◆ Examiners Office                 | ◆ Taxing Masters Office     |
| ◆ Office of the General Solicitors | ◆ Other                     |
| ◆ Wards of Court                   |                             |

All of the offices above have stand-alone low-cost systems which provide the basics for their system processing requirements.

The development of a new integrated civil case management system will ultimately result in the phased withdrawal of these legacy systems from operational offices. In this regard, the Courts Service should exercise caution in investing any significant funding or resourcing effort in the further development or enhancement of these legacy systems unless there exists a valid business case for undertaking such additional development or enhancement.

It is recommended that the specialised office requirements are incorporated into the new Case Management System where viable. However, there may be certain offices where it

would not be feasible to do so (e.g. cost / benefit basis) and in these instances, stand-alone systems for the office will be developed and enhanced as required.

It is recommended that the initial implementation of the Case Management System include the requirements of a specialised office as a proof of concept. However, within the scope and timeframe of this project, it is not possible to determine which of the offices should be included because:

- ◆ The detailed requirements of each office are not known and the components in the Case Management System may not suit the individual offices requirements
- ◆ It may not be practical to integrate an individual office into the new Case Management System (in terms of volume, complexity etc)
- ◆ The cost and benefits of integrating existing systems into the new Case Management System may not be viable
- ◆ The new ICT Governing Committee should be responsible for recommending the priority of individual offices on the basis of individual business cases

#### ***Project OS4: Solutions for Specialised Offices***

As part of Case Management System programme (OS 1) the requirements of the specialised offices will be reviewed and an office will be selected to be included in the initial CMS implementation and facilitate a proof of concept.

In advance of the implementation of a Case Management System, ongoing development and enhancements to existing systems is recommended only where there is a justifiable business case and in the strategic interests of the Courts Service.

There may be a requirement to develop solutions for the offices that are currently manual based. Development and implementation should only go ahead if there is a justifiable business case. The solutions may include using common components of the Case Management System, package applications or office automation tools.

## **5.5 eRegisters**

### ***“Automate registers which will provide on-line search facility for public access”***

The Courts Service is the guardian of numerous registers many of which require search access by the public. A study has been undertaken by the Courts Service which identified some 28 registers and assigned priority for automating.

It is recommended that the Courts Service provide fully searchable database / registers that can be accessed by the public where appropriate.

Some, but not all, of the registers are updated as the result of court outcomes. However, in advance of the design and implementation of the Case Management System it is recommended that two registers be automated in the short term. Following the Courts Service analysis the Probate and Judgments (monetary) registers have been suggested as priority registers. These two pilots will provide a proof of concept for the design, chosen technology, user interface and economic model to be applied to future eRegisters.

It is recommended that the initial two priority registers be developed with the design and development of the Case Management System in mind. These two activities can proceed in parallel. It is also strongly recommended that the tools and technologies for eRegisters be selected with the future development of an intranet and customer portal in mind.

A significant resource effort will be required in automating the registers e.g. data entry, and data cleansing and importantly data validation and accuracy checking.

In addition to the system and technical requirements, the business strategy and economic model must be agreed, including the fee structure.

### ***Project OS5: eRegisters***

The project objective is to provide an automated fully searchable database / electronic register. It is envisaged that some registers will be available to the public who will log on to a web-based application and on payment of the appropriate fee be able to perform a search.

The development of two key registers has been given high priority by the Courts Service and it is recommended that these projects commence in 2006. The initial project will select two priority registers that will be used as proof of concepts for the design, use of technology, economic model, user interface, search facility, etc. The long term vision will be to provide access to search the eRegisters electronically through the Customer Portal. Therefore it is recommended that the chosen tools and technologies for the eRegisters should allow for the future development of a Customer Portal. The eRegisters will also need to be developed in accordance with the principles and technologies of the Case Management System.

There will be a considerable resource effort required in data cleansing, data entry (i.e. transferring manual data into a system) or data migration (data from one system to another).

## **5.6 Jury Selection & Management**

### ***“Implement a system for the jury selection and management process”***

The Courts Service has stand-alone systems in place for the selection of jurors which traditionally has been a time consuming manual process.

It is recommended that a single system should be implemented to assist in the selection and management of jurors. The system should be available in court locations and have features to assist the court clerk to track and monitor attendance, assign jurors to panels, print badges, panel lists, court information etc. The use of additional technology to assist in the process should be considered e.g. (RFID {radio frequency identification} and bar-coding). The system should also provide the capability to identify non-attendees and the subsequent follow-up process.

The high level solution for the jury selection and management system will be considered in the scope of the Case Management System. However at this point in time this project is not given a priority and will not be part of the initial implementation of the Case Management System.

### ***Project OS6: Jury Selection and Management System***

The objective of this project is to provide a system for the selection and management of jurors. (see Project Charter)

From a strategic viewpoint, the Courts Service should consider the feasibility of one centralised jury office that processes the selection and management of jurors nationwide. In this regard a number of package based solutions are available in the marketplace and a package based solution should be considered in the first instance rather than embarking on a custom build solution.

## **5.7 Ongoing / planned projects**

There are a number of projects underway and/or planned in the Courts Service that are outlined in Section 9 Implementation Plan. However, there are two core applications within the Operational Systems that merit particular consideration which are outlined below.

### ***“Continue the rollout and development of the Courts Accounting System”***

The operation of the District Courts generates a significant volume of financial transactions including, Fines, Bail, Fees, Family Law Maintenance, Poor Box, etc. At present these financial transactions are processed and accounted for in each of the 44 local District Court offices, using mainly manual accounting systems.

The Courts Accounting System (CAS) which is being built on the Agresso financial package has been piloted (Phase 1) in a small number of District Court offices. These pilot sites, using the processing of family law maintenance, were used to test the functionality of the system for the processing of transactions in District Court offices. Having proved the functionality of the system, a project is now underway to implement a major reform of the accounting activities in 44 District Court offices. This reform, facilitated by the use of technology, will achieve significant economies of scale in the processing of large volumes of financial transactions through the automation of a range of labour intensive manual processes and improve customer service through the introduction of a wide range of options for both the receipt of payments and the issuing of payments. This reform will also reduce risk associated with these operations.

The project which is currently underway will establish a central courts accounting office which will take responsibility, for processing virtually all financial transactions and operations of the District Courts, including; fines, bail, fees, family law maintenance and poor box, away from local offices and centralise in a single location.

The remit of the reform programme for courts accounting processes, currently underway, is extensive and has a number of elements to it including the:

- ◆ Establishment of a central courts accounting office together with the transfer of

substantial volumes of work from the local offices to the central office, including the introduction of a range of new business processes

- ◆ Implement CAS Phase 2 to include all accounting processes in the District Courts, including; Fines, Bail, Fees, Poor Box, Civil Enforcements, Small Claims and Family Law Maintenance
- ◆ Integration of CAS and the Criminal Case Tracking System (CCTS) for Fines etc.
- ◆ Introduction of new channels of payment methods (e.g. payment of fines via the internet)

#### ***Project: Courts Accounting System***

Continue the development and rollout of the Courts Accounting System (as above)

There are plans underway to integrate the Courts Accounting System and the Criminal Case Tracking System. It is recommended that this approach continue and be accelerated. The Case Management System will require a financial payment module and following the requirements analysis and systems design it will be known how the Case Management System and the Courts Accounting System will interface with each other. Where feasible it is recommended that accounting functionality should reside within the Courts Accounting System with appropriate interfaces to other operational systems including the Case Management System.

New channels of payment methods addressed as part of the Courts Accounting project will be delivered to customers through the customer portal in the long term.

#### ***“Continue the rollout and development of the Funds Accounting System”***

The Courts Service was responsible for managing funds worth €880 million in 2004. A major modernisation programme has been underway in the past few years and the implementation of a Funds Accounting System enables the Court Service to account for and manage all funds and financial activities generated through the operation of the Courts, primarily for Wards of Courts and Minors.

Significant progress has been made in this area which has resulted in substantial business benefit for the organisation and its customers.

There is ongoing work to bring all funds managed by the Courts Service into the funds application and new investment strategies. There are plans to optimise the use of electronic services for payment and investment reports to customers.

#### ***Project: Funds Accounting System***

Continue the development and rollout of the Funds Accounting System and deliver online services to customers. The provision of on-line services to customers should be accessed through the customer portal.

# 6 Strategy for Success: Corporate Solutions

## 6.1 Introduction

Corporate Solutions refer to the applications that will be used across the organisation but that are not related to the processing of core operational court business. This section includes support systems such as financials, HR, corporate wide systems and technologies. An important element of the Corporate Solutions is Information Management and includes records and document management, management information, knowledge management and provision of information to the public and wider justice community.

In the past five years many processes within the organisation have been automated, with the implementation of core business applications for financial management and human resources and the improved provision of management information. However, the Courts Service has limited integration between these core business applications, and for a number of reasons (e.g. underlying process and cost/ benefit) it is not appropriate to adopt an Enterprise Resource Planning (ERP) approach.

## 6.2 Specific Themes

Three key themes, each of which is described in more detail below, underpin the development of the recommendations and are as follows:

- ◆ Information Management
- ◆ Supporting the Judiciary
- ◆ Integration

### **Information Management**

The Courts Service is primarily an information and knowledge based organisation and it is the guardian of numerous registers and records that require public access. Internally, the provision of management information and statistical reporting plays an integral part in the strategic and operational planning of the organisation.

Currently information can be difficult to find as there are many information stores within the organisation, electronic and manual, and there are many disparate business systems. The foundations for high quality information management are already in place including the underlying technology, infrastructure and business applications.

This ICT Strategy makes recommendations to ensure the necessary systems and processes are in place to manage information as a valuable asset and makes recommendations that will enable a high-quality information service to the public.

### **Supporting the Judiciary**

One of the five statutory mandates of the Courts Service is *“To provide support services for the Judiciary”*. The Courts Service in its new Strategic Plan for 2005 – 2008 (Chapter 6) has outlined the key initiatives which it intends to pursue and implement over the period of the Plan to support the Judiciary. This ICT strategy further elaborates on these key

initiatives and outlines the development approach which will be adopted. ICT services currently provided to the Judges include office productivity tools, email, access to a Judges intranet, library and research facilities, electronic judgments, remote access services and access to a range of external online legal databases.

As part of the analysis phase of this ICT Strategy we consulted and met with members of the Judiciary which were representative across jurisdictions. This ICT Strategy seeks to address the requirements of the Judiciary and to continue to upgrade and enhance the existing systems and support processes. Many of the recommendations in this Strategy will also indirectly support the Judiciary, including better use of court time through more efficient case processing, instantaneous production of court documentation (e.g. orders), reduced backlog in waiting times etc.

#### *Infrastructure, remote and mobile access*

One of the key issues arising from the analysis phase with the Judiciary was the requirement for an upgraded and enhanced mobile and remote access infrastructure. With the wide introduction of new technologies such as 3G and broadband, the current remote access facility is deemed inadequate in a modern ICT environment.

The nature of the work of the Judiciary is that they require secure, remote and mobile access e.g. working from home, moving from court to court etc. The upgrading of the underlying infrastructure will be an appropriate basis for the delivery of a fast and secure remote access to the Judiciary through the provision of VPN technology and will support them in their day to day work. This will result in significant improvement in the facilities available to the Judiciary, e.g. high speed system access for judges on circuit and movable judges, mobile and teleworking facilities etc. The new technology and infrastructure rollout will be implemented in a user-friendly way, with appropriate training where required.

#### *Electronic Submission of Documents (Supreme Court)*

A pilot project currently underway within the Supreme Court is specifically designed to provide for the electronic lodgement of case documentation and the subsequent display of documents within the Supreme Court courtroom. The project will enable Judges of the Supreme Court to electronically review case documentation in advance of hearing and will provide facilities to Counsel to subsequently electronically present their court submissions within the courtroom environment.

It is recommended that this project should proceed to design and development stage commencing in 2006. The project as well as providing significant business benefit to Judges of the Supreme Court will additionally assist in formulating future standards and processes for the adoption of a standard system for the lodgement of electronic evidence with the courts and its subsequent presentation in a courtroom environment.

The ICT Strategy recommends a project to implement an eFiling solution which will be implemented as part of the Case Management System and this has been given a high priority in the implementation plan. Consideration should be given in the future, if appropriate and where business value can be achieved, to the interfacing of the eFiling system with the evidence lodgement and presentation system.

### *Provision of Information*

The Courts Service have developed and implemented a Judges intranet which is intended to provide relevant information and content to the Judiciary (including web-enabled legal databases). It is recommended that the Judges Intranet project board be re-established and should undertake a fundamental review of the information requirements of the Judiciary and develop the intranet accordingly. The Judges intranet should act as a single point of electronic access to information, databases, content and services relevant to the Judiciary.

It is recommended that a review of the detailed information requirements of the Judiciary be undertaken to establish how information and communications technology may better support the Judicial processes. It is evident that significant research facilities will need to be made available to ensure that future developments in this area adequately and sufficiently meet the requirements of the Judiciary.

### *Case Management System*

The recommendation for a single Case Management System for civil litigation cases will provide efficiencies and effectiveness in the operations of the court. The Case Management System, incorporating an eFiling solution, will provide new opportunities for the Judiciary particularly in terms of direct access to case documentation in advance of hearing and within the courtroom environment if required.

The recommendations will additionally facilitate the accurate and timely provision of integrated information, statistics and improved management information to the Judiciary.

### *Digital Dictation System*

A Digital Dictation System has been under pilot with a number of Judges for some time. The system, particularly if integrated with an appropriate voice conversion tool has the potential to be of significant benefit to the Judiciary in the preparation of judgements and other correspondence. It should significantly improve turnaround time for draft judgements and will facilitate mobile and remote working. A high level of satisfaction has been expressed by Judges currently piloting the system and it is recommended that the Courts Service should now proceed to procure a suitable system which can be deployed to the Judiciary.

### *Courtroom Technology*

The strategy contains a number of recommendations for the introduction of technology within the courtroom specifically in the areas of Digital Audio Recording, Videoconferencing and evidence presentation systems. These developments are inter alia designed to assist the Judiciary in the discharge of their Judicial functions and to act as technological enhancements in the overall administration of justice. Digital Audio Recording specifically offers opportunities to assist Judges in reviewing evidence for example, an audio file of a day's evidence can be available to the Judge at the end of a sitting day for his/her review if required.

The ICT Strategy specifically recommends that the Judges Project Board be re-established and it is recommended that this should be the forum for the definition of technology enhancement for the Judiciary in general. Technology is continually evolving in a courts environment and useful tools are available in the marketplace. A specific example is the evolution of Tablet PC's and the recent pilot undertaken by the Courts Service with a

member of the Judiciary indicates that this technology can be extremely useful. It is recommended that this pilot be extended to additional members of the Judiciary with a view to confirming its usefulness.

#### *Training and support*

The Courts Service has provided a range of ICT training courses in the use of information technology including the provision of an ECDL course. These courses enjoy a high level of satisfaction among the Judiciary.

It is recommended that the Judicial training programme in the use of technology be continued and expanded to cater for the new initiatives identified in this strategy.

### **Integration**

A key focus for the Courts Service is integration across the wider justice community. The Courts Service plays an integral part in the criminal justice process and is key in ensuring interoperability between An Garda Síochána, the Prisons Service and other agencies which collectively make up the criminal justice system.

The Courts Service through the rollout and implementation of a nationwide Criminal Case Tracking System in all District Courts is now well positioned to provide data and information to relevant parties across the criminal justice system.

The continuing development and enhancement to CCTS will further build on the current potential for integration and interoperability.

Integration between key business applications within the Courts Service is also a key focus and the ICT Strategy recommendations aim to provide information sourced from multiple systems in an integrated manner (e.g. between financial and non-financial systems) and to facilitate information sharing and collaboration across the organisation.

The implementation of a Case Management System will provide an integrated system for civil case processing and will provide a number of benefits including the single view of a case as it moves across jurisdictions and a single source of management information for civil litigation.

## **6.3 Recommendations**

Many of the key primary corporate solutions are already in place, e.g. HRMS, FMS, and there are many projects underway or planned which will develop the current applications portfolio. However, the following is the recommended development path for corporate systems.

**Web Presence (6.4)**

**Management Information (6.5)**

**Corporate Records & Document Management System (6.6)**

**Property Management (6.7)**

**Ongoing / Planned projects (6.8)**

A description of each individual recommendation is outlined as well as the resulting projects or actions that must be undertaken to achieve the goal. Individual project charters for each recommended project are detailed in Appendix 1.

## 6.4 Web Presence

Currently the Courts Service has a strong internet presence through its website *www.courts.ie*. Significant enhancement and development has been undertaken to the Courts website since its launch in 1999 and it recently won the Best State Body award in the eGovernment awards in 2005. It is recommended that in the short-medium term that the website continues to be enhanced and developed using the current technology base.

Following the implementation of projects (such as the Case Management System, eRegisters etc) there may be a requirement to provide additional services and facilities through the web site. At this point, a business case should be developed for the development of a customer portal, which is a typical approach to delivering a wide range of electronic services and relevant information in a concise and suitable format for a variety of customer groups (e.g. general public, trusted third parties and staff). It will provide customers with a single access point to interact electronically with the Courts Service.

For dissemination of information internally to Courts Service staff and Judiciary it is recommended that a corporate wide intranet be developed. An intranet is designed for internal purposes and delivers services and information specifically for staff which can be personalised for each staff member.

A possible approach will be to evolve the current website format into a customer portal and a corporate wide intranet which will all reside on the same integrated technical platform. The current underlying technology and content management tool will be assessed to decide if it will be a suitable and scalable platform for the requirements of an Intranet and a customer portal.

There are four specific recommendations outlined below:

- (1) Internet Presence
- (2) Information Policy Review
- (3) Customer Portal
- (4) Intranet

### **Recommendation: Internet presence**

*“Continue enhancement and development of [www.courts.ie](http://www.courts.ie)”*

It is recommended to continue the development of the courts website in the short-to-medium term. There are on-going plans for its enhancement and providing more services and information.

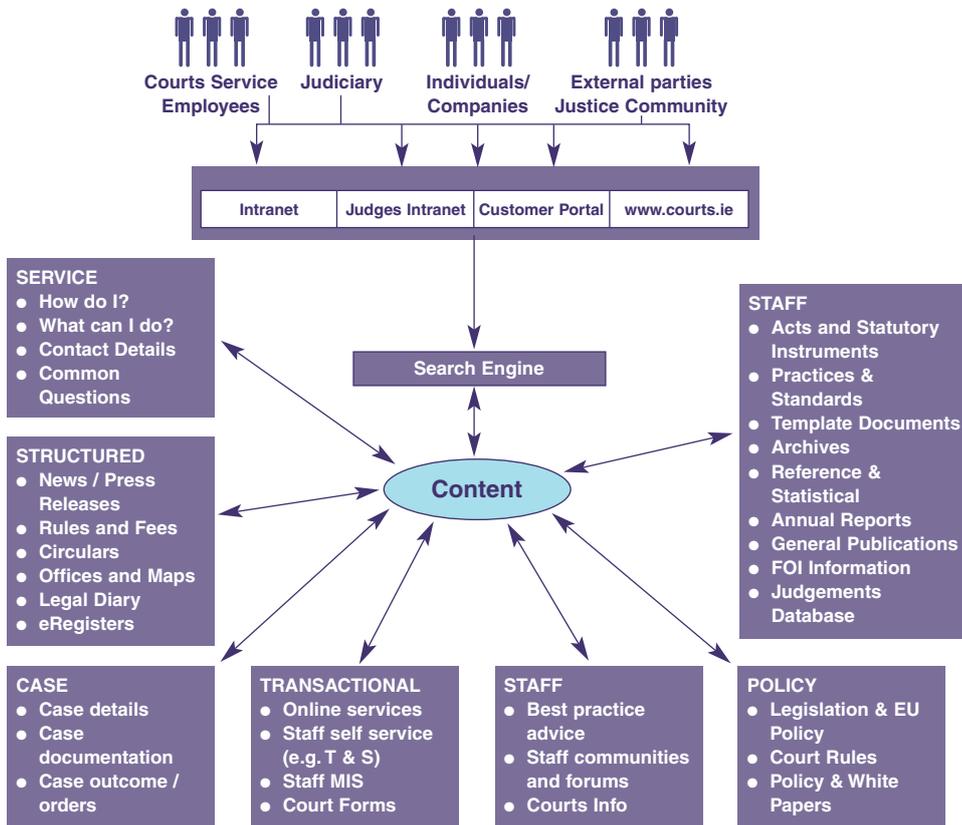
It is recommended that roles and responsibilities of the business should be clearly defined and content authors for each area should be appointed. These appointees would be responsible for publishing of information, its update and subsequent archiving where necessary. It is recommended that the information be reviewed and updated where necessary.

**Recommendation: Information Policy Review**

*“Conduct a review of the information types held by the Courts Service and define the appropriate dissemination policy for its use”*

The Courts Service is a knowledge based organisation and relies heavily on documentation and information. Information should be readily available to the appropriate customers, internal and external, and in a variety of formats (e.g. paper publications, electronically etc.). It is recommended that a review be undertaken to establish the types of information held in the Courts Service and the appropriate dissemination method(s). The purpose of the review will be to define an information policy for delivering information and content and defining the strategy for its dissemination e.g. the intranet or customer portal.

The review should also assess the suitability of publicly providing individual information types and assess any issues taking into consideration factors such as Court Rules and the Data Protection Act etc. A plan should be actioned to resolve any issues (e.g. authentication, non-repudiation and signatures) surrounding provision of Court documentation (e.g. Court Orders). The diagram below depicts types of information held within the organisation.



**Figure 7:** Information types held within the organisation

It is important that, for each information type defined, roles and responsibilities are clearly defined and assigned for its authoring and upkeep.

The project will take into consideration the Records Management Policy where applicable.

### **Recommendation: Intranet**

*“Develop and implement a corporate wide intranet as a method of improving sharing of information & knowledge across the organisation”*

The Courts Service is primarily an information based organisation and feedback from staff indicates that information can be difficult to find. It is recommended to develop and implement an intranet which has the potential to be a single repository for internal Courts Service information including policies and procedures, HR information, staff information etc and would be an effective mechanism to share and communicate information across the dispersed organisation. The intranet would contain information that is most relevant to staff and will assist them in their day to day work. It would provide organisation wide information but also be sub-divided into functional views and provide information that is only relevant to a particular office (e.g. Wards of Court or Accountants Office etc.).

It is proposed that each office or functional area take responsibility and ownership of the information for their area and have the ability to publish information that supports their specific area. Each office will be able to determine what information is published, how information is presented, when information is archived, etc. within the overall design guidelines of the intranet.

### **Recommendation: Customer portal**

*“Develop a customer portal to provide a single online access point for customers”*

The Courts Service places strategic importance on continuing to deliver a high quality customer service. Currently the courts website provides an array of information electronically and there are other recommendations in this ICT Strategy report that will deliver additional information and services electronically (e.g. eFiling and eRegisters). It is envisaged that in the medium term there will be a requirement to deliver additional services and information electronically to customers in an integrated method. It is recommended, following the acceptance of a business case, to develop and implement a customer portal.

A customer portal will provide a single point of access to customers to all online information and services of the Courts Service.

The content, information and service provided can be personalised for each pre-defined customer group (e.g. law practitioners, jurors etc) and will provide additional features such as a means of searching many data sources and providing levels of security and authentication. The customer portal will act as a single launch point for all eServices. It is envisaged that customers (e.g. practitioners) would be able to log on securely and view details of relevant cases, a personalised legal diary and conduct transactions e.g. ordering Court Orders, searching eRegisters, eFiling of documents.

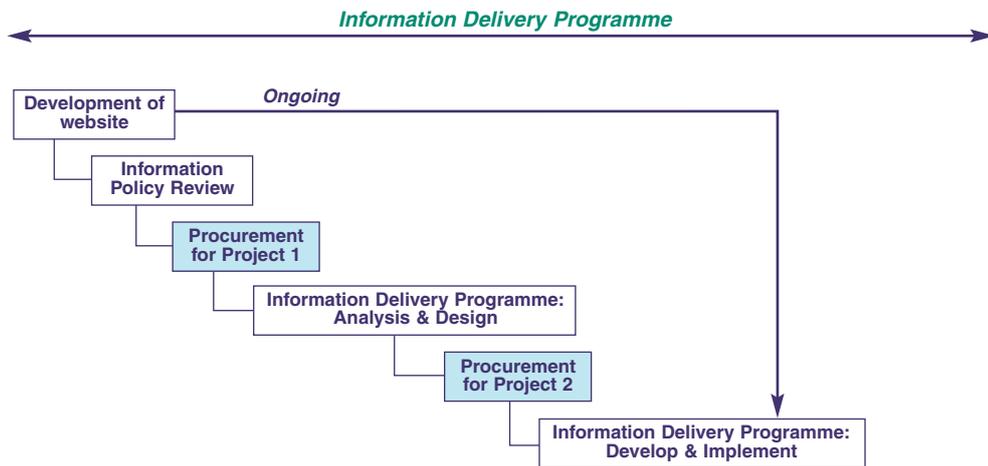
The website, intranet and customer portal are all interlinked and should share the underlying tools, technology and infrastructure. The development and implementation of the customer portal and intranet could be incorporated into one single programme to maximise efficiency (see below).

It is recommended that as part of the selection of technologies for the eRegisters that the long term requirements of a customer portal and intranet are taken into consideration.

### **Recommendation: Information delivery programme**

*“Undertake the above recommendations by incorporating them into one overall programme”*

The above recommendations set out individual projects that will support the provision of information and data to staff, Judiciary, customers and the general public. It is recommended that the projects be grouped into one overall “Information delivery programme”. An example of how the programme might be structured is set out below. The details of each individual project can be found in the Project Charters in Appendix 1.



**Figure 8:** Information delivery programme

As outlined in the diagram above it is likely that the programme will be divided into two distinct stages:

- Phase 1: Analysis and design
- Phase 2: Development and implementation

### **CS2: Information Delivery Programme**

#### **Ongoing development of website**

Continue with the ongoing development and enhancement of the website on the existing technology platform.

In the short term roles and responsibilities for the publishing and maintenance of content need to be clearly defined throughout the organisation. Staff members from functional areas should be appointed where appropriate and an immediate assignment should be undertaken to review and update the information and content pertinent to their functional area.

#### **Phase 1: Analysis and design**

The objective of this phase is to undertake a requirements analysis for the website, intranet, customer portal and underlying technology and tools. Following the requirements specification definition the overall solution design can be completed. Input will be required from the design team to ensure the technical standards and policies of the Courts Service are adhered to. The project may be structured into distinct workstreams which would be closely interlinked with one another and share resources where applicable (e.g. business analysts).

#### Workstream 1: Information Policy Review (CS2.1)

This project has the objective of defining information types within the Courts Service and defining a policy for dissemination of each information type to staff, Judiciary, customers and general public etc. It would define what information should be made available and in what format (website, customer portal, intranet, other) and if there are any restrictions to its use (e.g. only for Courts Service staff). It is envisaged that this project will be closely linked with the Records Management Policy project.

It is feasible that this project could be commenced in the short-term and be driven by the Courts Service in advance of selecting a supplier for Phase 1: Analysis and design.

#### Workstream: Intranet (CS2.2)

- ◆ Analyse the information requirements of each office or functional area and decide what sub-intranets are required
- ◆ Assign roles and responsibilities e.g. authors
- ◆ Define design format and features (e.g. search functionality)
- ◆ Define content management processes and requirements including requirements for a portal

#### Workstream: Customer Portal (CS2.3)

- ◆ Define customer groups, access rights and security levels. Users transactions and access to information and services will be based on user groups with security levels and passwords.
- ◆ Decide what court documentation and information will be accessible on-line to external parties and any access limitations.
- ◆ Define requirements for a real-time online user friendly legal diary and the appropriate treatment of the information currently published on the Courts website

#### Workstream: Website

- ◆ Review the information and content on the website and define a strategy for its continued use
- ◆ Define a strategy for the migration of information and content to the new technology environment

#### Workstream: Technical

- ◆ The use of tools and technologies for the delivery of eRegisters will have been selected with the delivery of the intranet and customer portal in mind e.g. scalable, appropriate and flexible.
- ◆ Define requirements for content management including requirements for records management Select new technologies (e.g. content management tool, database) where appropriate.
- ◆ Define technical requirements – including security, and asses impact on underlying infrastructure
- ◆ The underlying technology and infrastructure must provide for a scalable architecture which allows easy addition of content and services.
- ◆ Establish the appropriate technology platform for the customer portal.

### **Phase 2: Develop and Implement**

The objective of this phase is to build and implement the intranet and customer portal that meets the business requirements. The detailed implementation approach will be defined and it is feasible that it will be rolled out in a number of phases, each providing additional services and information. The integration approach with eRegisters and eFiling will also inform the development and implementation process.

- ◆ Develop and implement the intranet
- ◆ Develop and implement the customer portal
- ◆ Migrate relevant data from the website to the customer portal and / or intranet
- ◆ Implement search facility and interfaces to underlying applications where necessary
- ◆ Publish information using the content management tool (existing tool or a corporate content management tool as may arise from the records management strategy)
- ◆ Train end-users in content management tool (if required)
- ◆ Assign roles and responsibilities to court staff (e.g. publishing information)
- ◆ Assign security access rights to specific customer groups (e.g. practitioners, general public, school pupils) etc.
- ◆ Interface with other applications (e.g. Case Management Systems and document management)
- ◆ Conduct communication exercise (training where necessary) with customers

## **6.5 Management Information**

*“Provide a reporting environment that addresses user information requirements”*

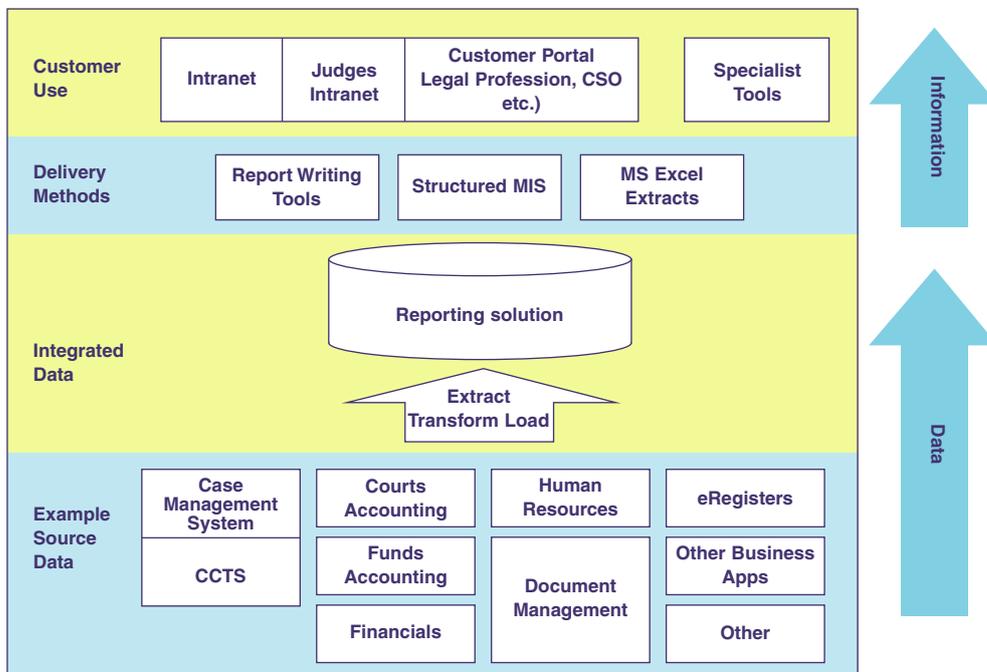
Currently it is difficult to provide integrated management information as there are many disparate information sources, comprising both manual records and stand-alone systems. There also exists a limited sharing of information across directorates, offices or jurisdictions. Extracting management reports from systems is difficult due to stand-alone legacy systems and poor data entry standards and enforcement.

It is recommended to put in place a reporting environment that will ensure the provision of accurate, timely and relevant information at a strategic, management and operational level. The reporting requirements should be derived from Key Performance Indicators (KPIs) for each functional area as well as organisation-wide. Following the identification of these KPIs, reporting requirements for managers, staff and key stakeholders (e.g. DoJELR, CSO) should then be identified to support the KPIs of the functional areas. There is currently a project underway to define financial KPIs in keeping with the Government MIF initiative.

Management information should cover both financial related information and other non-financial performance information in as integrated a manner as possible. This requires the integration of information across systems (e.g. Courts Accounting and Case Management Systems).

A project to assess the availability of statistics from current stand-alone systems has recently been completed and which identified a number of gaps that will need to be addressed. However as many of the systems assessed will be incorporated into the Case

Management System it may not be viable to undertake significant system modification or development to address the information gaps. The analysis stage of the Case Management System will identify the management reporting and statistical reporting requirements. It is also recommended and the importance is stressed that as part of the analysis and design of any new application the reporting and statistical requirements, for all key stakeholders, must be clearly defined.



**Figure 9:** Reporting environment for the organisation

### **Project CS3: Strategic reporting requirements**

#### **Phase 1: Analysis and design**

It is recommended that a project should be undertaken to identify the KPIs and information reporting requirements at the organisation, management and operational level. This will build on the current project identifying financial KPI's.

The recent project undertaken to identify sources of data and availability of the required information must be considered to ensure that the KPIs can be measured within the organisation. However some of the reporting requirements that require system developments will not be met in the short term but delivered over the lifetime of this ICT Strategy. Some initial reporting requirements can be met in the short-term. However some may require system modifications and will be met over the lifetime of the strategy. An interim solution can be put in place to support the provision of KPIs and required management information.

It is recommended that as part of any new systems development a separate analysis of MIS and reporting requirements be addressed.

### ***Phase 2: Develop and implement a solution to deliver KPIs & reporting requirements***

It is recommended that a repository and/or reporting facility to collate the required data from numerous systems (e.g. CAS, CCTS, Case Management System, HR) should be developed. This will provide an integrated view of information and the ability to manipulate the data and provide reports. It is recommended that the initial implementation of this KPI system should be delivered by a basic reporting system. However further analysis will be required to determine the required solution. Reports can be delivered through a number of channels including the Intranet, standard reports, and specific reporting tools.

## **6.6 Corporate Records & Document Management Solution**

The Courts Service has a solid infrastructure in place which has provided information storage facilities including email, Lotus Notes document libraries and networked file servers. A Courts Service standard for the storage of documents electronically does not exist at present and each office uses a combination of the various file management approaches available.

It is recommended that a records management policy, for both manual and electronic records, should be developed for the Courts Service. This would classify types of records and the archiving policies for each record type. It would also define indexing, meta-data, expiration and archiving rules, with a standard method of storage and naming conventions for folders and files. The Courts Service has recently commenced a project to define its records management policy. It is recommended that this project should proceed and be accelerated, as the project outcome will significantly inform future information management requirements.

It is recommended that a corporate wide electronic document management solution be implemented as part of the records management strategy. The document management solution would be used as the single repository for electronically storing documents across all system types operational and corporate. The document management solution would provide an indexing and storage mechanism for selected documents. Documents could be checked in or out and access rights could be assigned to each document. The document management solution would allow key information to be recorded for each document, to facilitate users when searching for a particular document type or subject. Electronic documents submitted to the Case Management System would be stored in the overall document management solution.

Training may need to be provided to staff to ensure the best practice procedures are adhered to.

### ***Project CS4: Records management strategy***

The objective of this project is to set out a strategy for the Courts Service for records management of electronic and paper records. The records management strategy will

define records classifications and appropriate policies and procedures. An effective records management policy will ensure that records maintained by the Courts Service are authentic and complete. It should also ensure that they will be protected and preserved and will ensure current and future accountability.

#### ***Project CS5: Document management solution***

The objective of this project is to define the requirements for document management and implement a corporate wide solution. It is recommended that one solution is adopted by the Courts Service for the management of documents both case related and business administration. A project is currently underway to assess the requirements for a solution for corporate documentation. However, it is envisaged that a document management component will be part of the Case Management System. The commencement of the case management programme must be cognisant of the document management project and its findings. At this time it is feasible that the case management programme will include a document management project that will cover both the case management and the corporate wide requirements.

## **6.7 Property Management**

One of the five core mandates of the Courts Service is “to provide, manage and maintain court buildings” and to this end the Courts Service is committed to continuing its programme of work to improve buildings and facilities throughout the country.

The Courts Service has developed a capital building programme which sets out the plan for building, refurbishing and maintaining offices and court venues.

A system to assist with the management and maintenance of the Courts Service's buildings, assets and grounds is recommended. Maintenance of buildings is a key focus area and the Courts Service must ensure it adheres to the relevant Health and Safety legislation.

#### ***Project CS6: Property management system***

The project would include a business case for the implementation of a Property management system that would assist the Courts Service in carrying out its building and maintenance programme. The project would include the requirements analysis and the selection of a system to meet the business requirements.

The project would also determine if there is a requirement for a project management system with cost tracking component.

The feasibility of the system to provide for larger project management projects (including budgetary spending) may be required for major capital undertakings.

## 6.8 Ongoing / planned projects

There are a number of key projects underway or planned which are outlined in Section 9: Implementation. However there are two core applications within the corporate solutions that are outlined below

### *“Continue the rollout and development of the Financial Management System”*

As part of the wider justice sector programme for the modernisation of financial management practices and systems the Courts Service implemented Oracle Financials just over two years ago. The system is hosted by the Financial Shared Service Centre of the Department of Justice, Equality and Law Reform, Killarney. The system is at the core of enabling the Service to comply with the objectives of the Management Information Framework (MIF). The framework has a number of strands including;

- ◆ Financial Reporting
- ◆ Planning and Budgeting
- ◆ Monitoring Performance
- ◆ Cost Awareness

Good progress has been made to date and it is planned that the financial management system will make a significant contribution to improving value for money in the Courts Service.

Ongoing and planned enhancements and developments will deliver improved business benefits and support management in their business planning.

### *“Continue the rollout and development of the HRMS”*

The Courts Service has implemented the government wide PeopleSoft system for its Human Resource Management System (HRMS). In addition, there are plans underway to implement a time and attendance system. There is an ongoing plan for developments and enhancements to the HRMS which should be developed to meet the needs of the Courts Service including:

- ◆ Streamlining processes: the HRMS should automate processes e.g. recruitment
- ◆ Reporting: providing management information reports which support devolved HR management structure, meeting external information requests
- ◆ Resource planning: assessing current capacity and plan for future needs. This will be important in the context of the resource planning for the implementation of the ICT Strategy
- ◆ Performance Management: providing a means of collecting and monitoring performance indicators for the HR KPIs

# 7 Strategy for Success: Technology

## 7.1 Introduction

This section covers the underlying infrastructure supporting automated solutions and providing the building blocks on which to deliver the strategy and includes technical platforms, communications, networks, operating systems, servers, security, PCs and printers.

Significant work has been undertaken since the previous ICT Strategy to provide a robust and reliable nationwide infrastructure. There has also been considerable success in the creation of a managed service arrangement. Any communications infrastructure must continue to evolve and develop, take account of developments in technology generally and accordingly the focus for the duration of this ICT Strategy will be building on the current infrastructure to support the implementation of the recommended applications and technologies. It will also focus on the use of emerging and new technologies that will provide business benefit to the Courts Service.

The following are the key recommendations in this area:

### **Infrastructure (7.2)**

- Technical platform for new applications & eServices
- Upgrade the network
- Create a server consolidation programme and move data centre
- Mobile and remote technologies
- Technology refresh
- Communication tools

### **Courtroom Technologies (7.3)**

- Provide the infrastructure and tools required for electronic evidence presentation
- Provide Digital Audio Recording (DAR)
- Provide Videoconferencing facilities

## 7.2 Infrastructure

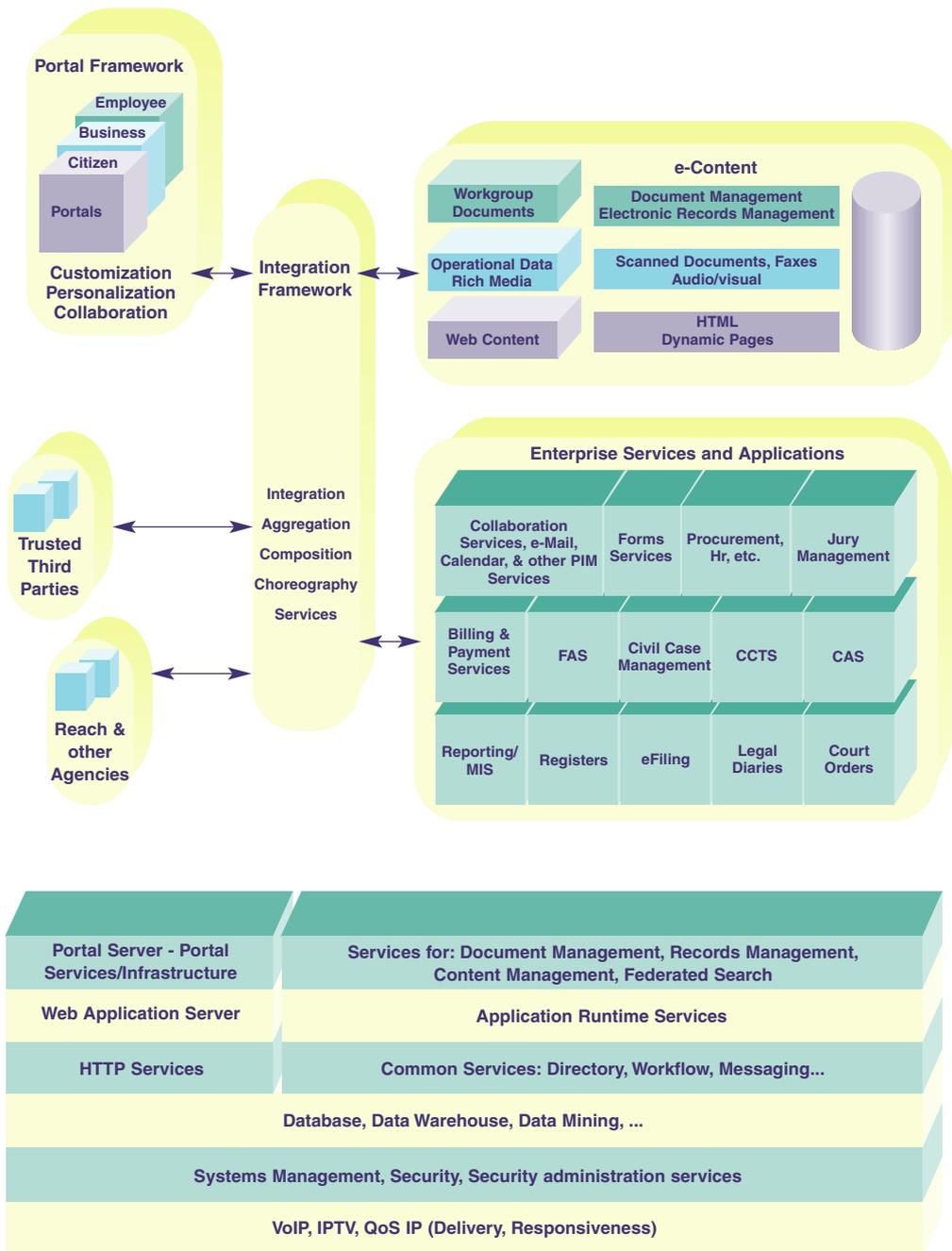
### **Guiding Principles**

Before discussing specific recommendations and their supporting projects a number of guiding principles were defined that will be used in the delivery of this ICT Strategy.

- (1) A **preferred relational database**: As part of project T1 (Technical platform for the delivery of new applications) it is necessary to define a preferred database solution. Having a single solution simplifies support, administration and maintenance costs. Having regard to the substantial investment already made by the Courts Service and the fact that the key business systems currently run on Oracle databases (CCTS, CAS, Small Claims etc.) selecting a second database technology for new systems would complicate the application platform and should not be considered without clear business benefit.

- (2) Where possible both internal applications and *eServices* should **share a single technical platform** (project T1). As all future business applications are to be web enabled an application server approach is suitable for both types of application.
- (3) All new applications are to be **web enabled**. Citrix will be required until all operational systems are web enabled. Project T1 deals with how the mix of 'thin' and 'thick' clients are to be managed during the lifetime of this strategy.
- (4) **Increase the scope of the managed service contract**. The existing managed service agreement is working well. Going forward appropriate services should be added to the remit of the next managed service contract where affordable. Technical platforms and architectures should be chosen with a view to the facilitation of external maintenance and support. Project T3 (Create a server consolidation project) will result in a server/storage setup amenable to off site provision.
- (5) **Adopt an XML standard**: XML has become the de-facto standard for defining structured messages. A number of initiatives by Oasis and other standards bodies are working to develop specifications for the use of XML to create legal documents and to transmit legal documents between parties. The Courts Service should monitor the progress of these specifications and, where appropriate, adopt them for use in their applications.
- (6) Move towards housing databases together on a **single dedicated server** with applications being housed on separate application servers. While it is possible to use clusters in lieu of large servers this approach is not recommended to handle the current or planned Oracle databases. It is recommended that virtualisation be used to allow multiple environments co-exist on the same server.
- (7) When choosing alternative technologies consideration is to be given to the **skill sets** required to support them. ICT Governing Committee approval would be required for any deviation from preferred technologies.
- (8) A **design team** should be put together in the near future. It is the remit of this team to ensure that all future development, where practicable, abides by these guiding principals and also conforms to the technical platform recommended in T1. The design team would also enforce the adherence to the corporate data model. (see recommendation O2 for further detail)

A conceptual diagram of the suggested high level architecture for the provision of applications going forward is shown below.



**Figure 10:** A conceptual diagram of the suggested high level architecture for the provision of applications going forward.

**Recommendation: Technical platform for new applications**

Applications are currently delivered on a range of platforms, for example: CCTS was developed using Oracle Forms; Small Claims uses Tomcat, InVision and Oracle; many applications use Notes and Domino; and Integration projects currently use BizTalk etc.

Without a single standard platform for the delivery of applications integration is hindered and multiple hardware platforms are required. Courts Service staff (and sub-contractors)

require a wider skill base and the cost of licensing and maintenance is greater. It is envisioned that this project would be undertaken in parallel with the initial requirements gathering for the new Case Management System (CMS - see project OS2). While this platform will support a wide range of applications the development of CMS will require services covering areas such as workflow, security, web publishing, and should be a good test of the proposed platform. The technical architect on the design team would perform this study and make the required recommendations.

### ***Recommendation: Desktop strategy***

The Courts Service has a dual strategy in relation to their client platforms. In general, smaller remote offices and court buildings use Citrix technology to provide thin client access to all corporate systems. Larger sites use full function workstations with local file and email servers. Citrix technology assists in reducing the cost of managing and deploying software to all user desktop machines.

The use of Citrix provides considerable savings in the installation and management of desktop applications on user workstations - especially in a geographically dispersed organisation such as the Courts Service. As more of the Courts Service's applications present a user interface using browser technology and have no costs associated with user workstation management, the cost/benefit case for using Citrix may be weakened. As older applications are replaced with browser based alternatives, the benefit case for using Citrix should be re-examined.

Over the next five years it is likely that application software that must be installed and managed on the user workstation will continue to be required (i.e. for Aggresso, Oracle Forms etc.). New applications will be developed using browser based technologies. Email and office applications will continue to require application software that must be installed and managed on the user workstation during the lifetime of this ICT strategy.

### ***Recommendation: Platform for the delivery of eServices***

The Court's eServices initiatives will require a robust technology capable of delivering up to date data and documents relating to the Courts business. The eServices could be accessed via multiple channels including:

- ◆ Web based browsers
- ◆ Kiosk type applications
- ◆ "System" interfaces to third parties
- ◆ Reach Services via the GVPN

Initial applications are likely to provide publicly available information, but the system should be extensible in order to provide strong security capabilities for authentication and authorisation.

Appendix 3 describes a number of landscape options for the eServices platforms. Depending on the option chosen the eServices technology platform may be tightly linked to the choice of internal application platform.

The Technical Architect (member of the design team) will deliver Project T1.

### ***Project T1: Technical platform for new applications & eServices***

This project will define and specify a preferred applications architecture for all future application development including the technical architecture for the delivery of eServices covering firewall(s), data source(s) and application services. The proposed platform should, where practicable, respect the guiding principals. This project should also consider the architectural implications where certain eServices may be delivered externally.

### ***Recommendation: Upgrade the network***

A fast reliable network is a mandatory requirement for any systems implementation. The network must meet current requirements but also accommodate future initiatives. In this regard it is noted that the Courts Service has already embarked on a network upgrade programme and this programme of work should be completed.

### ***Project T2: Upgrade existing network infrastructure***

The new network should accommodate access via prevalent technologies (home broadband connection, GPRS, 3G) while providing adequate security. Consideration must be given to the future capacity requirements stemming from initiatives such as VOIP, Videoconferencing and eFiling.

### ***Recommendation: Server strategy and consolidation programme***

The key business applications (CCTS, CAS, FAS) currently use a large Sun server as a production platform. The current utilisation of the system is approx 60% and this utilisation is growing as the key business systems are rolled out across the Court Service. The system is approaching its end of life and will be due for replacement in the next 18 months to 2 years. The Courts Service will have to decide whether to replace this system with a more up to date Unix server or to split the application onto a cluster of smaller servers (e.g. Windows/Linux on Intel). As mentioned in Guiding Principal no. 6, it is recommended that the Courts Service continue with a dedicated server making sure that the server chosen is expandable and will cope with the application development planned over its lifetime. Using a three tiered architecture with the application server separate from the database, it is normal to have the database on a single large server with built-in redundancy and the application servers split over a number of smaller cheaper machines that can be load balanced etc.

The Courts Service currently has a data centre in Áras Uí Dhálaigh which is supported under the current managed service contract. Due to the large variety of technologies currently supported, the data centre contains numerous servers with many approaching end of life. It is recommended that a project be undertaken to consolidate the number of servers and to review the replacements policy for those approaching end of service. The review must be conducted following the specification of the future application architecture and also take into account all ICT initiatives currently being implemented and those planned for the future. It is envisaged that this would be a 'living' project requiring periodic review.

### ***Project T3: Create a server consolidation programme***

This project aims to reduce the complexities of the current server infrastructure which will improve efficiency and facilitate moving to a new data centre. The Courts Service should avoid the use of unsupported versions of server operating systems for critical business applications/ processes.

Space in the Courts Service is becoming increasingly scarce and relocating the data centre elsewhere would alleviate the pressure on office space in a prime business location. There is a practicable option of using a hosting centre to manage the data centre off-site. A business case must be presented to establish which of the proposed options best meets the requirements of the Courts Service.

While the Courts Service currently hosts its strategic systems in its own data centre in Áras Uí Dhalaigh, the hosting centre is far from ideal. Significant issues exist in relation to the future availability of this data centre and additionally significant investment would be required to address disaster recovery, back-up/recovery, failover and business continuity. A hosting service coupled with the managed service already in place would offer significant technical and business efficiencies for the Courts Service. Such a proposal should be supported by a full business case. Moving to a managed data centre would be in keeping with current policies adopted by the ICT Directorate.

### ***Project T4: Move data centre***

The server consolidation project (T3) will facilitate moving the data centre off site.

### ***Recommendation: Access to mobile and remote technology***

The Courts Service has invested considerably in implementing a solid nationwide infrastructure. This ICT Strategy will build on the current infrastructure and introduce new services and technologies.

The Courts Service operates in numerous locations throughout Ireland and operates courts in non-Courts Service buildings. It is our vision that regardless of location, a registrar or member of the operational staff should have access to all required business applications while conducting court business. Business benefit will accrue by promoting access to court systems where and when required thereby reducing data entry duplication, increasing staff satisfaction and providing better customer service.

It is recommended that:

- ◆ All temporary and provincial courtrooms will have secure and fast access to the Courts Services network.
- ◆ Business applications to be accessible remotely regardless of location.
- ◆ Home access should be possible via VPN accessible over broadband.
- ◆ 3G connections should be available to highly mobile users.

### ***Project T5: Remote and mobile access***

The upgrading of current infrastructure should permit secure remote and mobile access to all core operational systems. This project will identify which staff require mobile and/or remote access to which applications and what the clear business case for the decision is.

The current service of remote access provided to the Judiciary should be improved and enhanced and the technology updated.

### ***Recommendation: Technology refresh***

A common issue that was raised by staff and managers during workshops and interviews was difficulties with printers and PCs. Operational staff rely heavily on their PC's and printers for the production of court documentation (e.g. court orders). It is critical that the printers and PCs in use in the courtroom environment, or public facing offices, should be resilient and adequately supported.

It is recommended that the Courts Service should put in place an ongoing technology refresh programme which would review printing facilities, desktop PC's and other ICT hardware throughout the organisation and implement solutions based on business use. Factors such as mobility, resilience, support, noise and speed should be considered.

### ***Project T6: Technology refresh***

The project will match technologies used by employees to the business requirements. In addition support procedures will be reviewed and amended where appropriate.

### ***Recommendation: Use of communication tools***

The Courts Service has rolled out email facilities to all staff and indicated that this is the preferred communication method. While the widespread adoption of email is a positive development it is recommended that in certain instances other communication and collaboration tools would be more effective methods through which to conduct business.

It is recommended that the use of instant-messaging and desktop text be rolled out to Registrars and back-office staff. Instant messaging is amenable to the courtroom environment and would facilitate communications between staff in court and those in the back-office. It may also be a service of benefit to the Judiciary, for example allowing Judges to communicate with their peers or researchers whilst in court or working remotely.

It is recommended that desktop text messaging be implemented in cases where a Courts Service staff member needs to communicate with mobile staff or court users. This allows users to write a message on their PC or laptop and send it to the recipient as a text message on their mobile phone. This would allow registrars or court clerks to communicate last minute changes to court schedules to other court users and staff.

Such an approach could also have significant business benefits to other organisations across the justice system. A specific example would be the use of text messaging to notify court practitioners and/or members of the An Garda Síochána of, for example, attendance requirements in Court.

#### ***Project T7: Communication tools***

The objective of this project is to roll out new communication technologies that will improve court efficiency and support staff in their day to day tasks.

Instant messaging and desktop text are two such technologies that would be suitable for use in a courtroom environment and would allow instant communication between the courtroom and back-office staff for business queries or issues and with the wider justice community. It may also be suitable for use by staff that work in the same business area but at different location.

### **7.3 Courtroom Technologies**

Technology is becoming increasingly prevalent in the international courtroom environment. The use of case management solutions by court registrars and court clerks is commonplace allowing case data to be recorded in real time.

Videoconferencing allows remote witnesses to give evidence thereby reducing cost and facilitating court scheduling. It is also invaluable in facilitating evidence presentation in cases involving vulnerable witnesses. Digital Audio Recording removes the need for stenographers and provides a valuable transcript of court proceedings.

#### ***Recommendation: Provide for electronic evidence presentation (T8)***

Electronic evidence presentation is becoming increasingly popular in other jurisdictions. International experience indicates that such technologies have the potential to reduce hearing times, particularly in complex cases.

It is recommended that a project be undertaken to investigate how best to leverage this technology in the Irish context and implement the recommendations providing the required infrastructure and technology in court. The initial focus will be on application to the Supreme Court, Court of Criminal Appeal, High Court, Central Criminal Court, Court of Criminal Appeal and Commercial List courtroom. It is recommended that an initial implementation of an evidence presentation system should be undertaken in the Supreme Court which can then be used as the basis for further implementation of a suitable system in other court jurisdictions. A detailed study is required, which is already underway in respect of the Supreme Court to ascertain what form of evidence presentation software is suitable and affordable in each court type.

The Courts Service has already invested in the underlying infrastructure to support this technology in the Commercial List courtroom and in the Courthouse, Washington St Cork. The availability of these systems will need to be actively promoted among legal

practitioners to ensure maximisation of facilities provided and business benefits for all. It is recommended that the Courts Service should continue to accelerate its deployment programme but should ensure that use of the systems is adequately promoted.

The provision of electronic services in the courtroom will require changes to work practices and court operations. The role of Courts Service staff in the use and support of the technology will need to be clearly defined.

#### ***Project T8: Provide for the use of electronic evidence presentation***

The objective of this project is to provide the underlying infrastructure and technology to permit electronic evidence presentation. The project will assess the potential use of the new technologies and identify the court locations in which the infrastructure and technology will be provided. It is recommended that the provision of electronic evidence presentation should be implemented in the Supreme Court now with subsequent implementations in other courtrooms.

#### ***Recommendation: Provide for Digital Audio Recording (DAR)***

Digital Audio Recording is a system which digitises the analogue signal from microphones such that the digitised audio can be stored like any other computer file on a computer or server.

The ICT Directorate have undertaken a number of DAR tests in the Supreme Court, Court of Criminal Appeal, Commercial List courtroom and the Washington Street Courthouse, Cork. Based on the successful outcome of this testing phase the Courts Service are in the process of procuring a strategic DAR solution for all courtrooms nationwide. A comprehensive business case supports the deployment of the system and it is recommended that the envisaged procurement should proceed as quickly as possible.

#### ***Recommendation: Implement Videoconferencing***

Videoconferencing is becoming increasingly used in court hearings in other jurisdictions and its uses include receiving evidence from overseas, from a witness or party in custody, to hear expert evidence, to hear pre-trial hearings, for appeal hearings, to conduct remands etc. The technology has become more prevalent, cost effective, reliable and secure in recent years.

The use of Videoconferencing within the courts was recommended following the submission of a report, chaired by the Hon. Mrs Justice Susan Denham, a Judge of the Supreme Court. The report set out that the use of Videoconferencing could increase efficiencies and effectiveness within the court operations.

The Courts Service has already a number of systems in place which facilitate the taking of evidence over Videoconferencing links and international experience would indicate that such facilities are becoming increasingly prevalent in courtroom environments

Additionally there is currently a joint project underway supported by the Courts Service and the Prisons Service investigating the use of Videoconferencing in the court room for

the hearing of bail applications and similar type applications between the Courts Service and the Prisons Service. The project objective is to reduce the movement of prisoners to court locations through the use of Videoconferencing.

As the Courts Service is a widely dispersed organisation there is also potential to employ Videoconferencing in order to reduce time spent travelling to and from meetings and to facilitate team working across multiple locations.

In this context the Courts Service is in the process of preparing a business case which incorporates:

- ◆ Videoconferencing with the Prisons Service
- ◆ Videoconferencing in civil litigation proceedings
- ◆ Corporate business conferencing within the Courts Service

It is recommended that this project be progressed and subject to the completion of the business case and identification of benefits, a procurement should be undertaken to select a suitable system, ideally in co-operation with the Prisons Service.

# 8 Strategy for Success: Governance and Organisation

## 8.1 Introduction

This section of the strategy covers areas such as the overall management and direction of ICT, governance issues, recommended ICT organisation structure, roles and responsibilities in relation to ICT and required ICT skills and training.

This area of the strategy sets out recommendations for a new structure for the ICT Directorate which will focus on providing services aligned to the business structure. Appropriate resources are also required to support the implementation of this strategy and to ensure the Courts Service utilises ICT to its full advantage.

The critical prerequisite of a successful strategy implementation is sufficient resources, correctly organised to deliver on the strategy.

The goals of this area of the strategy are to:

- ◆ Create an effective organisational structure within the ICT Directorate which supports the business and the vision of this strategy
- ◆ Create an effective and formalised project governance structure that aligns ICT with the business
- ◆ Address the resourcing issues to ensure the successful implementation of this strategy
- ◆ Clarify responsibilities to ensure an effective working relationship between ICT and the business directorates
- ◆ Address opportunities for business change (not just process), which will be a key enabler for success
- ◆ Further enhance the level of ICT skills and knowledge across the organisation
- ◆ Build on the current professional culture in overseeing and implementing ICT projects

## 8.2 Recommendations

The following are specific recommendations to support the ICT Strategy vision:

- ◆ ICT Governance structure
- ◆ ICT Directorate structure
- ◆ Design team
- ◆ User support and skills
- ◆ Resourcing
- ◆ Project management environment
- ◆ Communications between the business and ICT

### Recommendation: Formal ICT governance structure

“Put in place a formal governance structure for the prioritisation and implementation of ICT projects”

The business and ICT need to work to a shared and agreed agenda to ensure the successful implementation of this ICT Strategy and to reassign priorities and resources to new requirements as they arise.

It is recommended that a formal forum be assembled with responsibility for the approval, prioritisation, resourcing, funding, monitoring and setting the overall direction of ICT projects. The *ICT Governing Committee* will be responsible for ensuring, within the management responsibility structure of the Courts Service, that the business benefits are delivered (Time, Cost, Quality and Service). The ICT Governing Committee will replace the current ICT Steering Committee.

Individual projects will have a *Sponsor*, a project board, a project manager(s) and a project team made up of business users and staff from the ICT Directorate which will vary in size and composition depending on the scale of the project.

For *individual projects*, a formal business case must be prepared and presented to the ICT Governing Committee for approval, prioritisation and resourcing. The business case must set out the proposed business benefits (quantifiable) and costs of the initiative. The sponsor will be accountable for the delivery of business benefits within the project budget. Specific technology projects could be sponsored by the ICT Directorate.

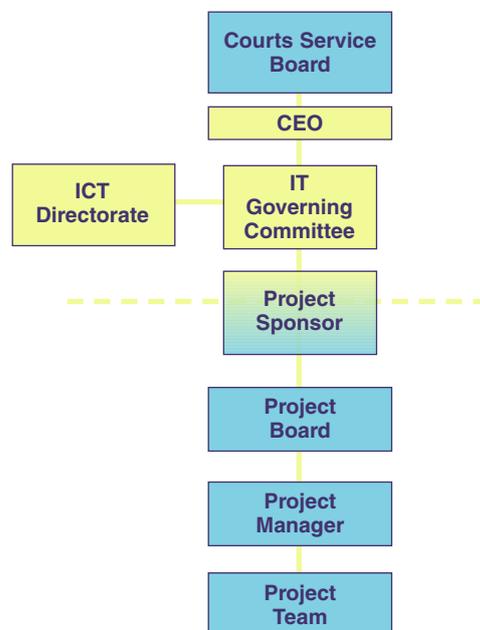
The individual projects will be sponsored by a member of the ICT Governing Committee.

This will represent the linkage between the project and the Governing Committee.

This structure is depicted in the diagram below:

#### The ICT Governing Committee will:

- ◆ be chaired at executive level and comprise of executives from each strategic business unit/functional unit. Key ICT personnel and Business Sponsors will also be members
- ◆ own responsibility for the implementation of the ICT Strategy Plan
- ◆ report to the CEO who reports to the Courts Service Board and the Audit Committee of the Board as appropriate
- ◆ define project roles and responsibilities and ensure they are fulfilled
- ◆ recommend the project priorities.
- ◆ implement a process for monitoring and controlling costs and the delivery of business benefits of projects
- ◆ establish and monitor a number of processes and support structures to assist the programme:
  - ◆ formal roles and responsibilities: Project Sponsor, Project Board, Project Manager, Project Team



- ❖ formal project documentation (including formal project proposal), policies and procedures
- ❖ commit to projects only when all elements (resources, change management etc) are in place to ensure highest probability of success.

**Individual project boards will:**

- ◆ Be chaired by the sponsor who is a member of the ICT Governing Committee
- ◆ Comprise appropriate stakeholders from the business areas
- ◆ Own responsibility for the implementation of the project
- ◆ Define project roles and responsibilities and ensure they are fulfilled
- ◆ Monitor and control costs and the delivery of business benefits
- ◆ Have a nominated project manager who will be from the business or ICT or both as appropriate

**Project O1: Establish an ICT Governing Committee with underlying support mechanisms**

Before implementing this ICT Strategy it is essential that the formal ICT Governing Committee is established with the underlying support mechanisms in place. Roles and responsibilities must be clearly defined and communicated across the organisation. (See project charter) The ICT Strategy Implementation Plan is an evolving document that must be reviewed and updated as new priorities arise.

Following the mobilisation of the ICT Governing Committee its roles and responsibilities and the formal processes and procedures should be clearly communicated to all users across the organisation.

Work is required to document the policies and procedures and to define project documentation standards and templates

*“Develop a policy for stand-alone applications”*

It is a principle of this ICT Strategy that the business takes increasing ownership of ICT projects (e.g. progressing their use of ICT, definition of requirements etc). In many instances the business will identify a stand-alone solution to support their area in its day to day operations. However, while the proactive use of technology by the functional areas is to be encouraged, it must be balanced with the need for integrated, well maintained and supported solutions.

It is recommended in line with best practice to develop a policy governing the ad-hoc development of stand-alone applications.

**Action: Formal policy for stand-alone applications**

The ICT Governing Committee will ensure that a policy will be developed and adhered to.

Approval will be given based on a justified business case and the advice of the ICT Directorate.

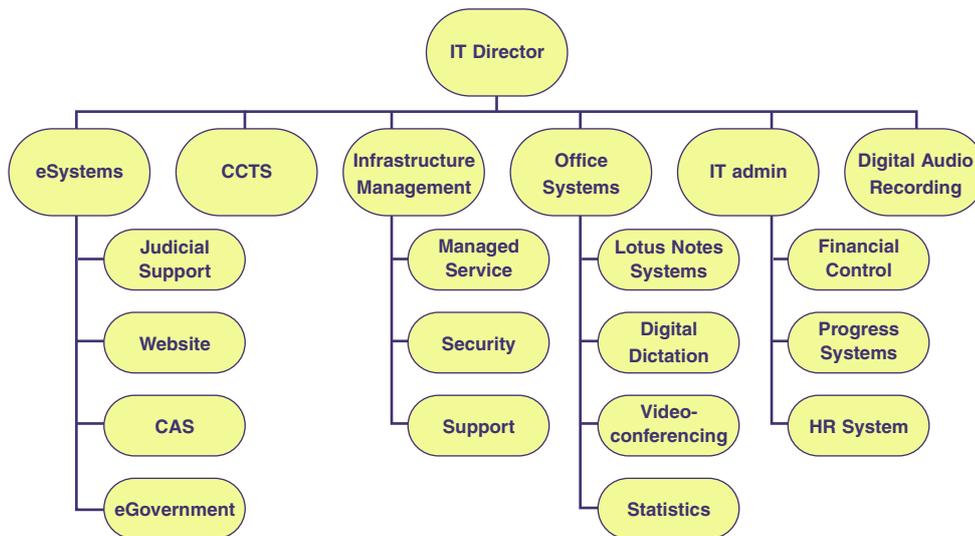
**Recommendation: ICT Directorate structure**

*“Realign responsibilities within the ICT Directorate”*

The role of the ICT Directorate is to provide, manage and support technology solutions and services for the Courts Service and Judiciary. It is responsible for working with the business to define ICT requirements and setting out an appropriate strategy to meet the needs of the organisation as a whole.

The recommended number of resources (29) in the eCourts Strategy was never attained and it is practical at this point to assume that this will remain the case. The ICT Directorate consequently do not provide the core ICT skills that would typically be found in an ICT unit but have focused on project management, supplier management, contract management and procurement skills.

The current structuring of responsibilities is as follows:



**Figure 12:** Current ICT responsibilities

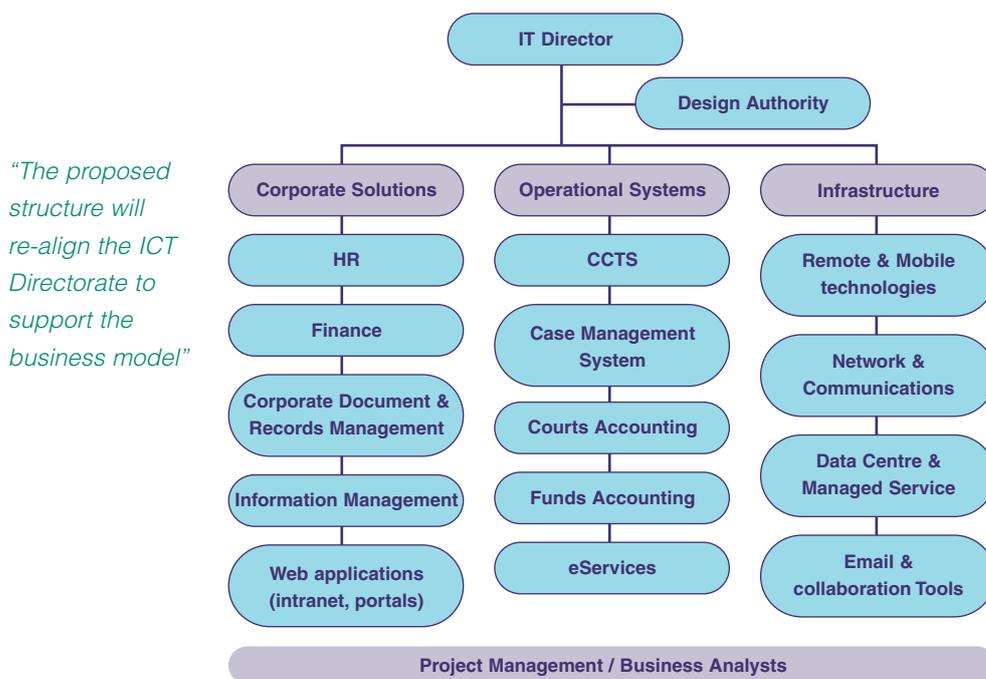
It is recommended that the resources within the ICT Directorate be realigned to the Courts Service organisation structure with each area responsible for specific ICT services to the associated business directorates and the Judiciary. It is proposed that the new alignment would provide oversight and accountability at middle management level for ICT services within the ICT Directorate and would better meet the business needs of the Courts Service.

The proposed realignment will reflect the ICT Implementation Plan project groupings

- ◆ Operational systems
- ◆ Corporate solutions
- ◆ Technologies and infrastructure.

Each group would be responsible for providing technology services and solutions to the business areas. The groups will report, as currently, to the ICT Director. In addition, with the implementation of a more formal ICT Governance structure, the group would have reporting responsibilities to the business sponsors of individual projects who will own all projects and systems used by their areas.

The following diagram represents the allocation of technology service responsibilities within the ICT Directorate to support the business. Project responsibilities will rest with the project sponsors.



**Figure 13:** Proposed ICT responsibilities

The following section defines an outline description of each group and associated key responsibilities. They are intended to aid understanding of the proposed groups within the ICT Directorate and they are not intended to be role descriptions.

Overall management within the ICT Directorate will be the responsibility of the ICT Director (supported by ICT senior management) and will provide overall strategic direction for the ICT Directorate and take responsibility for the implementation of the ICT Strategy (along with the ICT Governing Committee). Key responsibilities include:

- ◆ Providing direction to the ICT Governing Committee and working with them to ensure that ICT is being used effectively to meet the needs of the organisation
- ◆ Implementation of the ICT strategy
- ◆ Ensuring that resources are used most effectively within the ICT Directorate
- ◆ Setting the overall strategy and direction for the use of ICT within the Courts Service
- ◆ Preparing and monitoring budgets and costs
- ◆ Directing, managing, motivating and developing staff employed within the ICT Directorate
- ◆ Monitoring progress on projects and other goals
- ◆ Managing project sponsors and the ICT Governing Committee
- ◆ Approving and monitoring adherence to policies and standards

The **Operational Systems Group** will be responsible for the systems that are primarily used for case management and tracking across the courts system. A core responsibility of this group will be for the implementation of the new Case Management System which includes eFiling and eRegisters. The Programme Manager for the case management programme will work closely with the head of this group.

This group will also be responsible for the ongoing development and implementations of the existing core business applications such as CCTS, and will work closely with the Finance Directorate in relation to the further development of financial systems.

The **Corporate Solutions Group** will be responsible for the corporate wide applications and solutions (that are not used in the core court processing). Information management and provision of management information is a strategic area that will require dedicated effort. In addition the area of records and document management across the Courts Service will be the responsibility of this group. A major programme of work will be the development of the intranet and customer portal which will also be the responsibility of this group. Ongoing system development to the core support systems such as HR and FMS will also be the group's responsibility as will the provision of ICT Services to the Judiciary.

The **Technologies and Infrastructure Group** will be responsible for ensuring the underlying infrastructure and network are reliable, secure and will support the implementation of the ICT Strategy recommendations. This group will be responsible for managing all technical infrastructure related projects defined in the strategy including enhancement and extension of managed service policy and ensuring the successful management of the total infrastructure and its ongoing development. This group will be responsible for implementing the recommendations from the recent Security Audit Review. The recommended head of Information Security (as recommended in the Security Audit Review report) will report to the head of this group.

In addition the group will be responsible for researching new technologies and their implementation within the courtroom or organisation. This group will have responsibility for ensuring the high quality provision of infrastructure and technologies to the Judiciary.

It is recommended that there is a pool of **dedicated project resources** including business analysts and project managers within the ICT Directorate. It is proposed that the ICT Directorate should develop systems and business analysis skills that will work with business resources on projects to define business and system requirements and identify gaps between user requirements and package software applications. This should reduce the reliance on external suppliers in the analysis and design stages of projects and improve the definition of user requirements.

Individuals within this group may be fulltime on one project or working on a number of projects at any one time. They will be trained in the relevant skills and assist the business in requirements analysis & redesign, systems requirements and overall project management.

#### **Action: ICT Directorate re-alignment**

A pre-requisite of the ICT Strategy implementation is to ensure that the roles and responsibilities within the ICT Directorate are realigned to support the Courts Service business operating model and the implementation of the ICT Strategy.

#### *"Establish a design team within the ICT Directorate"*

The **design team**, within the ICT Directorate, will be responsible for developing ICT procedures, standards, overall data and application architectures. Some responsibilities include:

- ◆ Defining the technical platform and underlying infrastructure
- ◆ Developing and updating the applications and technical standards to be used across the Courts Service.

- ◆ Developing principles that must be adhered to in system design and implementation
- ◆ Develop and maintain ICT security standards and policies
- ◆ Ensuring that new applications implemented comply with the ICT principles, standards and overall application architecture of the Courts Service
- ◆ Ensuring projects and suppliers adhere to the agreed standards and providing quality assurance reviews
- ◆ Participating in strategic decision-making that will affect future projects
- ◆ Investigating the potential use of new and emerging technologies and trends
- ◆ Maintaining ownership of common data model and data standards

The design team may be composed of 2/3 people part-time from within the ICT Directorate and supported by a technical architect. It is recommended that a staff member(s) be up-skilled and trained to fulfil the role of a Technical Architect. However this may be a long-term strategy to gain these skills. There will be a requirement to engage the services of a Technical Architect in the short term as the design team will need to be set up immediately to define the data, architecture, technical standards and design principles.

It may be viable to use a preferred strategic outside partner or supplier to assist in the development of the standards and to provide ongoing review and quality assurance.

**Recommendation: User support and skills**

*“Continue the quality of service provided by the ICT Helpdesk”*

Since the eCourts Strategy the Courts Service has established a central managed service ICT Helpdesk that provides first line support to all users within the Courts Service. This is seen as a considerable benefit to Judges and Courts Service staff and for the most part the service provided is of high quality.

With all customer services, an ongoing review of continuous improvement is required, and it is recommended to undertake a review of the existing service and associated processes. It is recommended to review the Service Level Agreement that is currently in place with the managed service provider, with a view to highlighting areas of change or enhancements that would improve user satisfaction with the service provided. The purpose of the review will be to identify some quick wins that can be implemented easily (with low-cost) but that would greatly enhance the service provided to staff. However, it is important to achieve the correct balance between improved service level and the associated cost.

**Project 02: ICT Helpdesk review**

Conduct a short review with the input of business users to establish areas of improvement in the current SLA. Implement new changes to SLA where appropriate taking into consideration the cost / benefit.

Introduce a browser-based application for the logging of change requests or queries to the helpdesk with online tracking facilities.

In order to improve the service / perceived service it is recommended to undertake the actions (as outlined in the project charter) that will ensure staff will clearly understand the procedures and policies and the agreed SLA.

*“Embed ICT skills across the organisation with a dedicated ICT support person within functional areas”*

Currently the business units rely heavily on the ICT Directorate to implement technology improvements. It is recommended that a role be formally fulfilled within offices or functional areas to provide support to all users for the use of ICT. The role of ICT Champion or Super user will:

- ◆ champion the ICT Strategy and its acceptance across the organisation
- ◆ provide hands on support to users within an office (or for a number of small offices)
- ◆ identify how ICT can improve the business processes and operations
- ◆ provide some localised system administration responsibilities (e.g. change control requests)
- ◆ provide proactive support to users to assist in their day to day jobs
- ◆ liaise with ICT Directorate on all ICT matters
- ◆ resolve printer problems such as connection to printers, printer queues requiring deletion, etc.

The role could be performed by a member of staff in regional offices and by nominated personnel in local offices or jurisdictions in Dublin. The role will in most cases be a part-time role though in certain large offices, this role may require full-time resources. In all circumstances this role should be a formalised role and included as part of the Performance Management and Development System. Formal structures should be put in place to manage the progression of the role when staff get promoted / transferred / leave. Ideally the role will be fulfilled by a member of staff who is adept in the use of ICT and is proactive in using ICT effectively.

*“Develop and implement a training programme that meets the business and user needs”*

There has been significant investment in providing training to staff in the past five years. The majority of Courts Service staff have strong basic ICT skills and many have completed the ECDL courses that were provided by the Courts Service.

To build on the current skills it is recommended that a training programme that meets the specific needs of the business is developed that will maximise the use of ICT. Training should be provided in alternative delivery methods (e.g. classroom, computer based). To date the majority of training has been delivered via classroom method. It is recommended that the use of computer based training should be assessed.

The focus of ICT training for this ICT Strategy will be on improving the efficient use of ICT throughout the organisation and on-the-job type training, rather than specific office type applications (e.g. MS Word).

Suggested training focus areas include the following:

- ◆ Induction training to new staff to include the use of relevant ICT systems (e.g. CCTS)
- ◆ Continue formal training provided as part of all systems implementations
- ◆ Task-oriented training - focused training that is job or role specific
- ◆ Specific training (e.g. refresher, advanced) for core business applications (e.g. CCTS, CAS, FMS)

The recommended role of Business ICT support (as above) will play an integral part in providing on-the-job training and assist in the transfer of the business knowledge that is required to operate the business applications.

It is the current practice that developers or ICT Directorate staff provide systems training. It is recommended that in future rollout of systems that a “train the trainer” approach be adopted. In addition the responsibilities of users in relation to training (attendance, management buy-in, linkage to PMDS) should be defined. A specialised approach and provision of facilities for the regions may need to be addressed.

The above role of super-user or champion and an enhanced training programme in conjunction with other recommendations relating to the roles and responsibilities for ICT across the business will help maximise the business benefits from information technology and create a culture whereby the business takes a more proactive role in ICT.

### **Project O3: Increase level of user support and skills**

#### **(1) Create business ICT support roles**

- ◆ Consult with directorates and offices to receive buy-in for proposed business ICT support role
- ◆ Define the responsibilities of the role
- ◆ Appoint and train new appointees
- ◆ Communicate new structures and processes to all staff

#### **(2) Develop and implement a training programme**

This project will undertake a training needs analysis and develop a training programme to address any gaps. The analysis will identify the staff to be trained and the type of training to be delivered.

The ECDL course should be reviewed to determine whether it is an appropriate approach to continue.

### **Recommendation: Resourcing**

*“Address the resourcing issues to enable the successful implementation of projects”*

Sufficient and correctly aligned resources will be key to ensure the successful implementation of the ICT Strategy and for the ongoing development work to core business applications.

The business knowledge and expertise of staff cannot be replaced by outsourcing, external consultants or reliance on ICT Directorate staff and it is critical that the right resource (i.e. with appropriate skill-sets and authority) is released for the right duration of the project (i.e. full-time or part-time). However, procedures need to be in place to limit the effect on the day-to-day operations of the court if key staff members are released. The ICT Governing Committee will be responsible for ensuring that projects do not commence without appropriate and adequate resourcing.

There are a number of approaches to be taken when releasing staff for projects. The backfilling of resources can be successful if correctly planned. Good business practices will ensure the smooth transition and handover period prior to the staff leaving – similar to

a person retiring, going on maternity leave, transfer etc. Advance notice should be given to the appropriate offices by the project sponsor to ensure that the backfilling of resources can be planned and executed appropriately. For example, another staff member can be trained to carry out the job activities of the person seconded to the project and a formal handover can be carried out. If required, temporary contract staff could be employed to alleviate the pressures on the workload.

The business must be committed to the project and understand the mid-term to long-term benefits once the solution is successfully implemented. Team members should be provided with relevant training and have their roles and responsibilities clearly understood.

**Action: Secure additional resources**

Prior to the implementation of the Strategy, the Courts Service will develop an appropriate project resourcing strategy. The number of resources and the timeframe for receiving the resources may impact on the timing of the implementation plan.

In addition the Courts Service may need to consider recruiting a small number of individuals with appropriate skills and experience for particular periods. For example an experienced programme manager will be required for the successful implementation of the Case Management System and a Technical Architect will be required for the design team.

In addition business analysts are required to assist the business in defining system requirements and gaining commitment for process change.

**Recommendation: Project management environment**

*“Implement the structures and underlying support to develop a project management environment throughout the organisation”*

Historically, the ICT Directorate have provided project managers for the majority of projects. It is recommended to develop a strong project management culture throughout the entire organisation to facilitate the successful implementation of projects.

The recommendation for the creation of an ICT Governing Committee (to replace the current ICT Steering Committee) will ensure formal ICT Governance from executive level down throughout the organisation.

Many of the business benefits and major change initiatives will be introduced through the use of specific project management approaches and structures. Staff who will be released to work on projects should clearly understand the characteristics of a project and how it differs from operational work. It is recommended that key staff will be given training to provide them with an overview of projects and project management techniques. This could be provided by the supplier who has been engaged to deliver the project.

Staff within the ICT Directorate should continue to be skilled up in project management tools and techniques. Dedicated project managers should be developed to ensure the timely delivery of projects and delivering business benefits.

It is also recommended that the Courts Service adapt one standard PM methodology and standard project documentation templates that will be used on all projects and by all suppliers.

It is recommended to build on and increase the business analysis and project management skills of the staff within the Courts Service. The role of business analyst will be to:

- ◆ define functional and/or process requirements for new systems
- ◆ act as the liaison between the business and ICT and ensure system requirements are clearly documented to enable developers to design a system that will meet the users requirements
- ◆ manage the changes in work processes and promote efficiency through process re-design
- ◆ increase focus on defining requirements (including training) and be a trained business analyst.

#### **Action: Project management culture**

The ICT Directorate should work with the business to establish a strong project management culture across the organisation. The ICT Governing Committee will play a key role and provide a mechanism for driving through the formal and structured approach to projects.

The report of the Senior Management Group (Principal Officers) on information technology sets out a number of recommendations in relation to project structures and policy which should be implemented.

#### **Recommendation: Communication between the business and ICT**

*“Develop and implement the structures and underlying support to improve communications between the business and ICT”*

The establishment of the ICT Governing Committee (Project O1) should ensure that the business and ICT are working to an agreed and shared agenda and that the roles and responsibilities for ICT are clearly defined. The communication between the ICT and business should be significantly increased through the newly structured ICT Directorate with dedicated areas of responsibility linked to the business model of the Courts Service.

It is recommended to formalise the communication process between the business and ICT which will facilitate an improved working relationship. The business areas must take ownership of their responsibilities in relation to ICT projects and should liaise with the ICT Directorate in any business projects that will have ICT implications (e.g. in the business planning process).

The ICT Directorate should communicate with users (e.g. present plans to users and get agreement in advance and communicate project progress).

***Action: Establish formalised communication between the business and ICT***

The ICT Directorate should work with the business to establish an agreed communication structure between managers, staff and the ICT Directorate. The new structure within the ICT Directorate will have responsibility for liaising and working with the relevant business areas and an individual should be appointed who will provide the key points of contact between a business area and ICT. They will work with business to identify the drivers for ICT change and will identify business requirements, and the best way to address the needs.

The ICT Directorate could use email to provide all staff with an overview of work underway and planned projects, etc.

# 9 Implementation

## 9.1 Introduction

This strategy sets out many recommendations and the resulting projects and actions will require additional resources (fiscal and human) to those required for the considerable programme of work already underway or planned (e.g. CCTS, CAS). The implementation plan sets out the order in which the projects should be undertaken and takes into account dependencies with other projects. A key guiding principle in the development of the Implementation Plan was to ensure it is realistic and achievable.

In order to achieve successful implementation, there are a number of key steps that must be undertaken to ensure that the proper organisation and structures are in place to embark on this major ICT programme. These include:

- ◆ Securing business ownership of projects is key to the overall success of projects and their implementation
- ◆ Utilising sufficient and correctly organised resources for the ICT Directorate and business directorates are a pre-requisite to the successful implementation of the recommendations
- ◆ Realigning of resources within the ICT Directorate to support the implementation of the strategy plan
- ◆ Establishing of an ICT Governing Committee and the subsequent prioritisation of projects by the ICT Governing Committee is critical to the success of the strategy
- ◆ Developing formalised project structures including definition of project roles and responsibilities and project documentation templates (e.g. business case)
- ◆ Addressing the underlying business processes and business models as part of an ICT project or initiative to improve efficiency and effectiveness across the organisation
- ◆ Securing funding to implement the ICT Strategy
- ◆ Ensuring that the appropriate combination of internal and external resources are in place to deliver the strategy.

## 9.2 Implementation Plan: Approach

The Implementation Plan was developed in conjunction with the working group of the ICT Strategy Project Board and each recommendation was prioritised based on overall business priorities of the Courts Service. The recommendations were structured into feasible projects for the purposes of implementation and the projects were grouped under the following headings:

- ◆ Operational systems
- ◆ Corporate solutions
- ◆ Technology and infrastructure
- ◆ Organisation and governance

Appendix 1 lists the project charters in detail under each of the above headings.

The Implementation Plan sets out the programme of new work to be completed over a five year period. The Implementation Plan assumes that the required resources will be secured. If this is not the case, then the timescale of implementation will have to be extended. This is particularly important as many of the existing resources will be required

to conduct the existing programme of work whilst the additional resources will be focused on implementing the recommendations of the strategy.

Appendix 4 sets out the list of projects that are underway or planned for Q1 2006.

| High-level Project Plan                                     | 2006 |    |    |    | 2007 |    |    |    | 2008 |    |    |    | 2009 |    |    |    | 2010 |    |    |    |
|---|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|
|   | Q1   | Q2 | Q3 | Q4 |
| <b>Pre-requisites</b>                                       |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| IT Governing Committee                                      | █    |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| IT Directorate Structure                                    | █    |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| Resourcing  | █    |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| <b>Workstream: Operational Systems</b>                      |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| <b>OS1: CCTS</b>  |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| CCTS Review   | ◇    |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| Ongoing development of CCTS                                 | ◇    |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| <b>Case Management System Programme</b>                     |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| <i>Business Case &amp; Procurement Exercise</i>             | ↔    |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| Appoint Programme Manager                                   | █    |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| <b>OS2: Case Management System: Analysis &amp; Design</b>   |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| 1.1 Review of Civil Processes                               | █    |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| 1.2 Requirements Analysis                                   |      | █  |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| 1.3 eFiling Requirements Analysis & Design                  |      |    | █  |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| 1.4 Feasibility Study: re-use potential of CCTS             |      |    |    | █  |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| 1.5 High Level Architecture Design (component based)        |      |    |    |    | █    |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| <i>Business Case &amp; Procurement Exercise</i>             |      |    |    |    | ↔    |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| <b>OS3: Case Management System: Develop &amp; Implement</b> |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| Detailed Design, Build, Test, Training, Documentation,      |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| Pilot   |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| Phased implementation                                       |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| <b>OS4: Solutions for specialised offices</b>               |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| <b>OS5: eRegisters</b>                                      |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| Pilot (2) (e.g. Probate, Judgements)                        |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| Other registers (e.g. Bankruptcy)                           |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| <b>OS6: Jury Selection &amp; Management System</b>          |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| <b>OS7: Feasibility Study on RFID</b>                       |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| <b>OS8: Courtroom business system</b>                       |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| <b>Ongoing: Courts Accounting</b>                           |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| <b>Ongoing: Funds Accounting</b>                            |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| <b>Workstream: Corporate Solutions</b>                      |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| <b>Records, Information &amp; Document Management</b>       |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| <b>CS4: Records Management</b>                              |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| <b>CS2.1 Information Policy Review</b>                      |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |
| <b>CS5: Document Management Analysis</b>                    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |

| High-level Project Plan  | 2006 |    |    |    | 2007    |    |    |    | 2008 |    |    |    | 2009 |    |    |    | 2010 |    |    |    |  |  |  |
|--|------|----|----|----|---------|----|----|----|------|----|----|----|------|----|----|----|------|----|----|----|--|--|--|
|  | Q1   | Q2 | Q3 | Q4 | Q1      | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 | Q1   | Q2 | Q3 | Q4 |  |  |  |
| <b>CS2: Information Delivery Programme</b>                                 |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <i>Ongoing: Enhance Website</i>  |      |    |    |    | Ongoing |    |    |    | ◇    |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <b>Stage 1: Requirements Analysis for Intranet &amp; Customer Portal</b>   |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <i>Business Case &amp; Procurement Exercise</i>                            |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| Requirement Analysis   |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <b>Stage 2: Develop &amp; implement for Intranet &amp; Customer Portal</b> |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <i>Business Case &amp; Procurement Exercise</i>                            |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| Select Technologies, Design and Configure                                  |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| Develop & Implement Judges Portal  |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| Develop & Implement Customer Portal  |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| Develop & Implement Intranet   |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <b>CS2: Strategic Reporting</b>  |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| KPIs – Phase 2   |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| Reporting solution   |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <i>Ongoing: HRMS</i>   |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <i>Ongoing: FMS</i>  |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <b>Workstream: Technology</b>  |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <b>T1: Application platform</b>  |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <b>T2: Infrastructure Upgrade</b>  |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <b>T3: Server Consolidation</b>  |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <b>T4: Host service</b>  |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <b>T5: Mobile and Remote technology</b>                                    |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <b>T6: Technology Refresh</b>  |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <b>T7: Communication tools</b>   |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <b>T8: Evidence Presentation</b>   |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <b>T9: Digital Audio Recording</b>   |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <b>T10: Videoconferencing</b>  |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <b>Workstream: IT Management &amp; Governance</b>                          |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <b>O2: Design Team</b>   |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| Recruit Technical Architect  |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <b>O3: IT Helpdesk Service</b>   |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <b>O4: User Skills and Training</b>  |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |
| <b>O5: Project Management and Business Analysts</b>                        |      |    |    |    |         |    |    |    |      |    |    |    |      |    |    |    |      |    |    |    |  |  |  |

### 9.3 Implementation Plan: Costs

The overall strategy represents a framework of projects designed to support the business of the Courts and the Courts Service for the next five years. It is considered that the cost of implementing the strategy will be in the order of €20m over the five years. It is not possible to develop detailed costs until such time as the actual requirements for the various systems proposed have been defined.

Before any of the proposed new projects commence a detailed business case will be prepared which will include an assessment of the cost, benefits and affordability of the initiatives and developments proposed. Additionally, it is recommended that major developments, where appropriate, be subject to the recently proposed central Government Peer Review process. This process of evaluation and review will be a prerequisite before new projects are allowed to commence.

The procurement of all projects will be undertaken in accordance with National and EU directives and guidelines. The Courts Service will also apply the internal Governance arrangements which have been approved by the Board. Contracts or arrangements with a value of between €1m and €5m will be submitted for formal approval to the Finance Committee. Contracts or arrangements with a value in excess of €5m will be submitted for formal approval to the Board.

# 10 Benefits and Risks

## 10.1 Introduction

This section of the report outlines the benefits and risk associated with the ICT Strategy report.

## 10.2 Benefits

There are significant benefits to the Courts Service in adopting the recommendations set out in this document. Benefits of individual recommendations are highlighted both in the main report and in the individual project charters. The areas in which the most significant benefits will accrue are listed below:

- ◆ Significantly improved **service** to customers (both to the general public and frequent users of the courts):
  - ◇ The development of a civil Case Management System will speed up transactions, increase transparency and facilitate scheduling
  - ◇ Increased provision of self service capabilities via eServices offered through the customer portal
  - ◇ Greater focus on integration within the wider justice arena will provide much enhanced services to external parties.
  
- ◆ Improved **cost** effectiveness:
  - ◇ The infrastructure should provide better value for money by reducing maintenance costs and enabling quicker changes through a component-based approach to applications
  - ◇ Increasing the scope of the managed service contract, including the move to an outsourced data centre, will reduce total cost of ownership
  - ◇ One integrated Case Management System will reduce support requirements for new applications and reduced legacy systems
  - ◇ Greater emphasis on the business case prior to initiating projects should ensure only projects that will deliver business benefits are commenced
  - ◇ The use of Videoconferencing and the use of Voice Over IP aim to reduce costs.
  
- ◆ Improved delivery of **ICT services** and projects through:
  - ◇ High level formal planning and prioritisation processes in place
  - ◇ Increased focus on business sponsorship and business resources on 'ICT' projects.
  
- ◆ Improved **management information** and planning processes through:
  - ◇ Timely and accurate information
  - ◇ Technology solution to integrate information from core business applications
  - ◇ Ability to share information and base decisions on previous experience (e.g. records management)
  - ◇ Development of organisation wide KPIs (financial and non-financial).
  
- ◆ Improved quality of **data** and data consistency

- ❖ The use of a common data model
  - ❖ A single integrated civil Case Management System
  - ❖ Review of CCTS for added business benefit
  - ❖ Automation of manual data stores e.g. eRegisters.
- ◆ Long term gains in **efficiency within ICT** through:
    - ❖ Standard data model
    - ❖ Standardised application platform with a focus on key skill areas
    - ❖ Greater resilience of applications built on a defined platform and hosted in a secure environment.

### 10.3 Risks

The management of risk will be key to the successful delivery of this strategy. The concept of risk management and the implications thereof are well understood within the Courts Service and it is therefore not necessary to further elucidate on the underlying principles and key concepts of risk management. There are numerous benefits associated with the implementation of this ICT Strategy. There are also associated risks. Individual project charters have outlined specific 'challenges' associated with each project.

The management of risk will be a key component in the successful delivery of all the initiatives defined in this strategy. The Service is developing a comprehensive risk management strategy, identifying the risks which are likely to have a detrimental impact on the delivery of the strategy and put in place appropriate processes and actions to mitigate and/or eliminate identified risks.

The risk register will outline the risks and the actions required to mitigate these risks. The risk register must be considered a "living" document which will be further developed and updated as circumstances change into a 'live' and comprehensive risk register which must be managed and maintained over the lifetime of the strategy. Additionally it is recommended that each individual project initiated during the period of this strategy should have its own dedicated risk register which equally should be managed, maintained and updated during the entire project lifecycle. The project specific risk registers should be owned by the appropriate project sponsors and managed by the relevant project managers

During the course of the development of this strategy it has not been possible to define all risks associated with the implementation of the strategy. However a high level risk register has been developed outlining high level risks identified to date. This high level risk register can be found in Appendix 4.

The risk register concentrates on those risks identified to date which it is considered would have a high impact on the overall delivery of the programme as defined in the strategy. The risks identified must be actively managed during the duration of the strategy. The risk register will need to be further extended during the lifetime of the strategy following the identification of further high level or indeed lower level risks which in consolidated form could severely impact on strategy delivery. It is recommended that the strategic risk register should be owned by the Senior Management Team and managed directly by the Director of Information Technology.

## Appendix 1: Project Charters

| Operational Systems   | Corporate Solutions  | Technology   | Project Governance & Organisation  |
|---|--|--|--|
| <p><b>OS1:</b> CCTS</p> <p><b>Case Management Programme</b></p> <p><b>OS2:</b> CMS: Analysis &amp; Design</p> <p><b>OS3:</b> CMS: Develop &amp; Implement</p> <p><b>OS4:</b> Solutions for specialised offices</p> <p><b>OS5:</b> eRegisters</p> <p><b>OS6:</b> Jury Selection and Management System</p> <p><b>OS7:</b> Feasibility Study on RFID</p> <p><b>OS8:</b> Court front line system</p> <p><b>OS9:</b> Courts Accounting</p> | <p><b>CS1:</b> Services to the Judiciary</p> <p><b>CS2: Customer Service / Information Delivery Programme</b></p> <p><b>CS2.1:</b> Courts Service Information Review</p> <p><b>CS2.2:</b> Intranet</p> <p><b>CS2.3:</b> Customer Portal</p> <p><b>CS3:</b> Strategic Reporting</p> <p><b>CS4:</b> Records Management</p> <p><b>CS5:</b> Document Management</p> <p><b>CS6:</b> Property Management</p> <p><b>CS7:</b> Ongoing applications support</p> | <p><b>T1:</b> Technical Platform</p> <p><b>T2:</b> Upgrade the Network</p> <p><b>T3:</b> Create a server consolidation programme</p> <p><b>T4:</b> Move to a data centre</p> <p><b>T5:</b> Remote and Mobile Access</p> <p><b>T6:</b> Technology Refresh</p> <p><b>T7:</b> Communication Tools</p> <p><b>T8:</b> Electronic Evidence Presentation</p> <p><b>T9:</b> Digital Audio Recording</p> <p><b>T10:</b> Videoconferencing</p> | <p><b>O1:</b> IT governance structure</p> <p><b>O2:</b> Establish a Design Team</p> <p><b>O3:</b> IT Helpdesk Review</p> <p><b>O4:</b> User Skills &amp; Training</p> <p><b>O5:</b> Business Analysis and Project Management Resources</p> |

## PROJECT OS1: CCTS REVIEW AND ENHANCE

### Project Sponsor: TBD – Director level

#### Description:

Continue the current programme of CCTS development and enhancement. Conduct a short study on CCTS which will focus on identifying enhancements and changes to the system with a specific focus on the usability by courts staff. The project will require business resources who will liaise with users to identify enhancements and gain consensus for the final recommendations. The recommendations will be assessed against the cost of any development work and the findings will be implemented where there is justifiable business benefit.

#### Scope:

CCTS is a business critical system and continues to require further enhancements including:

- ◆ Integration with the Courts Accounting System
- ◆ Technical upgrade
- ◆ Review the use of Oracle forms and reports
- ◆ Extend CCTS to the Court of Criminal Appeal, Central Criminal Court, Special Criminal Court and Circuit Criminal Court
- ◆ Develop changes to the application to meet business requirements
- ◆ Integration within the Criminal Justice community – court outcomes, transfer of other documents
- ◆ Increase number of agencies submitting summons applications electronically
- ◆ Electronic lodgement of charge sheet cases from An Garda Síochána– immediate transfer
- ◆ On line entry of results in outlying courts
- ◆ Publication of court outcomes to An Garda Síochána (AGS)
- ◆ Electronic transfer of data between AGS and the Courts Service
- ◆ Data quality review
- ◆ New functionality for tracking estreatment / forfeiture cases on CCTS

The review of CCTS will perform a usability/ business benefit study from an end-user viewpoint. Changes/enhancements will be identified and implemented that will increase the user friendliness of the system and maximise business benefits obtained from the CCTS system.

- ◆ Assess CCTS system from the end-user viewpoint
- ◆ Analyse usability of CCTS and gather end-user feedback
- ◆ Identify areas for improvement
- ◆ Implement agreed changes that will benefit the end-user

#### Benefits:

- ◆ Better usability means greater staff satisfaction and confidence in business systems
- ◆ More efficient processing delivers business benefit
- ◆ Additional functionality increases automation (e.g. through integration with other agencies) and results in significant savings in time spent processing/performing data entry
- ◆ Improved user satisfaction as new user specific enhancements are implemented
- ◆ Clearly defined programme for development over 2-3 years
- ◆ Extension to new functional business areas and court jurisdiction will significantly enhance business benefit from the system
- ◆ Place the Courts Service in ideal position to participate fully in integration across Criminal Justice System

#### Challenges: N/A

#### Dependencies:

- ◆ Increased business participation in the review and future enhancement of the system

**Estimated Resources:**

- ◆ Considerable resources will be required to continue the programme of work
- ◆ Significant resources will be required from the business

## CASE MANAGEMENT SYSTEM (CMS) PROGRAMME: AN OVERVIEW

**Project Sponsor: TBD (Director-level Business sponsorship)**

### Description:

The objective of this Programme will be to design and implement a comprehensive case management solution that tracks case, person, event, outcome and financial information as cases move through the courts system. The long term vision is to have a single case management solution for the processing of all cases i.e. civil and criminal. A number of ICT Strategy recommendations have been grouped together to be delivered as part of one overall Programme.

### Scope:

The Programme is divided into two main projects with sub-projects.

### Stage 1: Analysis and Design

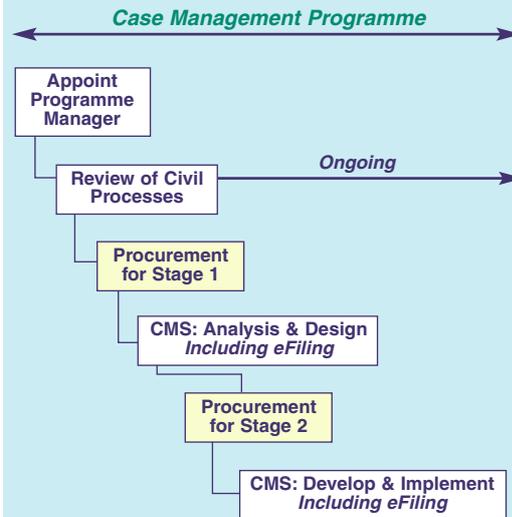
To define the vision, scope, high level requirements, high level architecture and outline implementation approach for a case management solution. The output will be a “go to market” specification which will be used in the formulation of the Request For Tender for a preferred supplier(s) and technology solution.

### Stage 2: Develop and Implement

To design, build, develop and implement the system. The resources required for this project should not be underestimated and the business must be fully committed to the implementation of this project to ensure its timely success.

A practicable structure for the Case Management Programme (see diagram below) could include the following:

- ◆ Appoint Programme Manager
- ◆ Review of Civil Processes
- ◆ Procurement for Stage 1
- ◆ Case Management System: Analysis and Design
- ◆ Procurement for Stage 2 (following business case acceptance)
- ◆ Case Management System: Develop & Implement



### Features:

Below is the indicative list of high-level features for the Case Management application for Civil proceedings (including Family Law) in the District, Circuit, High and Supreme courts;

- ◆ Case Initiation
  - ◆ Document filing and related record-keeping
  - ◆ Case indexing
- ◆ Processing & Scheduling
  - ◆ Track referrals and case activity, including but not limited to indexes, parties, cause of action, judgments, calendars, decisions, outcomes and status
  - ◆ Schedule and monitor events and actions in cases and referrals
- ◆ Court Transactions
  - ◆ Manage and monitor actions and support judicial decision making
  - ◆ Manage financial activity to include receipting, accounts receivable and audit reports
  - ◆ Manage resources, courtrooms, equipment, case assignments and personnel
  - ◆ Maintain an accurate historical archive of all activities, including participants, decisions, actions and dates

- ◆ Closure & Reporting
  - ◆ Case resolution
  - ◆ Document generation and processing
  - ◆ Provide management and statistical support

**Challenges:**

- ◆ Executive Sponsorship to drive the project and deliver the project benefits
- ◆ Buy-in and commitment from the business areas
- ◆ This programme will be resource intensive and it is critical to its success that the business release the required resources for the required amount of time.

**Dependencies:**

- ◆ Appointment of an overall experienced Programme Manager
- ◆ Commitment from and ownership by the business to resource and deliver the project

**Benefits:**

The benefits of one integrated case management system for civil litigation include the following:

- ◆ Enables a single view of a case as it moves through jurisdictions and reduces duplication in data entry

- ◆ Facilitates the standardisation of case processing nationwide
- ◆ Provides an integrated source of information which enables improved management information (and statistics) and facilitating information requests
- ◆ Provides a common look and feel across jurisdictions which reduces training required and facilitates staff mobility across offices/jurisdictions
- ◆ Provides standardisation and improved data integrity through comprehensive data validation
- ◆ Simplifies support and maintenance as there will be a reduced number of technologies and standards
- ◆ Reduces time for the development and implementation of new requirements as one single solution
- ◆ Facilitates integration through the adoption of a common data model and architecture coupled with a single data repository
- ◆ Facilitates enhanced customer service through ready availability of information with direct online access
- ◆ Potential for reduction in manual clerical processes with consequent improved productivity levels

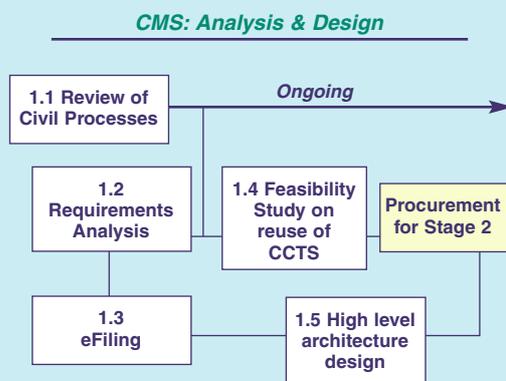
## PROJECT OS2: CASE MANAGEMENT SYSTEM ANALYSIS AND DESIGN

### Project Sponsor:

TBD (Director-level sponsorship required from Business)

### Description:

To define the vision, scope, requirements, high level architecture and outline implementation approach for a case management solution. The output will be a "go to market" specification which will be used in the formulation of the Request For Tender for a preferred supplier(s) and technology solution.



### Scope:

- ◆ The project is grouped into sub-projects (each has a separate Project Charter)
  - ◆ 1.1 Review of Civil Processes
  - ◆ 1.2 Requirements Analysis
  - ◆ 1.3 eFiling
  - ◆ 1.4 Feasibility study for identifying the potential re-use of CCTS
  - ◆ 1.5 High level Component Based Architecture
- ◆ The project is grouped into sub-projects but will utilise the same resources where appropriate to ensure efficient use of resources. The separate work-streams are logically grouped pieces of work that will have defined outputs which form part of the overall Analysis and Design Stage
- ◆ Following the completion of this project a comprehensive business case will be developed and accepted before procurement for CMS: Develop and Implement. Decisions will be made to agree the balance between requirements and approach and the associated cost

### Challenges:

- ◆ Ensuring the appropriate level of requirements are defined at a sufficient detail to design the system architecture and prepare a Request for Tender
- ◆ Ensuring the defined architecture is consistent with overall strategic requirements across operational and corporate systems

### Dependencies:

- ◆ Commitment from the business to release resources
- ◆ Linkage with other projects e.g. corporate document management, eRegisters, MIS
- ◆ As for Case Management System Overview (above)

### Estimated Resources: Analysis and Design

- ◆ Significant resources will be required for the requirements and analysis of this project

## CASE MANAGEMENT SYSTEM: ANALYSIS AND DESIGN

### 1.1: REVIEW OF CIVIL PROCESSES

**Project Sponsor:**

TBD (Director-level sponsorship required from Business)

**Description:**

Process re-design, simplification and standardisation is required before the system design and implementation of the Case Management System project. The objective of this project is to simplify and standardise current processes across regions and jurisdictions.

**Scope:**

- ◆ Review business processes in order to identify opportunities to improve services and introduce consistency
- ◆ Work with the Rules Committees to progress the standardisation and revamp of processes
- ◆ Standardise and simplify civil case management business processes
- ◆ Standardise and simplify court orders and forms
- ◆ Review the processes taking into consideration system automation
- ◆ This project will be ongoing over the lifetime of the CMS Programme but will aim to have some processes finalised to be included as part of the requirements specification in the Stage 2 procurement documentation

**Benefits:**

- ◆ Redesigned processes will simplify and standardise operational work practices across the organisation
- ◆ Increased operational efficiency
- ◆ Refined and consistent processes will facilitate the development of an effective case management solution
- ◆ Deliver standardised efficient processes that are amenable to system automation
- ◆ Modernised processes
- ◆ Will aid staff moving across offices or jurisdictions
- ◆ Improved customer service

**Challenges:**

- ◆ Overcome resistance to changing core business processes
- ◆ It may take time to make significant changes to court rules
- ◆ Reaching a consensus on standardised processes
- ◆ Providing for an incremental implementation of process change

**Dependencies:**

N/ A

**Estimated Resources:**

- ◆ This project will be performed by Courts staff with external assistance (e.g. business analyst) where appropriate
- ◆ Use of an external business analyst may be required

## CASE MANAGEMENT SYSTEM: ANALYSIS AND DESIGN

### 1.2: REQUIREMENTS ANALYSIS

#### Description:

The objective of this project is to gather the business and system requirements representing all civil case types. The project will also review the high-level criminal case types (documented for CCTS). The aim is not to gather the detailed requirements but rather to document 'scoping' level requirements representing all case types and key processes which will feed into the high level design which in turn will be used to specify the Component Based Architecture. The complete set of high-level requirements and re-usable CCTS components (output of Project 1.4) will be utilised to design the case management system (Project 1.5).

#### Scope:

- ◆ Review the requirements used in the previous pilot Civil Case Tracking System and update the requirements from a user, system and management information perspective
- ◆ Gather high-level requirements for Case Initiation, Processing & Scheduling, Court Transaction and Closure & Reporting for civil litigation cases including family courts
- ◆ Gather requirements for a civil office not covered by standard civil litigation (e.g. Probate) which will be used as a proof of concept
- ◆ Review the functionality and logic used in the current Civil Systems (Lotus Notes and Progress)
- ◆ Gather integration requirements for initiatives such as eFiling (see 1.4) and any interfaces with systems (e.g. CAS)
- ◆ Gather reporting requirements across the operational units within Courts Service
- ◆ Review the high level requirements for criminal case types

#### Benefits:

- ◆ Processes and business requirements are clearly defined and documented
- ◆ The scope of the new application is defined and a phased based development roadmap can be developed
- ◆ Help to ensure that the resulting architecture design will handle the level of complexity inherent in both criminal and civil cases

#### Challenges:

- ◆ Involvement from operational staff for requirements definition and the release of the right resources from the business for the required project duration
- ◆ Correct re-use of existing analysis work
- ◆ Linking with the outputs of the review of Civil Processes which is ongoing

#### Dependencies: N/A

#### Estimated Resources:

- ◆ Considerable resources will be required to continue the programme of work
- ◆ Significant resources will be required from the business

**1.3: eFILING****Description:**

The objective of this project will be to define the business model, technology, scope and economic model for the introduction of eFiling. It should be progressed as part of the Case Management System and therefore will be undertaken in two distinct projects (1) Analysis and Design and (2) Develop and Implement.

Electronic filing (“eFiling”) is the transmission of documents to the clerk of the court, and from the court via an eFiling System. The introduction of electronic filing systems is increasing at a significant pace in many court jurisdictions throughout the world with particular developments in the United States, Canada and Australia. The objective of this project is to provide a solution for submitting all key documents electronically and the payment of the associated fees electronically. The introduction of such a system for the filing of documents will require the full co-operation of legal practitioners and consequently it is recommended that the Courts Service open discussions as quickly as possible with legal practitioners and particularly the Law Society in terms of building acceptance and understanding of the key filing concepts.

**Scope:**

- ◆ Agree the business strategy for eFiling and the role of the Courts Service in providing the service. (See eFiling Recommendation in Section 5.3)
- ◆ A thorough analysis and definition of requirements will be undertaken as part of CMS Stage 1. Some items that need to be defined include:
  - ◆ Document formats for eFiling - scanned files, .pdf and text (MS Word, use of OCR (optical character recognition) functionality (facilitates text searching of all documents)

- ◆ Approach and requirements for digital signature/document uniqueness, authenticity and security
- ◆ If a component in the case management system, how data submitted will be populated into CMS
- ◆ Requirements for document management and interfaces with the Document Management solution
- ◆ Once the business and system requirements have been defined they will form part of the procurement for Stage 2
- ◆ Stage 2 will decide the implementation approach for the initial implementation of the eFiling pilot (e.g. a specific office or document type etc.)

**Solution Options:**

- ◆ Package with custom interfaces
- ◆ Custom build, combined team of internal resources and external expertise
- ◆ Provision by an ‘Electronic Filing Service Provider’

**Benefits:**

- ◆ Filing can be done anytime and anywhere. This facilitates meeting deadlines (e.g. filing dates) and reduces time spent queuing by customers thus improving efficiency
- ◆ Increased levels of productivity and customer service
- ◆ Free up counter staff for other useful work. Provide opportunities for re-allocation of staff to areas of greatest need
- ◆ Provide ease of access to documents. Opens new access channels to Justice
- ◆ Fits with Government strategy for provision of eServices. Supports the Government’s programme for the delivery of eServices

- ◆ Possible increased source of income for the Courts Service
- ◆ Improved ease of access to Court documents
- ◆ Facilitates the extension of the concept of Case Management

**Challenges:**

- ◆ Defining the most appropriate and effective business model for the Courts Service
- ◆ Information formats may be changed
- ◆ Requirements for digital signatures authentication and verification
- ◆ Full support and acceptance by legal practitioners will be a pre-requisite for the success of the system

**Dependencies:**

- ◆ Preparation of comprehensive business case in advance of procurement
- ◆ Significant “buy-in” to the concept from legal practitioners.

**Estimated Resources:**

- ◆ There will be significant input required from the business to define the overall approach, scope, business model etc for eFiling.

### 1.4: FEASIBILITY STUDY: RE-USE OF CCTS

#### Description:

Perform a feasibility study of the existing CCTS application to determine which parts/components of the application could be used in the new component based architecture solution for case management. The objective of this project is to establish what parts of CCTS could be used in the new Case Management System. This project will overlap with 1.2 Requirements Analysis and 1.5 Design of Case Management Architecture.

#### Scope:

- ◆ Define existing components within CCTS
- ◆ Extract the enforced business rules and assess existing relationships with business requirements
- ◆ Identify potential candidates for 'components' in the new architecture.
- ◆ Assess CCTS data model
- ◆ Incorporate findings into project 1.5

#### Benefits:

- ◆ Any functionality/component that is amenable to reuse will result in cost savings
- ◆ Transfers knowledge from CCTS into the new system development effort
- ◆ Reduced cost in Stage 2

#### Challenges:

- ◆ The new architecture may differ considerably in terms of technology and design principles/philosophy and as such there may be very little scope to directly reuse existing components

#### Dependencies:

- ◆ 1.2 Requirements Analysis

#### Estimated Resources:

- ◆ Mix of external resources (Technical Architect), internal resources, existing CCTS outsource support.

### 1.5: DESIGN OF CASE MANAGEMENT ARCHITECTURE

#### Description:

The objective of this project is to design a uniform, adaptable and flexible architecture for a case management application that will automate the case management of civil litigation cases (incorporating criminal requirements where appropriate).

The design should utilise a Component Based Architecture approach which will provide a flexible and scalable solution which will provide a single view of the organisation, components will be re-usable across jurisdictions.

#### Scope:

The design will support the following principles: user friendliness, easy to learn and facilitate a phased implementation nationwide. The following tasks should be undertaken:

- ◆ Define the components and their relationships with high-level requirements
- ◆ Define activity diagrams
- ◆ Define data architecture
- ◆ Define components, layered architectures and detailed architecture for interoperability
- ◆ Agree high-level implementation approach and plan

#### Benefits:

- ◆ One single, adaptable and flexible architecture for all case processing
- ◆ Reduced time and cost in developing new applications through use of existing components and lower risk of failure
- ◆ Greater integration across case management applications gives better access to management and statistical information
- ◆ Reduces the number of technologies and technical standards in use
- ◆ Easier to support and maintain the component-based applications
- ◆ Enables ICT staff/managed service provider to skill up and specialise in core technologies
- ◆ Delivers a scalable solution
- ◆ Uses package/industry standards where appropriate

#### Challenges:

- ◆ Ensuring the design is flexible permitting additional future requirements (e.g. legislative changes, change in business strategy)
- ◆ Existing business processes and resistance to change
- ◆ New paradigms (e.g. new technologies, data modelling concepts) may be introduced and this may require a major change in how new solutions are architected and deployed

#### Dependencies:

- ◆ Requires Project 1.2, 1.3 and 1.4 to be completed
- ◆ Linkage to other projects e.g. corporate document management, eRegisters

#### Estimated Resources:

- ◆ Primarily external resources (Technical Architect) with ICT and Business resources

## PROJECT OS3: CASE MANAGEMENT SYSTEM DEVELOP AND IMPLEMENT

### **Project Sponsor: TBD (Director-level Business sponsorship)**

#### **Description:**

This project involves the design, build and phased implementation of the case management system.

The resource requirement for this project should not be underestimated and will be particularly resource intensive with activities for testing and training. **The project should not commence unless the required resources from the business are released for the required duration.**

#### **Scope:**

A Case Management System for Civil Litigation, which tracks case, person, event, outcome and financial information as cases move through the justice system, is to be developed according to the requirements and design of Stage 1.

The project includes the following activities :

- ◆ Detailed Design
- ◆ Build
- ◆ Test
- ◆ Documentation
- ◆ Training
- ◆ Roll-out/Implementation
- ◆ Change Management
- ◆ Post-implementation Support

The case management system will provide the following high-level features:

- ◆ Case Initiation
- ◆ Processing & Scheduling
- ◆ Court Transactions
- ◆ Closure & Reporting
- ◆ A pilot for eFiling
- ◆ Proof of concept for a specialised office

#### **Benefits:**

- ◆ Single integrated solution for the management of civil litigation cases.
- ◆ Elimination of duplicate data entry (in particular for cases that cross jurisdictions)
- ◆ Improved court efficiency
- ◆ Ease of access to relevant and pertinent management information
- ◆ Facilitate a variety of eService initiatives through the provision of an integrated data store and a single view of a case
- ◆ Facilitates staff mobility with one system for all civil case processing

#### **Challenges:**

- ◆ Significant commitment from the business is required to release staff over the duration of the project
- ◆ Large-scale change management programme required - synchronising new rules of court, business processes and phased implementation
- ◆ Continuous funding and strict budget management required

#### **Dependencies:**

- ◆ Requires all sub-projects in Stage 1 to be completed
- ◆ Design and development of integration interfaces with other projects (e.g. eRegisters, Document Management System)

#### **Estimated Resources:**

- ◆ Significant resources will be required from the business specifically for detailed design, testing, training, change management and implementation

## PROJECT OS4: SOLUTIONS FOR SPECIALISED OFFICES

### Project Sponsor:

TBD (Director of associated offices/area)

### Description:

The objective of this project is to provide solutions to meet the requirements of individual offices. The guiding principle will be to use common components of the case management system where feasible. If this is not possible or practical a package application or office automation tools may be considered. Enhancements to existing systems will continue on a business case basis.

### Scope:

Offices to be considered include:

- ◆ Probate
- ◆ Wards of Court
- ◆ Official Assignees
- ◆ Examiners
- ◆ Taxing Masters
- ◆ General Solicitors Office

*It is recommended that one of the offices be included as part of the phase 1 implementation of the case management system as a proof of concept.*

### Benefits:

- ◆ Solutions developed that meet the individual needs of the offices
- ◆ Incorporate into CMS where applicable - the benefits outlined for the CMS apply here
- ◆ Elimination of duplicate data entry (in particular for cases that cross offices).

### Challenges:

- ◆ Determining which offices to include and which to maintain as stand alone operations
- ◆ Obtaining business acceptance having regard to level of acceptance of existing systems
- ◆ Defining architecture for offices as part of component based architecture
- ◆ Determining the most appropriate solution to meet the individual needs of offices

### Dependencies:

- ◆ Component based architecture for case management system must be implemented first
- ◆ Availability of business resources from key specialised offices
- ◆ Comprehensive business case required to support inclusion in CMS

### Estimated Resources:

The scope of this project will become more apparent once the civil case management system is implemented or proof of concept is developed. Project resources cannot be specified at this time.

## PROJECT OS5: E-REGISTERS

### Project Sponsor:

TBD (Director-level sponsorship required from Business, each business owner to sponsor their register).

ICT Director for the technical architecture.

### Description:

The Courts Service is the guardian of numerous registers many of which require search access by the public. A study has been undertaken by the Courts Service which identified some 28 registers and assigned priority for automating (outlined in the Courts Service Strategic Plan).

The objective of the project is to provide an automated fully searchable database of electronic registers. These registers should be published on-line and provide an integrated view of all registers.

### Scope:

*A review was conducted by the Courts Service to list all registers currently maintained by the Courts and the following are deemed high priority:*

- ◆ Index of grants of representation (Probate)
- ◆ Index of arrangements
- ◆ Register of Judgments
- ◆ Index of registrations
- ◆ Bankruptcy index
- ◆ Licensing registers (Pubs & Hotels, Off licenses, Wholesale beer and wine, Restaurant licenses, Register of Clubs)
- ◆ As set out by the Strategic Plan, two priority registers will be automated in 2006 with an additional two in 2007. It is envisaged that the two priority registers for 2006 are Probate and Monetary Judgment
- ◆ The goal is to develop an electronic register that fulfils the Courts Service's obligations for the maintenance of specific registers and that provides a full text search facility that could be searchable on-line

- ◆ The eRegisters should :
  - ◆ Integrate (or a component of the case management system) where appropriate, relevant and cost effective
  - ◆ Be accessible from the customer portal (long term)
  - ◆ Integrate with online fee payment
  - ◆ Interface with document management system (storage)
- ◆ The Case Management System and this project will run in parallel but it is important that the automated registers be designed to take into account the CMS and the provision of a customer portal.

### Benefits:

- ◆ Automation of a process that is currently manual and paper based
- ◆ Reduced time spent by staff answering information requests
- ◆ Much improved customer service.
- ◆ Improved court efficiency
- ◆ Facilitates the compiling of statistical information
- ◆ Supports eGovernment initiatives and eConveyancing

### Dependencies:

- ◆ Availability of business resources to undertake data conversion and data validation
- ◆ Definition of the business and economic model for the provision of eRegisters

### Challenges:

- ◆ Linkage to Case Management System
- ◆ Legislative and work practice changes may be required
- ◆ Significant data entry/scanning required initially and significant data conversion and validation exercise

### Estimated Resources:

- ◆ Considerable resources will be required from the business specifically for data cleansing, data migration and data input

## PROJECT OS6: JURY SELECTION AND MANAGEMENT SYSTEM

### Project Sponsor:

TBD (Director-level sponsorship required from Business)

### Description:

The objective of this project is to provide the Courts Service with a single automated Jury Selection and Management System. However for the foreseeable future the full benefits of a standard system cannot be fully realised due to the lack of a common personal identifier and therefore this system is not given high priority.

### Scope:

- ◆ Design a system to support jury selection process
- ◆ Develop and implement jury selection system
- ◆ Achieve agreement on the business rules governing selection of jurors
- ◆ Provide enhanced information available to potential jurors e.g. comprehensive details to jurors regarding location of court and what serving duties are involved
- ◆ Provide feedback system for jurors

### Benefits:

- ◆ Provides efficiency in producing Jury lists
- ◆ Complies with regulations
- ◆ Automates letter production
- ◆ Provides information to jurors and improved customer service

### Challenges:

- ◆ Agreement on interfaces to the Electoral Register
- ◆ Development of and compliance with new business practices
- ◆ Possible requirement for change in legislation
- ◆ Potential for implementation of a centralised system

### Dependencies:

- ◆ Possible requirement for a personal identifier

### Estimated Resources:

- ◆ Mix of internal and external resources for requirements analysis and implementation

## PROJECT OS7: FEASIBILITY STUDY ON RFID

### Project Sponsor:

TBD

### Description:

An RFID system comprises a tag, which is made up of a microchip and an antenna, and also a reader with an antenna. The objective of this project is to conduct a feasibility study to assess the usage of RFID within Courts Service to track files and documents and in relation to security and building control.

### Scope:

This project will look at the following areas where RFID can be used to increase efficiency of the current processes and services.

- ◆ Tracking Records, Evidence and Materials - RFID technology can be used to manage and track both files and property such as exhibits or evidence. This can also provide information on reviews such as who has access to the files once they're created and for how long files are checked out by external parties. This will be included as part of the Requirements Analysis of the Case Management System
- ◆ Personal Identification and Building Access control - RFID technology to enhance security by setting up RFID embedded badges to facilitate access control systems in Court buildings

### Benefits:

- ◆ Increased security and access controls
- ◆ Increased control and visibility of files and documents
- ◆ Less time wasted tracking down physical file

### Challenges:

- ◆ Tags are still relatively expensive and initially may be cost-justifiable in tracking systems for only very active or important files and objects
- ◆ Integration with case management systems and security systems.

### Dependencies:

- ◆ Linkage to Case Management System

### Resources:

- ◆ Primarily external resources

## PROJECT OS8: COURT FRONT LINE SYSTEM

### Project Sponsor:

TBD

### Description:

A tailored front-end system used by the Judge/Registrar that will meet the needs of certain courts e.g. a high volume District Court environment. Such a tailored front-end would facilitate the data capture, real-time processing of cases and the production of immediate court documentation e.g. court outcomes, processing of orders.

### Scope:

- ◆ The objective of this project is to provide an end-user front-end specifically designed to facilitate the data capture and processing requirements of certain courts
- ◆ The solution will be intuitive to use (e.g. touch screen) and facilitate the Judge/Registrar in the processing of cases while in a court room environment
- ◆ The device will be used by the Registrar, clerical staff or by the Judiciary
- ◆ The solution will integrate fully with the underlying Case Management System
- ◆ The new Case Management System will consider the requirements for a court front line system
- ◆ CCTS is primarily the system applicable to the District Courts; however there is already a substantial programme of ongoing work outlined for CCTS. A business case for a tailored front-end will be required before priority could be decided.

### Solution Options:

- ◆ Tablet PC
- ◆ Touch screens
- ◆ Custom built handheld device (could be wireless)

### Benefits:

- ◆ Specific solution designed with the end user and specific business environment in mind
- ◆ Improved efficiencies especially in high volume courtrooms
- ◆ Increased levels of productivity due to reduction in duplication of effort
- ◆ Ease of use – encouraging increased levels of participation and simplification of business processes
- ◆ Improve standardisation of court outcomes/orders
- ◆ Provide ready availability of information and improved customer service levels

### Challenges:

- ◆ Making the technology available in remote temporary courts
- ◆ Hardware costs may be significant
- ◆ Change to work practices
- ◆ Large number of possible outcomes that would need to be accounted for

### Dependencies:

- ◆ For CCTS this will essentially be a bespoke front end

### Estimated Resources:

- ◆ Feasibility Study on which courts would be most suited to this device is to be performed by Courts Service staff
- ◆ Considerable business resources required to define requirements

## PROJECT OS9: COURTS ACCOUNTING SYSTEM

### Project Sponsor:

Director of Finance

### Description:

The Courts Accounting System has been introduced on a pilot basis and was used to test the functionality of the system for the processing of transactions in District Court Offices and Phase 2 of the project has commenced. This Strategy strongly recognises the significant efficiencies the full roll out of this project will bring about and recommends the implementation of CAS in a timely manner.

### Scope:

- ◆ The project which is currently underway will establish a central courts accounting office which will take responsibility for processing virtually all financial transactions and operations of the District Court, including; fines, bail, fees, family law maintenance and poor box, away from local offices and centralise in a single location
- ◆ The project will specifically develop new and secure channels for payment of fines, bail and fees – e.g. on-line, mobile phone, third parties (i.e. banks, An Post etc)
- ◆ Integrate with CCTS
- ◆ Integrate fees/fines collection front end into customer portal

### Benefits:

- ◆ Improved customer service by offering more options to make and receive payments
- ◆ Improved management information
- ◆ Free up counter staff and staff involved in account processing
- ◆ Provides a central point for financial transactions
- ◆ Reduces scope for error rate with differing manual processes in many locations
- ◆ Supports the implementation of eGovernment initiatives
- ◆ Increased revenue generation for the Exchequer by improved fines collection/management

### Challenges:

- ◆ Resources
- ◆ Changes to organisational and working practices

### Dependencies:

- ◆ None

### Resources:

- ◆ A mix of business and technical resources.

## PROJECT CS1: SERVICES TO THE JUDICIARY

### Project Sponsor:

TBD – Director level

### Description:

Continue providing high quality ICT services to the Judiciary. The ICT Strategy sets out a number of recommendations that will specifically support the Judiciary in their day to day work.

### Scope:

#### *Infrastructure, remote and mobile access*

- ◆ Upgrade of underlying infrastructure to provide fast and secure access to ICT services
- ◆ Rollout of remote and mobile access to allow the Judiciary access to ICT services in a fast and user friendly manner (e.g. 3G cards)

#### *Electronic Submission of Documents*

- ◆ Proceed with the development and implementation of electronic lodgement of case documentation and the subsequent electronic presentation of documents within the Supreme Court courtroom

#### *Information Management*

- ◆ Remobilise the Judges intranet project board and determine the information and content requirements of the Judiciary and implement in a user-friendly manner
- ◆ Develop a Judges Portal which will act as one electronic interface to all e-services within the Courts Service
- ◆ Undertake a review to establish further information requirements (e.g. electronic benchbook)
- ◆ Procure and deploy a Digital Dictation System

#### *Courtroom technology*

- ◆ Continue to utilise new technologies in the Courtroom where of benefit to the Judiciary
- ◆ Procure and implement a strategic Digital Audio Recording system
- ◆ Utilise Videoconferencing in the courtroom where appropriate and provide Videoconferencing facilities for the Judiciary

### *Training and Support*

- ◆ Continue to provide high quality training and support services to the Judiciary
- ◆ Ensure training for new ICT initiatives be conducted in a timely and customised manner for the Judiciary

### Benefits:

- ◆ Provision of modern, fast and secure access to ICT services.
- ◆ Deployment of a fast and secure remote and mobile access to support Judges on Circuit, moveable judges and home working
- ◆ Enables Judges of the Supreme Court to electronically review case documentation in advance of hearing
- ◆ Improved service to court practitioners (e.g. facilities for Counsel to subsequently electronically present their court submissions within the courtroom environment)
- ◆ Provision of one single point of electronic access to eServices, information and data with the Courts Service through the deployment of the Judges Portal
- ◆ The Case Management System, incorporating an eFiling solution, will provide benefits and opportunities to the Judiciary (e.g. direct access to case documentation in advance of hearing and within the courtroom environment if required)
- ◆ Better usability means greater satisfaction and confidence in the use of ICT by the Judiciary
- ◆ A clearly defined programme for increasing ICT services to the Judiciary.

### Challenges:

- ◆ Completion of network upgrade programme at an early date to facilitate enhanced services for the Judiciary

### Dependencies:

- ◆ Appropriate research facilities available to the Judiciary.

## PROJECT CS2: INFORMATION DELIVERY PROGRAMME

**Project Sponsor: TBD (Director-level Business sponsorship)**

### Description:

The objective of this project is to provide the information held by the Courts Service in an efficient manner to its customers including court users, judges and staff.

The Programme includes a number of projects that are inter-related including the advancement of the courts website and the development of both an intranet and a customer portal.

For purposes of clarity, separate Project Charters have been developed for the intranet, customer portal and Information Policy Review projects. However we recommend that they would be carried out as part of one overall Programme.

### Scope:

It is recommended that there will be two distinct phases:

#### Phase 1: Analysis and Design

- ◆ Define the information types held by the Courts Service
- ◆ Analyse the information requirements of internal and external customer groups
- ◆ Define requirements for the intranet & the customer portal
- ◆ Define design format and features (e.g. search functionality)
- ◆ Define technical requirements (including security)
- ◆ Define content management processes and requirements
- ◆ Explore the benefits of providing a centralised data repository for specific information used in numerous offices e.g. database for all business critical contacts (e.g. solicitors)

#### Phase 2: Implementation

- ◆ Decide implementation approach
- ◆ Develop and build the customer portal and intranet
- ◆ Publish information using the content management tool
- ◆ Train end-users in content management tool (if required)
- ◆ Implement the intranet and the customer portal

### Benefits:

- ◆ Defined approach to information management and dissemination
- ◆ The intranet will provide a clear business benefit by having a single organisation-wide source of information
- ◆ The customer portal will allow customers to access information and carry out transactions with any office in the Courts Service through one interface
- ◆ The customer portal will portray a good business image of the Courts Service
- ◆ Facilitates the provision of eServices
- ◆ One technology platform and suite of applications for the website, intranet and customer portal including access to eRegisters

### Dependencies:

- ◆ Records Management Policy
- ◆ Document Management Solution

### Challenges:

- ◆ Significant work involved in gathering and editing the required information
- ◆ Implementing content management processes to ensure information is kept up-to-date
- ◆ Securing ownership of the content, including motivating individuals and groups to create and contribute to quality knowledge sources

### Estimated Resources:

- ◆ Significant business resources required to define and prepare content
- ◆ Considerable technical resources required to develop and implement technologies
- ◆ Following implementation business resources required to manage content

## PROJECT CS2: CUSTOMER SERVICE INFORMATION PROGRAMME

### CS2.1 COURTS SERVICE INFORMATION POLICY REVIEW

**Project Sponsor: TBD (Director-level Business sponsorship)**

#### Description:

Conduct a review of the types of information within the Courts Service and the relevant user groups and define the preferred method(s) of dissemination to user groups (e.g. intranet, customer portal, website, eService, publications)

#### Scope:

- ◆ Identify information provided and maintained by the organisation
- ◆ Assess which information is suitable for publication (addressing issues such as Court Rules, Data Protection, Legal, Official Languages Act)
- ◆ Assign ownership to the information types and data
- ◆ Define methods of dissemination for information types
- ◆ Develop a plan to make information available through electronic services where appropriate
- ◆ The project should adhere to the records management strategy and will assist the implementation of the customer portal and intranet
- ◆ Include a feasibility study to establish the provision of Court Orders electronically. The study will identify and resolve any issues that may arise including:
  - ◆ Authentication & Security
  - ◆ Court Rules
  - ◆ Data Protection
  - ◆ Legislation
- ◆ Phase 2 of the project will identify detailed system requirements and develop the online service

#### Benefits:

- ◆ Strategy in place for disseminating knowledge and information
- ◆ Defined information types across the organization and the preferred method(s) of publication
- ◆ Increased customer service through access to information

#### Challenges:

- ◆ Attaining business ownership to maintain the data/information
- ◆ Resolving any issues with the publication of court held information/documentation (e.g. security, authentication)
- ◆ Ensuring the accuracy and security of information provided in this way
- ◆ Changes to Court Rules may be required
- ◆ Consolidation of disparate sources of information

#### Dependencies:

- ◆ Linkage to Records Management Strategy

#### Estimated Resources:

- ◆ This could be completed by Courts Service staff with the assistance of external resources where appropriate (e.g. business analyst)

## PROJECT CS2: CUSTOMER SERVICE INFORMATION PROGRAMME

### CS2.2: DEVELOP AN INTRANET

#### Project Sponsor:

TBD (Director-level sponsorship required from the business)

#### Description:

Develop and implement an intranet solution allowing documents, policies and procedures to be easily maintained and disseminated across the organisation and be used as a single repository for internal Courts Service

#### Scope:

##### Phase 1: Analysis and Design

- ◆ Analyse the information requirements of each office/ functional area and decide what functional views/sub-intranets will be required
- ◆ Place ownership of the content of the intranet with the associated business areas (defined roles and responsibilities e.g. authors)
- ◆ Define design format and features (e.g. search functionality)
- ◆ Define content management processes and requirements
- ◆ Explore the benefits of providing a centralised data repository for specific information used in numerous offices e.g. database for all business critical contacts (e.g. solicitors)

##### Phase 2: Implementation

- ◆ Publish information using the content management tool (existing tool or a corporate content management tool as may arise from the records management strategy)
- ◆ Train end-users in content management tool (if required)
- ◆ Implement the intranet

#### Benefits:

- ◆ Provides a clear business benefit by having a single organisation-wide source of information
- ◆ Creates awareness of an integrated organisation and supports the geographically dispersed organisation
- ◆ Facilitates standardisation of work practices and adoption of best practice
- ◆ Reduces “reinvention of the wheel” and duplication through sharing of information and practices between offices and regions
- ◆ Provides a user friendly interface with an intuitive search facility
- ◆ Facilitates key employee and communication processes, e.g. contact directory, administration
- ◆ Suitable platform that could be used for the provision of staff self service for standard transactions (e.g. update employee information, travel & expenses)

#### Challenges:

- ◆ Significant work involved in gathering and editing the required information
- ◆ Implementing content management processes to ensure information is kept up-to-date
- ◆ Securing ownership of the content, including motivating individuals and groups to create and contribute to quality knowledge sources

#### Dependencies:

- ◆ Business ownership of implementing the intranet and ensuring buy-in from users to content management processes
- ◆ Ensuring the technical platform is in keeping with the overall strategic technical architecture for customer portal, eRegisters etc.

#### Estimated Resources:

- ◆ Considerable resources required from the business to prepare content and resources required from functional offices for the ongoing maintenance and update of the intranet

## PROJECT CS2: CUSTOMER SERVICE INFORMATION PROGRAMME

### CS2.3: DEVELOP A CUSTOMER PORTAL

**Project Sponsor:** TBD (Director-level Business sponsorship required)

#### Description:

A single entry point that enables customers to access a rich source of information about, and transact business (eServices) with the Courts Service, whenever and wherever they want. The customer portal will act as a single launch point for all eServices.

#### Scope:

##### Phase 1: Analysis and Design

- ◆ Define customer groups, transaction types, access rights and security levels. For each customer group identify how they will interact with the Courts Service and make the required services available
- ◆ Provide court documentation and information on-line to external parties and provide capability for secure transactions in a self-service manner
- ◆ Assess and resolve issues (e.g. authentication, non-repudiation, signatures) surrounding provision of court documentation (e.g. Court Orders)
- ◆ Incorporate cutting edge search facilities, personalised legal diaries, e-Filing, payment mechanism, eSmall Claims, eRegisters and all other eServices
- ◆ Establish the appropriate technology platform for the customer portal and the appropriate treatment of the information currently published on the Courts website
- ◆ User transactions and access to information and services will be based on user groups with security levels and passwords
- ◆ Define requirements and select new technologies (e.g. content management tool, database) where appropriate

##### Phase 2: Implementation

- ◆ Develop and implement the customer portal
- ◆ Use a scalable architecture which allows easy addition of content and service
- ◆ Implement cutting edge search facility and interfaces to underlying applications where necessary
- ◆ Assign roles and responsibilities to court staff (e.g. publishing information)
- ◆ Train staff in content management tool if required
- ◆ Assign security access rights to specific customer groups (e.g. practitioners, general public, school pupils)
- ◆ Interface with other applications (e.g. case management systems, document management)
- ◆ Undertake a communication exercise with staff and court users
- ◆ Ensure the underlying support processes are in place

##### Benefits:

- ◆ Provide a user friendly interface between the general public and the Courts Service
- ◆ Provide a platform for the provision of eServices
- ◆ Reduce time spent by staff answering queries
- ◆ Supporting e-Government initiatives/ policy
- ◆ Improved customer service, navigation and search facilities

##### Solution Options:

- ◆ Develop the current Courts website into a customisable portal
- ◆ Internal/external development/hosting/support of portal

##### Challenges:

- ◆ Ensuring the accuracy and security of the information provided
- ◆ Establishing clear business ownership of the various areas will be a critical success factor in this project

**Dependencies:**

- ◆ Case Management System (for civil specific data information)
- ◆ Document Management System
- ◆ Information Policy review to ensure customer groups have access to appropriate level of information
- ◆ Linkage to technical architecture for eRegisters

**Estimated Resources:**

- ◆ Considerable resources required from the business to prepare content and resources required from functional offices for the ongoing maintenance and update of the intranet
- ◆ Considerable technical resources required for the development of the Portal

## PROJECT CS3: STRATEGIC REPORTING

**Project Sponsor:** TBD (Director-level business sponsorship required)

### Description:

Provide a reporting environment that addresses user information requirements which will provide accurate, timely and relevant statistical and management information.

### Scope:

#### Phase 1: Strategic Report Requirements Definition

- ◆ Define the key management information (and statistics) required at an organisational, office and external level (e.g. Department of Justice, Equality and Law Reform)
- ◆ Identify Key Performance Indicators (strategic, management and operational) required to measure business performance

#### Phase 2: Implement a solution to deliver KPIs & reporting requirements

- ◆ Select a solution that will provide the required reporting requirements
- ◆ Implement a solution to provide an integrated view of Courts Service information
- ◆ Provide integrated information, financial and non-financial, across disparate systems, jurisdictions, offices and regions
- ◆ Provide selected end-users with the reporting tools to manipulate data to meet their individual requirements
- ◆ Provide training to users if required

### Benefits:

- ◆ A single solution to collate data and provide integrated management information
- ◆ Management information requirements addressed
- ◆ A standard approach to the definition, design, integration, storage, access and maintenance of data
- ◆ Standard reporting requirements identified and agreed
- ◆ Reduced manual collating of information
- ◆ Integration with various data sources

### Solution Options:

- ◆ Interim solution to meet user requirements built on findings of current Statistical Reporting Project
- ◆ Implement solution to address long term objectives on a cost/benefit analysis

### Challenges:

- ◆ Some information sources are still paper based
- ◆ Currently disparate systems and different technologies in place
- ◆ Legacy systems may not support provision of required information
- ◆ Agreeing organisation wide KPIs

### Dependencies:

- ◆ Linkage to current work on financial KPIs

## PROJECT CS4: RECORDS MANAGEMENT STRATEGY

### Project Sponsor:

TBD (Director-level sponsorship required from the Business)

### Description:

The objective of this project is to define the strategy, procedures and policies in relation to Court records, both manual and electronic.

### Scope:

- ◆ The policy must include manual and electronic records and other formats that may be included (e.g. drawings)
- ◆ The policy for electronic records must address items such as authenticity, accessibility, version control, format, preservation and disposal
- ◆ Develop policies in relation to capturing, maintaining and providing access to records over time
- ◆ Define indexing, meta-data, expiration and archiving rules
- ◆ Design a classification scheme to ensure general business users store records in the correct location
- ◆ Identify regulatory compliance areas.
- ◆ Implement strategy, policies and procedures across the organisation
- ◆ Define the record classification types applicable to the Courts Service
- ◆ Address the format for records to ensure preservation and protections
- ◆ Define a policy for the retention and disposal of record types
- ◆ Define roles and responsibilities across the organisation

### Benefits:

- ◆ Ensure adequate records are maintained for key activities and provide a record for future decision making
- ◆ Meet legislative and regulatory requirements e.g. National Archives Act
- ◆ Provide efficient management and control of records
- ◆ Standardised approach for records classification and handling in the Courts Service
- ◆ Assist in records being protected and preserved
- ◆ Facilitates corporate accountability
- ◆ Possible reduction in costs as only records that need to be kept will be stored

### Challenges:

- ◆ Classification of electronic records (e.g. emails)
- ◆ Changes in work practices

### Dependencies:

None

### Estimated Resources:

- ◆ This could be performed by Courts Service staff.

## PROJECT CS5: DOCUMENT MANAGEMENT SOLUTION

### Project Sponsor:

TBD (Director-level sponsorship required from the Business)

### Description:

Implement an underlying document management system which could be used as the single repository for electronically stored case and business process documentation.

### Scope:

- ◆ Develop organisation wide document management processes & procedures to cover automated and manual storage
- ◆ Define what should be stored in the document management system and elsewhere
- ◆ Integrate with appropriate business applications (e.g. case management system)
- ◆ Develop and rollout training programme to staff
- ◆ Implement the records management policies and procedures defined for electronic records

### Benefits:

- ◆ A single secure source of key electronic documentation
- ◆ Facilitates records management policies and archiving
- ◆ Provide ease of search, retrieval and tracking of records
- ◆ Consistent data taxonomy and processes
- ◆ Reduced paper archiving and related costs

### Challenges:

- ◆ Changes in work practices
- ◆ Information and document formats may be changed
- ◆ Dual systems in place – manual & electronic
- ◆ Securing business ownership to implement policies and procedures
- ◆ Compliance with legislation (e.g. National Archives, Data Protection)

### Dependencies:

- ◆ The selection of Case Management System technologies

### Resources:

- ◆ A mix of business and technical resources.

## PROJECT CS6: PROPERTY MANAGEMENT SYSTEM

**Project Sponsor:** TBD (Director-level sponsorship required from the Business)

### Description:

Implement a Property Management System to assist with the management and maintenance of the Courts Service's buildings, assets and grounds is recommended. Maintenance of buildings is a key focus area and the Service must ensure it adheres to the relevant Health and Safety legislation.

### Scope:

- ◆ Define requirements for a Property Management System
- ◆ Define if there is a requirement for a project management system with component for tracking of costs
- ◆ Some key functionality would include:
  - ◆ Recording of physical details of office, building and court venues (location, size, accommodation type etc.)
  - ◆ Recording and tracking of maintenance requests with ability for staff to sign-off work completions
  - ◆ Details of development and maintenance plans (including preventative) and timescales
  - ◆ Work scheduling for each location
- ◆ On approval of business case select and implement an appropriate Property Management System that will meet the needs of the organisation

### Benefits:

- ◆ Assist in the management and control of property related information, e.g. drawings, previous works, contracts, etc.
- ◆ Efficient use of court venues and offices
- ◆ Reduced manual processing for property management tasks, e.g. tracking and recording assets, maintenance, requests, etc.
- ◆ Enable increased emphasis on preventative rather than reactive maintenance
- ◆ Control and monitoring of service levels and contractors
- ◆ Control and tracking of assets and equipment (including financial information)

### Challenges:

- ◆ Identification and inventory of physical space and facilities
- ◆ Compliance with legislation (e.g. Health and Safety)

### Dependencies:

- ◆ None

### Resources:

- ◆ A mix of business and technical resources

## PROJECT CS7: ONGOING CORE BUSINESS APPLICATION PROJECTS

**Project Sponsor:** TBD (Director-level sponsorship required from Business)

### Description:

There are several core business applications that are already implemented and have ongoing enhancement, development and maintenance programmes planned. These systems will be developed and enhanced throughout the life of the ICT Strategy.

### Scope:

#### Funds Accounting System

- ◆ Bring all funds managed by Courts Service into the application. Optimise use of electronic services for payment and investment reports.

#### Financial Management System

- ◆ Continue improving reporting functionality and performance indicators. Develop costing models. Continue roll-out of T&S to staff and judges. Improve purchase orders and requisitioning processes. Implement self-service to staff e.g. ePayslip, submitting T&S. Facilitate e-Procurement. Integration with non-financial data.

#### HRMS

- ◆ Continue to better support management in HR processes and reporting. Develop self-service (holiday booking, forms, new/part time staff joining processes).
- ◆ Implement Time and Attendance System.

### Benefits:

- ◆ Continued enhancement of core business applications
- ◆ Improved reporting and MIS
- ◆ Better system support for business processes
- ◆ Increase effectiveness and efficiency

### Challenges/ Dependencies:

- ◆ N/A

## PROJECT T1: TECHNICAL PLATFORM FOR THE DELIVERY OF NEW APPLICATIONS AND eSERVICES

### Project Sponsor:

ICT/ Design Team

### Description:

Define and specify a preferred applications architecture for all future application development. This is to be done before (or in parallel with) OS2 as the CMS application will be the first major application to be delivered on the new technical platform.

The architecture should also address the provision of eServices (Guiding Principle No.2 stipulates that internal and eService applications should share a common platform). The key focus here will be on ascertaining how the business wants these services to be owned/run and the appropriate security, authentication etc.

### Scope:

- ◆ Select an architecture that supports the component based design specified in OS2 Case Management System. This requires that full use be made of the service based architecture and modular design
- ◆ Define the preferred database solution
- ◆ Achieve best fit with as many of the existing key applications as possible
- ◆ Define an architecture that adheres to the defined desktop strategy
- ◆ Define an architecture that can accommodate the customer portal technology
- ◆ Adhere to the Guiding Principles outlined in section 7.2 Infrastructure
- ◆ Business decisions to be made concerning range of eServices to be offered
- ◆ Ensuring the security of Courts Service data.
- ◆ Single V's multiple data sources
- ◆ Single V's multiple applications (internal + external)
- ◆ Approach to delivery of eServices.e.g. eFiling
- ◆ Ability to exchange criminal data amongst the wider justice community

The eServices could be accessed via multiple channels including:

- ◆ Web based browsers
- ◆ Kiosk type applications
- ◆ "System" interfaces to third parties
- ◆ Reach Services via the GVPN

### Benefits:

- ◆ Integration will be facilitated
- ◆ May result in a cost saving in reduced licensing and maintenance costs
- ◆ Courts Service staff (and sub-contractors) will require a narrower skill base
- ◆ A cohesive and secure platform for all eServices
- ◆ Facilitates the addition of new services as issues surrounding hosting, security, authentication etc. will already be addressed

### Solution Options:

The major 'enterprise' level platforms currently available include but are not limited to the following:

- ◆ Java/J2EE based
- ◆ Microsoft .Net
- ◆ LAMP (Linux, Apache, MySQL, PHP/Python)
- ◆ Interoperability between the platforms is possible and practical, however a mixed platform will incur additional costs

Platform choices for smaller developments include:

- ◆ Notes/Domino
- ◆ MS-Excel/MS-Access

Review to be conducted by in-house team assisted by the Technical Architect or other external resource.

### Challenges:

- ◆ Choice of 'best of breed' for component based architecture may conflict with the agreed technical platform and/or design principles

**Dependencies:**

- ◆ Availability of a Technical Architect to the Courts Service
- ◆ Completion of requirements analysis for component based architecture and information management projects

- ◆ A business decision relating to what eServices are to be provided and the appropriate development and implementation approach

**Estimated Resources:**

- ◆ To be performed by **Technical Architect** – member of the Design Team

## PROJECT T2: UPGRADE THE NETWORK

### Project Sponsor:

ICT

### Description:

Upgrade the existing network to adequately support the planned technologies and applications that will be implemented over the lifetime of this strategy. There is a project currently underway to move to the Government Network (VPN) and generally upgrade the network infrastructure.

### Scope:

- ◆ VPN capability to allow remote access from home (broadband connection) or other remote sites – with the ability to deploy GPRS/3G solutions as required
- ◆ Provision of appropriate security, firewall and access management software
- ◆ Provide for implications of multimedia and document storage on storage infrastructure
- ◆ Allow for VOIP - Voice over IP has been proven to be a more cost effective way of making telephone calls within the organization. A review should be conducted to see if this is relevant to the Courts Service
- ◆ Facilitate a move towards thin-client solutions

### Benefits:

- ◆ A fast reliable network is a mandatory requirement for any systems implementation
- ◆ Provides the capability to use web based business applications
- ◆ Remote access will provide useful solution options in a number of areas including facilitating users of 'client facing' systems entering data at remote sites

### Solution Options:

- ◆ A programme of work associated with the upgrade of the network has already been identified and is underway

### Challenges:

- ◆ Design considerations associated with new applications (Project T1)
- ◆ Periodic review of network requirements at a strategic level required to maintain suitability of network resources
- ◆ Ensuring that adequate security is provided as the type and nature of traffic over the network expands

### Dependencies:

- ◆ The network must support VOIP, Videoconferencing and Digital Audio
- ◆ Adequate technical resources including Design Team member(s) must be available
- ◆ Provision of Model Office environment to test all techniques in advance of deployment

### Estimated Resources:

- ◆ ICT resources

## PROJECT T3: CREATE A SERVER CONSOLIDATION PROGRAMME

### Project Sponsor:

ICT

### Description:

Reduce the complexities of the current server infrastructure to improve efficiency and facilitate moving to a new data centre.

### Scope:

Once the future applications architecture (project T1) has been specified a review is to be conducted outlining a server consolidation strategy. Following this review a detailed programme of server consolidation is to be implemented. This programme must be reviewed periodically (e.g. every 6 months) to ensure that all projects under consideration fit with the plan. The programme should also address hardware replacement. The long term objective of this project is to facilitate moving the data centre. It is recommended that the following sub-projects also be undertaken:

- ◆ Implement the security recommendations made in the PwC report including the appointment of the Head of Information Security and Development and implementation of plans for Disaster Recovery, Back-up/Recovery, Failover, Business continuity etc. The plan is to be updated where appropriate to take into account new technologies e.g. remote access via 3G
- ◆ Develop a disk storage strategy (e.g. SAN Storage)
- ◆ Develop a policy on data archiving (e.g. email archiving)
- ◆ Produce guidelines for future procurement of Servers/ Storage solutions. Any hardware that does not comply with guidelines requires ICT Governing Committee approval

### Benefits:

- ◆ Greater security of key data
- ◆ Efficient storage and availability of key business data
- ◆ Facilitates the hosting of the data centre
- ◆ Potentially lower support and maintenance costs (TCO)
- ◆ Ensures that all new applications are housed efficiently

### Challenges:

- ◆ Implementation of Security Audit recommendations together with progressing to a recognised Information Security Standard
- ◆ This is an on-going process that must be revisited periodically
- ◆ Adequate ICT skills required on the Design Team

### Dependencies:

- ◆ Visibility of future technical architecture for implementation of the ICT Strategy.
- ◆ Appointment of a fulltime Head of Information Security

### Estimated Resources:

- ◆ ICT resources

## PROJECT T4: HOSTING SERVICE

### Project Sponsor:

ICT

### Description:

While the Courts Service currently hosts its strategic systems in its own data centre in Áras Uí Dhálaigh, the hosting centre is far from ideal. Significant issues exist in relation to the future availability of this data centre and additionally significant investment would be required to address Disaster Recovery, Back-up/Recovery, Failover and Business Continuity. An external hosting service coupled with the managed service already in place would offer significant technical and business efficiencies for the Courts Service. Such a proposal should be supported by a full business case.

Due to the general unsuitability of the current data centre room it is recommended that the data centre be moved to a dedicated site.

### Scope:

- ◆ Dedicated data centre that fully meets the requirements of the server programme outlined in T3
- ◆ Investigate the possibility of hosting the data centre externally
- ◆ Take into account the network/availability requirements outlined in T2
- ◆ Required levels of backup and recovery and business continuity must be maintained

### Benefits:

- ◆ Potential to lower total costs associated with managed service
- ◆ Greater security and availability of key business systems
- ◆ Allow the existing ICT resources concentrate on other areas (project management, adherence to technical design principles, QA etc.)

### Solution Options:

- ◆ External hosting provided under management of Courts Service
- ◆ Extension of managed service contract to include external hosting
- ◆ Externally provided – separate to the managed service

### Challenges:

- ◆ Definition of comprehensive specification of requirements
- ◆ Achieving adequate return on investment
- ◆ Defining an arrangement which will cater for increased demand for services at a reasonable cost

### Dependencies:

- ◆ Existing Managed Service contract expires in May 2007
- ◆ Market Capability to deliver required services
- ◆ Dependent on the consolidation project T3

### Estimated Resources:

- ◆ ICT Directorate and the Design Team

## PROJECT T5: REMOTE AND MOBILE ACCESS

### Project Sponsor:

TBD

### Description:

Provide all temporary and regional courtrooms with real time access to operational systems. Provide home/mobile users including the Judiciary with access to business/ communications systems where appropriate. A review of all temporary court locations is required to establish which technology best supports their requirements. A review of which staff require remote access and the associated business benefit is also required.

### Scope:

- ◆ Business applications to be accessible remotely regardless of location over wireless broadband or similar
- ◆ Home access should be possible via VPN accessible over broadband
- ◆ 3G connections should be available to highly mobile users
- ◆ All registrars/in court clerical staff should have real time and secure access to required business applications including communication tools

### Solution Options:

- ◆ 3G/GPRS for mobile access
- ◆ Broadband connections/3G for temporary courtrooms
- ◆ Broadband for home users

### Benefits:

- ◆ By recording case data in the courtroom, efficiencies are achieved through reduced duplication
- ◆ Greater staff work practice flexibility improves staff retention
- ◆ Better customer service for remote court users
- ◆ Supports remote tele-working
- ◆ Promotes access to court systems where and when required

### Challenges:

- ◆ Change in business culture required to incorporate flexible work practices
- ◆ High cost of 3G for rich content
- ◆ Security protocols for each access type

### Dependencies:

- ◆ All key business applications must be web enabled before they can be accessed over the internet

### Estimated Resources:

- ◆ Review to be conducted by Courts Service staff. Numbers of users will be known after the review

## PROJECT T6: TECHNOLOGY REFRESH

### Project Sponsor:

ICT

### Description:

Perform a review and implement the recommendations to upgrade technology within the organization matching technology with business requirement.

### Scope:

- ◆ Conduct a review of all business critical printers. Match printer type and resilience with business requirement - considering speed, printing noise and printer resilience. Put in place support structure.
- ◆ Review PC's matching performance with business need – particular attention on speed and resilience.
- ◆ Review new hardware technology which would deliver business benefit.

### Solution Options:

- ◆ Handle internally (provision of user support)
- ◆ Part of managed services contract
- ◆ Externally provided – outsourced separately to managed service

### Benefits:

- ◆ Increase court productivity by reducing 'down time'
- ◆ Increase business processing efficiency
- ◆ Enhanced staff satisfaction
- ◆ Maintain customer confidence in the Courts
- ◆ Maintain modern technical platforms commensurate with meeting business requirements

### Challenges:

- ◆ Large number of locations with equipment requirements
- ◆ Mobile solutions required for some courts

### Dependencies:

- ◆ Assessment of appropriate requirements in all offices

### Estimated Resources: N/A

Initiatives are already underway in this area.

## PROJECT T7: COMMUNICATION TOOLS

### Project Sponsor:

ICT

### Description:

Provision of alternative communication methods better suited to particular environments/situations. Use instant messaging and desktop text to communicate in situations, such as in the court room, where a message is passed but a record need not be kept. This project involves performing a study to ascertain who should receive which additional communication tool(s).

### Scope:

- ◆ Integrate new communication methods into existing desktop/communication tools
- ◆ Provide instant messaging to staff
- ◆ Provide a central contact database
- ◆ Provide desktop text solution to allow users send SMS text messages directly from their computers
- ◆ Investigate which staff require these new technologies and develop conduct guides
- ◆ Provide instant communication between back office and courtroom staff
- ◆ Investigate benefit of collaboration tools (often packaged with instant messaging) which would promote virtual teaming

### Benefits:

- ◆ Method of instant communication which is suitable for courtroom environment e.g. between Judge and Registrar and between Registrar and back office staff
- ◆ Increased collaboration between staff
- ◆ Supports staff in their day to day job
- ◆ Reduced telephone costs/reduced reliance on emails
- ◆ Allows for rescheduling due to unforeseen events
- ◆ Desktop text will facilitate people attending multiple sessions on the same day (e.g. PWS)
- ◆ Desktop text could potentially allow Gardai/solicitors etc. make better use of their time which ultimately means better service to users of the court and to the general public

### Solution Options:

- ◆ Instant Messaging Package
- ◆ Desktop text services are readily available in the marketplace

### Challenges:

- ◆ Training staff in the appropriate use of Instant Messaging vs. email
- ◆ Cultural change
- ◆ Overhead associated with the maintenance of a contact database

### Dependencies:

- ◆ None

### Estimated Resources:

- ◆ ICT Resources

## PROJECT T8: IMPLEMENT ELECTRONIC EVIDENCE PRESENTATION

### Project Sponsor:

TBD (Director-level sponsorship required from ICT)

### Description:

Provide the infrastructure and technology to permit electronic evidence presentation in the courtroom – focus will be on use in Supreme Court, High Court, Central Criminal Court, Court of Criminal Appeal. Covers presentation of filed documents, multimedia presentations, video, physical evidence. A cost benefit analysis of proposed evidence presentation approaches should be performed prior to procurement.

### Scope:

- ◆ An initial scoping study must be performed to ascertain what form of evidence presentation is required in which court(s)
- ◆ Below is an indicative list of common courtroom technologies that can be implemented:
  - ◆ Evidence cameras
  - ◆ LCD/digital monitors for Judge, Jury and court users
  - ◆ Digital projector and projection screen
  - ◆ Monitors or screens targeted at audience
  - ◆ Colour video printer
  - ◆ Annotation equipment
  - ◆ Sound (audio) reinforcement system
  - ◆ Noise masking
  - ◆ Kill switch
  - ◆ Electronic whiteboard
  - ◆ Digital evidence presentation system (control panel)
  - ◆ Light pen

### Benefits:

- ◆ Better quality service provided to customers of the court
- ◆ Expedite court proceedings
- ◆ Can interface with recording system to track what multi media evidence was presented
- ◆ Some of the technology used can also be used for Videoconferencing

### Challenges:

- ◆ Significant cost involved
- ◆ Major change to work practices – defining the role of the Courts Service
- ◆ Avoiding the need for 'document consultants'
- ◆ Legislative changes may be required for certain forms of presentation
- ◆ Interface with case management system is required if a record of the evidence presented is to be kept

### Dependencies:

- ◆ Not applicable

### Estimated Resources:

- ◆ Initiatives are already underway in this area

## PROJECT T9: DIGITAL AUDIO RECORDING

### Project Sponsor:

ICT

### Description:

Provide systems to facilitate digital audio recording. The ICT Directorate have undertaken a number of DAR tests in the Supreme Court, Court of Criminal Appeal, Commercial Court and the Courthouse, Washington Street, Cork. Based on the successful outcome of this testing phase the Courts Service are in the process of procuring a strategic DAR solution for all courtrooms nationwide. A comprehensive business case supports the deployment for the system and it is recommended that the envisaged procurement should proceed as quickly as possible.

### Scope:

- ◆ Provide technology, infrastructure and structures for Digital Audio Recording
- ◆ System should be capable of operation in a permanent courtroom environment and also as a mobile unit
- ◆ Provide central system which would allow easy access to all recordings
- ◆ Allow recording of court proceedings across all court jurisdictions, as an official record of proceedings within the courtroom

### Benefits:

- ◆ More expedient access to record of court proceedings
- ◆ Reduced stenography costs
- ◆ Potentially better quality records
- ◆ Centrally controlled and managed service
- ◆ Enables the judicial review of evidence where required

### Challenges:

- ◆ Installing the required infrastructure e.g. in courts
- ◆ Cultural change
- ◆ Legislative/business practice changes may be required depending on how this technology is used

### Dependencies:

- ◆ Approval of business case

### Estimated Resources:

- ◆ Initiatives are already underway in this area

## PROJECT T10: VIDEOCONFERENCING

### Project Sponsor:

ICT

### Description:

Provide systems to facilitate Videoconferencing which will provide for both corporate and court use. The use of Videoconferencing within the courts was recommended following the submission of a report, by a committee chaired by the Hon. Mrs Justice Susan Denham, a judge of the Supreme Court. The report set out that the use of VC could increase efficiencies and effectiveness within the court operations. There is currently a joint project underway supported by the Courts Service and the Prisons Service investigating the use of Videoconferencing in the court room. The project objective is to reduce the movement of prisoners to court locations through the use of Videoconferencing.

### Scope:

- ◆ Provide technology, infrastructure and structures for Videoconferencing
- ◆ Videoconferencing in court e.g. witnesses/defendants to give evidence remotely
- ◆ Videoconferencing to be used for Courts Service business purposes e.g. meetings with regional staff

### Benefits:

- ◆ Reduced security risks and costs associated with prisoners giving evidence from Prison
- ◆ Improve court efficiency and customer service
- ◆ Utilises modern technology in an effective manner
- ◆ Reduced costs associated with staff/court users physically attending court
- ◆ Videoconferencing enables effective virtual team working with staff in disparate locations

### Challenges:

- ◆ Installing the required infrastructure e.g. in court and prisons
- ◆ Cultural change
- ◆ Legislative/business practice changes may be required depending on how this technology is used
- ◆ Organisational – who/how is the equipment to be maintained?

### Dependencies:

- ◆ Not applicable

### Estimated Resources:

- ◆ Initiatives are already underway in this area

## PROJECT 01: FORMAL ICT GOVERNANCE STRUCTURE

### Project Sponsor:

TBD (Director-level sponsorship required from Business)

### Description:

Develop a formalised ICT Governance structure for the planning and delivery of strategic ICT initiatives and ensure the underlying support mechanisms are put in place.

### Scope:

Establish an ICT Governing Committee (comprising of ICT and business resources at executive level who should be representative of the principal user communities) who will be responsible for:

- ◆ Setting the overall strategy and defining the ICT vision
- ◆ Approving, prioritising, resourcing, funding, monitoring and signing-off strategic ICT initiatives
- ◆ Ensuring that the business benefits are delivered (e.g. Time, Quality, Service, Cost)
- ◆ Managing new requirements and their impacts on the Implementation Plan
- ◆ Being accountable for linking ICT to the business strategy
- ◆ Driving cross-functional business and ICT working relationships (including defining roles and responsibilities)
- ◆ Monitoring performance on the implementation of projects and their adherence to project budgets and timescales
- ◆ Resolving any escalated issues
- ◆ Establishing and monitoring a number of processes and support structures including:
  - ◆ Formal roles and responsibilities for Project Sponsor, Project Board, Project Manager, Project Team,
  - ◆ Formal project documentation, templates (e.g. business case, PID), policies and procedures
  - ◆ A monitoring process for business benefits and costs

- ◆ A mechanism for overall resource planning – including backfilling of resources ensure minimal disruption to offices
- ◆ Reporting regularly on individual projects to the CEO and the SMT
- ◆ Undertaking a communications exercise to promote the new governance structure across the organization
- ◆ Developing a policy for the user developed applications

### Benefits:

- ◆ Formalised approach to setting the overall direction of ICT across the organisation
- ◆ A mechanism for ensuring the implementation of the ICT Strategy and assigning / reassigning new priorities
- ◆ Improved project planning and execution of ICT projects and fosters transparency in the decision-making process for project prioritization and approval
- ◆ Ensures a formal mechanism to resource planning for projects
- ◆ Ensures the balanced prioritisation of ICT projects and that the right projects are funded
- ◆ Ensures projects commence only when all the necessary elements are in place
- ◆ A structure for monitoring use of resources (financial and human) and ensuring the business benefits are delivered
- ◆ Increased ownership by the business for ICT projects / initiatives
- ◆ Roles and responsibilities clearly defined for project team (including Business Sponsor etc.)

### Challenges:

- ◆ Ensuring the ICT Governing Committee is an active decision making body
- ◆ Ensuring that a formal ICT Governance culture is adapted throughout the organisation

**Dependencies:**

- ◆ Ensuring executive level commitment to put the ICT Governing Committee in place and underlying support processes and procedures

**Estimated Resources:**

- ◆ This will be performed by Courts Service staff. Resources required to design and implement the governance structure and develop processes, roles and responsibilities and document templates etc.

## PROJECT O2: ESTABLISH A DESIGN TEAM

### Project Sponsor:

ICT Director

### Description:

Establish a Design Team (combining Business and Technical skills) who would be responsible for the overall integrity of the infrastructure and business applications.

### Scope:

The role of which would include:

- ◆ Maintenance and ownership of common data model and data standards
- ◆ Designing the technical architecture
- ◆ Developing and maintaining standard application development standards (standard look & feel etc.)
- ◆ Ensuring that new solutions implemented comply with the ICT standards and overall application architecture
- ◆ Inputting to project approval process and quality assurance of projects
- ◆ Exploring use of new technologies

### Benefits:

- ◆ Organisation-wide standard policies, procedures and standards
- ◆ Improved integration and strategic implementation of projects
- ◆ Key building block for development of all systems
- ◆ Enabler to integration of systems and information

### Challenges:

- ◆ Securing a Technical Architect resource

### Dependencies:

- ◆ Up-skilling of current ICT staff
- ◆ Securing a Technical Architect resource

### Estimated Resources :

- ◆ Members of the Design Team will be filled part time by existing resources
- ◆ Need to fill role of Technical Architect

## PROJECT O3: ICT HELPDESK REVIEW

### Project Sponsor:

ICT Director

### Description:

Enhance services provided by the central ICT helpdesk by identifying areas for improvement to increase the level of service to the end user. The objective of this project is to conduct a short review in conjunction with the business to establish areas of improvement that can be implemented quickly at relatively low cost but that will have a beneficial impact on end users.

### Scope:

- ◆ Improve the Service Level Agreement (SLA) to better meet business needs (e.g. quicker setup of new users, mobility of staff, opening hours)
- ◆ Review existing change control procedures and establish if there are any areas for improvement (balanced with cost implications)
- ◆ Increase the business knowledge of helpdesk staff which will assist in the prioritisation and resolution of issues logged
- ◆ Increase level of understanding of the SLA amongst Courts Service staff and communicate the SLA metrics and statistics to end users (e.g. email newsletter or published on the intranet)
- ◆ Review and restructure the user survey issued by the helpdesk to facilitate accurate and timely feedback
- ◆ Ensure formalised process for new joiners / promotions / transfers and improve communication between HR and the helpdesk (this will ensure that when a member of staff joins a new office all processes will have been completed re access rights, passwords etc.)
- ◆ Implement on-line system of requests to track requests and their status

### Benefits:

- ◆ Improved support provided by the ICT helpdesk that will better meet the end-users needs
- ◆ Improved awareness of the agreed SLA and policies amongst users and the underlying reasons for the policies
- ◆ Streamlined and efficient processes for change controls and change requests
- ◆ Improved issue resolution through increase in level of business knowledge by ICT helpdesk staff

### Challenges:

- ◆ Balancing the needs of the service required with the cost implications of an improved SLA

### Dependencies:

- ◆ None

### Estimated Resources:

- ◆ This could be performed by Courts Service staff. Resources required to analyse the current SLA, work with the business areas to identify improvement areas in line with the business requirements
- ◆ There may be some additional costs associated with amending the current SLA

## PROJECT O4: USER SKILLS AND TRAINING

### Project Sponsor:

TBD (Director-level sponsorship required from Business)

### Description:

Increase the effective use of ICT and provide hands-on support to staff in their day to day responsibilities and provide a training programme which is tailored to meet users requirements.

### Scope:

#### (1) Establish a formal role within offices/ sections who will:

- ◆ Provide ICT hands on support to users and assist users in effectively using ICT to assist in their jobs
- ◆ Proactively identify where ICT can improve process efficiency and effectiveness within their area
- ◆ Provide some localised system administration responsibilities (e.g. change control requests)
- ◆ Take ownership of the quality of data stored in the systems
- ◆ Ensure adherence to ICT policies and procedures

#### (2) Develop and implement a training programme;

- ◆ Conduct a training needs assessment
- ◆ Design and deliver a training programme to effectively support staff in their job including: Job specific training, induction training, specialised training

### Benefits:

- ◆ Increase efficiencies in business processes and use of ICT throughout the organisation
- ◆ Less reliance on limited ICT resources
- ◆ Tailored training programme to increase ICT skill-set knowledge of staff
- ◆ Increased user support at a localized level with day to day support
- ◆ Business taking ownership of data input and quality etc.

### Challenges:

- ◆ Change of organisation culture as the business will need to take ownership of what are currently seen as ICT responsibilities
- ◆ Freeing resources to fulfil the role of providing hands-on training and support

### Dependencies:

- ◆ None

### Estimated Resources:

- ◆ Resources would be needed from each assigned area to fulfil the role

## PROJECT 05: BUSINESS ANALYSIS AND PROJECT MANAGEMENT RESOURCES

### **Project Sponsor:**

TBD (Director-level sponsorship required from Business)

### **Description:**

Business Analysis and Project Management Resources for ICT projects and initiatives

### **Objective:**

To develop and increase the business analysis and project management skills within the Courts Service.

### **Scope:**

The purpose of these roles will be to:

- ◆ Define functional/process requirements for new systems
- ◆ Act as the liaison between the business and ICT
- ◆ Manage the changes in work processes and promote efficiency through process re-design
- ◆ Increase focus on defining requirements (including training) with trained business analyst

### **Benefits:**

- ◆ Greater ability to control and manage large projects
- ◆ Facilitates the timely delivery of project and business benefits
- ◆ Reduces the reliance on external suppliers to define requirements
- ◆ Increased ownership by business for ICT
- ◆ Will become a force within the organisation for driving change
- ◆ Minimised disruption to day to day business operations by backfilling of resources
- ◆ Roles and responsibilities clearly defined for project team (including business sponsor etc.)

### **Challenges:**

- ◆ Limited resources

### **Dependencies:**

- ◆ N/A

### **Estimated Resources:**

- ◆ N/A

## Appendix 2: Interviews

This section provides an overview of the wide consultation process undertaken in the development of the ICT Strategy:

| <b>Internal Interviews:</b>   |   |   |
|---|---|---|
| <p>CEO<br/>           Director of ICT / Project Sponsor<br/>           Director of Circuit &amp; District Court Operations<br/>           Chief Registrar, Director of Operations Supreme &amp; High Court<br/>           Director of Corporate Services<br/>           Director of Finance<br/>           Director of Human Resources<br/>           Director of Reform &amp; Development<br/>           Naas Regional Manager</p> <p><b>Representatives from:</b><br/>           Supreme &amp; High Courts<br/>           Central Criminal Court - Registrar<br/>           Central Office Manager<br/>           Office of the Supreme Court Examiners<br/>           Official Assignees<br/>           Probate<br/>           Office of Wards of Courts</p> | <p>Circuit &amp; District Court Directorate<br/>           Dublin Circuit Court –Chief Clerk<br/>           Dublin Circuit Court – County Registrar<br/>           HR Manager<br/>           Information Office<br/>           Dublin Buildings Unit<br/>           Internal Auditor<br/>           Estates &amp; Buildings<br/>           Financial Management</p> | <p><b>Information Technology Directorate</b></p> <ul style="list-style-type: none"> <li>◆ eGovt, CAS, Website &amp; Judicial Support</li> <li>◆ CCTS</li> <li>◆ ICT Admin and Financial</li> <li>◆ Digital Systems</li> <li>◆ Support &amp; Security</li> <li>◆ Videoconferencing, Notes Development</li> </ul> <p><b>External Service Providers</b></p> <ul style="list-style-type: none"> <li>◆ Fujitsu Services</li> <li>◆ Deloitte</li> <li>◆ Mentec</li> <li>◆ Quest</li> <li>◆ System Dynamics</li> </ul> |

### Interviews with the Judiciary

Judge of the Supreme Court  
Judge of the High Court  
Judge of the High Court  
President of the Circuit Court  
Judge of the District Court

The Hon. Mr. Justice Niall Fennelly  
Mr. Justice Paul Butler  
Mr. Justice Iarlaith O'Neill  
The Hon. Mr. Justice Matthew Deery  
Judge Mary Collins

### External Interviews:

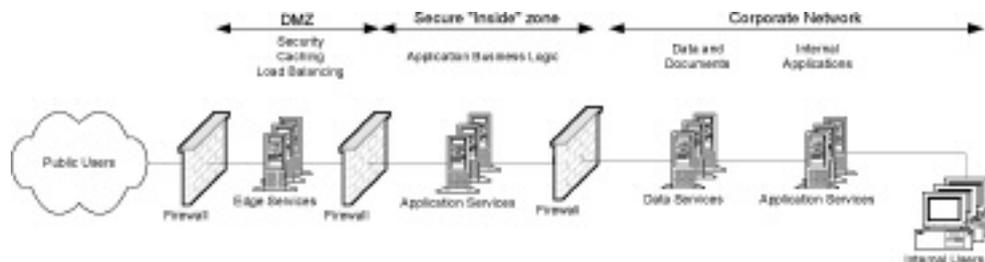
An Garda Síochána  
Department of Justice, Equality & Law Reform  
Prison Service  
PIAB  
Director of Corporate Enforcement  
Director of Public Prosecutions  
Chief Prosecuting Solicitor  
CMOD

REACH  
Bar Council  
National Crime Council  
CSO  
ICT Committee of Law Society  
Probation and Welfare Services

## Appendix 3: Technical Platform Options

This section describes a number of landscape options for the eServices platforms. Depending on the option chosen the eServices technology platform may be tightly linked to the choice of internal application platform (T1).

### Model 1: Applications Integrated at Data Level



#### Description

This model provides a single data source for both internal and external users. The publicly available data is accessed via a dedicated Application Services container which hosts the public applications.

Security is provided via the Edge services nodes – preventing unauthorised access to the systems. Additional security can be provided at the database level if necessary. Internal business applications can use a different technology to the public facing applications – assuming they can use the same database technology.

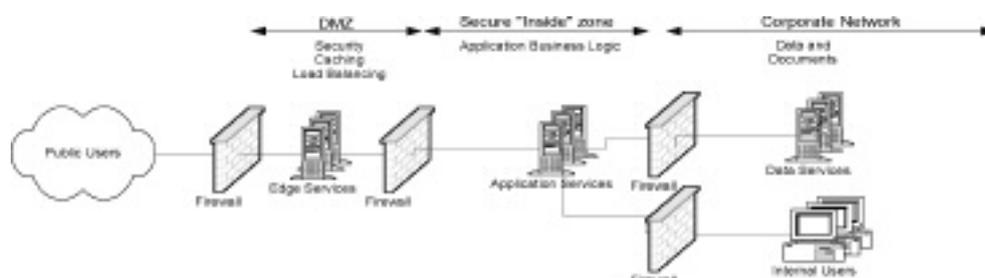
#### Advantages

- ◆ This primary advantage of this model is that there is a single source of data. Updates can be made immediately available to both internal and external users
- ◆ A single application can be developed to deliver both internal and external functionality. The public user applications can be deployed on the internal application container and extended to cater for the additional functionality required by internal users
- ◆ Workload is divided between internal and external application ‘containers’ preventing a peak of activity from external users having an effect on the productivity of internal users

#### Disadvantages

- ◆ Potential security exposure if the secure ‘inside’ zone is compromised

### Model 2: Integration at an Application Level



## Description

This model provides both a single data source for both internal and external users and a single Application Services “container” which hosts both the public and the internal applications.

Security is provided via the Edge services nodes – preventing unauthorised access to the systems. Additional security can be provided at the database level if necessary. Internal business applications use the same technology to the public facing applications.

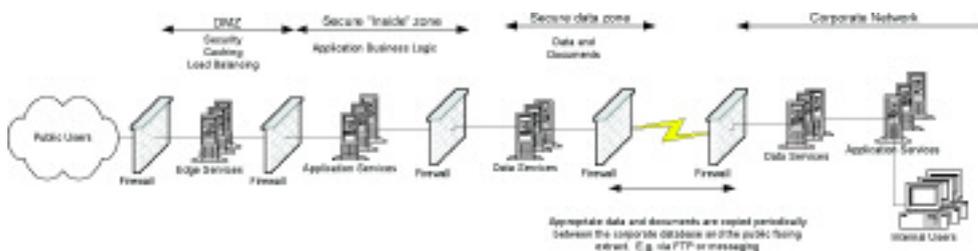
## Advantages

- ◆ This primary advantage of this model is that there is a single source of data and applications. Updates can be made immediately available to both internal and external users
- ◆ The hardware and software costs may be reduced
- ◆ A single technology is used throughout the organisation

## Disadvantages

- ◆ Potential security exposure if the secure ‘inside’ zone is compromised
- ◆ Peak workloads from one source (Internal or external) can affect the other

## Model 3: Loosely Coupled Architecture



## Description

This model provides a loose coupling between the internal and external applications. Publicly available data is extracted from the internal systems and periodically made available to the public facing systems. Updates from the public side (e.g. e-filing) are periodically transferred to the internal system for further processing. Security is provided via the Edge services nodes – preventing unauthorised access to the systems.

This landscape is similar to that used for the current Courts.ie website.

## Advantages

- ◆ Public and internal applications are loosely coupled and can be developed and designed in isolation specifically for the target audience
- ◆ Different technologies can be used for public and internal systems
- ◆ Capacity requirements are independent
- ◆ The public site is loosely coupled with the internal systems and so can be hosted and managed separately
- ◆ The public site is loosely coupled with the internal systems and so application enhancements can be made independently of each other

## Disadvantages

- ◆ Multiple sources of data – may get out of sync
- ◆ Duplicate data may lead to confusion
- ◆ Potential additional software and hardware requirements

## Appendix 4: Current work programme

In addition to the recommendations and projects outlined in this ICT Strategy report it must be noted that work will be underway to continue work on ongoing/planned projects.

A high level overview of the ongoing / planned projects is provided below:

| Strategy Area  | Projects   |
|--|--|
| <b>Applications</b>  |  |
| <ul style="list-style-type: none"> <li>◆ Criminal Case Tracking System</li> </ul>    | <ul style="list-style-type: none"> <li>◆ Enhancement &amp; support</li> <li>◆ CCTS application support - bug fixes and minor change requests</li> <li>◆ CCTS enhancements - includes development of estreatment functionality on CCTS</li> <li>◆ CCTS/CAS integration - includes changes to CCTS to accommodate integration and electronic exchange of fines transactions</li> <li>◆ Integration - development of integration infrastructure. Mapping of requirements within integration hub</li> <li>◆ CCTS/PULSE integration - includes changes to CCTS to improve recording of court outcomes, electronic exchange of summons applications, scheduling of summonses and court outcomes</li> <li>◆ Extension of CCTS to Circuit Courts - development of a proposal to extend CCTS to the Circuit Courts</li> </ul> |
| <ul style="list-style-type: none"> <li>◆ Courts Accounting System Phase 2</li> </ul> | <ul style="list-style-type: none"> <li>◆ This application will be used as a basis for the computerisation of all financial transactions currently undertaken by Court Offices. This includes receipting and paying out monies from Fines, Family Law, Bail &amp; Fees processes and is due to be piloted in a number of District Court Offices in 2006.</li> </ul>   |
| <ul style="list-style-type: none"> <li>◆ Funds Accounting System</li> </ul>          | <ul style="list-style-type: none"> <li>◆ Continued development and enhancement</li> </ul>  |
| <ul style="list-style-type: none"> <li>◆ E-Small Claims</li> </ul>                   | <ul style="list-style-type: none"> <li>◆ Small claims process being piloted as eService</li> <li>◆ Due for implementation Q1 2006</li> </ul>   |
| <ul style="list-style-type: none"> <li>◆ Judges intranet</li> </ul>                  | <ul style="list-style-type: none"> <li>◆ Ongoing support</li> </ul>  |
| <ul style="list-style-type: none"> <li>◆ FMS</li> </ul>                              | <ul style="list-style-type: none"> <li>◆ Continued development and enhancement</li> </ul>  |

| Strategy Area         | Projects  |
|-----------------------|---|
| ◆ HR                  | <ul style="list-style-type: none"> <li>◆ Continued development and enhancement to support devolved management.</li> <li>◆ Time &amp; Attendance system</li> </ul>   |
| ◆ Website             | <ul style="list-style-type: none"> <li>◆ Continued development and enhancement</li> </ul>   |
| ◆ Statistics          | <ul style="list-style-type: none"> <li>◆ Crystal Enterprise/Reports deployed on 12 systems, including CCTS, 2 Progress systems and 9 Lotus Notes Interim systems</li> <li>◆ Further enhancements</li> </ul> |
| ◆ Document Management | <ul style="list-style-type: none"> <li>◆ Project planned to look at a document management system for corporate records</li> </ul>   |
| ◆ Financial KPIs      | <ul style="list-style-type: none"> <li>◆ Project underway to define financial KPI's</li> </ul>  |

| Infrastructure             |  |
|----------------------------|--|
| ◆ Digital Audio Recording  | <ul style="list-style-type: none"> <li>◆ Tender to issue early 2006</li> </ul>   |
| ◆ Digital Dictation System | <ul style="list-style-type: none"> <li>◆ Planned project to replace the existing analogue dictation machines used by Judges (mostly Supreme &amp; High Court) and senior management</li> <li>◆ Tender to issue early 2006</li> </ul>   |
| ◆ Videoconferencing        | <ul style="list-style-type: none"> <li>◆ Project underway with the Irish Prisons Service for a pilot project to use Videoconferencing in a specified number of courtrooms and prisons</li> </ul>   |
| ◆ Security                 | <ul style="list-style-type: none"> <li>◆ Detailed Security Audit completed</li> <li>◆ Implementation of findings</li> </ul>  |
| ◆ Technology refresh       | <ul style="list-style-type: none"> <li>◆ The following are underway:</li> <li>◆ Disaster Recovery (DR) solution</li> <li>◆ Implementation of Fibre Ring for Dublin Campus</li> <li>◆ Implementation of VLANs for Dublin Campus</li> <li>◆ Design, test and rollout of a new RAS solution</li> <li>◆ Upgrade of Lotus Domino</li> <li>◆ Backup solution for Regional Sites</li> <li>◆ Implementation of comprehensive Test Environment</li> <li>◆ Windows 2003 upgrade for servers</li> <li>◆ General security enhancement</li> <li>◆ Desktop and printer refresh</li> <li>◆ Password Self Service Management System</li> </ul> |

## Appendix 5: Risk Register

Risk management is a continuous process that provides a disciplined environment for proactive decision making. The risk register below highlights high-level risks associated with the ICT Strategy.

|   | Category  | Description  | Probability | Impact | Actions   |
|---|-----------|--|-------------|--------|---|
| 1 | Strategic | The range of initiatives detailed in the strategy are extensive and may not be delivered within the timeframe of the strategy      | M           | M      | <ul style="list-style-type: none"> <li>◆ Prioritise developments on the basis of business benefit</li> <li>◆ Recruit external management expertise (e.g. Programme Manager for CMS)</li> <li>◆ Apply Stringent Project Management techniques</li> </ul>   |
| 2 | Strategic | The programme of work proposed is unaffordable in terms of funding available.  | M           | H      | <ul style="list-style-type: none"> <li>◆ Clear business justification through Business Case analysis</li> </ul>   |
| 3 | Strategic | Major projects defined in the Plan may incur significant delay or significant increases above budgeted cost.                       | M           | H      | <ul style="list-style-type: none"> <li>◆ Participation in proposed Peer review structure</li> <li>◆ Clearly defined internal reporting arrangements to ICT Governing Committee</li> <li>◆ Stringent Project Management</li> <li>◆ External Programme Management expertise being retained for major project</li> </ul>   |
| 4 | Strategic | Sufficient resources in terms of people, business and ICT may not be available to complete the programme on time and within budget | M           | H      | <ul style="list-style-type: none"> <li>◆ Clear policy at Senior Management Level to make necessary resources available</li> <li>◆ Existing ICT resources supplemented where necessary and appropriate by external expertise</li> <li>◆ Policy guidelines developed on the “backfilling” for key business resources assigned to projects</li> <li>◆ Budget available for backfilling assigned resources</li> </ul> |
| 5 | Strategic | Clear senior management commitment at the highest levels within the Courts Service will be a mandatory                             | H           | H      | <ul style="list-style-type: none"> <li>◆ Regular reporting on progress at Senior Management Team Meetings</li> <li>◆ Key Project Sponsors to be at Director level</li> </ul>  |

|   |           |  |   |   |   |
|---|-----------|--|---|---|---|
|   |           | prerequisite to the successful delivery of the initiatives defined in the strategy   |   |   |   |
| 6 | Strategic | The implementation of the initiatives defined in the strategy are likely to initiate a major change programme requiring commitment to implement both at a business and Rules level   | M | H | <ul style="list-style-type: none"> <li>◆ Review and definition of business change processes will be an upfront work assignment</li> <li>◆ Rules Committees involvement in the programme</li> <li>◆ Change will be led by change team leaders from the business areas</li> </ul>   |
| 7 | Strategic | There is a risk that having regard to the extent of change within the Courts Service over the past 6 years, much of which was instigated by the deployment of new information systems, that the deployment of further new systems will result in staff resistance and lower levels of acceptance of new systems deployments. | M | H | <ul style="list-style-type: none"> <li>◆ Active involvement from staff at all levels in the programme to be encouraged</li> <li>◆ A comprehensive Communications Plan to be put in place</li> <li>◆ All developments to be led and promoted by the business areas</li> <li>◆ Piloting approach to be adopted to promote business benefit</li> <li>◆ Adopt careful scheduling of implementations</li> <li>◆ ICT Strategy Champions/Super Users to be appointed to promote and market the strategy across the organisation</li> </ul> |
| 8 | Strategic | The Strategy has been defined to provide business benefit to the Courts Service but also to provide significant business benefit to external stakeholders through initiatives such as eFiling which will provide business benefits to legal practitioners particularly.  | H | H | <ul style="list-style-type: none"> <li>◆ Consultative Forums will be established</li> <li>◆ Participation at key project stages will be encouraged</li> <li>◆ A promotion and marketing campaign will be initiated</li> <li>◆ Key initiatives impacting on external stakeholders will be piloted with active participation by stakeholders in pilot implementations</li> </ul>  |

|    |           |   |   |   |   |
|----|-----------|---|---|---|---|
|    | Strategic | A key challenge will be fostering acceptance among and managing the expectations of these stakeholders  |   |   |   |
| 9  | Technical | The absence of comprehensive technical skills and experience particularly in the area of technical architecture design within the Courts Service is a significant risk  | M | H | <ul style="list-style-type: none"> <li>◆ Establish a Design Team within the Courts Service</li> <li>◆ Retain a Technical Design Architect on an ongoing basis as required</li> <li>◆ Implement skills transfer to Courts Service personnel (technical architecture skills)</li> </ul>   |
| 10 | Technical | The phased approach to implementing key initiatives e.g. CMS, customer portal introduces risk that the technical architecture originally designed will not accommodate all substantive developments   | H | H | <ul style="list-style-type: none"> <li>◆ In so far as feasible, the initial technical design will accommodate all developments</li> <li>◆ The Technical Architect (9 above) insofar as possible will be retained for the duration of all technical architecture design and implementation activities</li> <li>◆ A formal change process will be put in place to manage changes to the technical architecture</li> </ul> |
| 11 | Technical | The Courts Service manages its information technology infrastructure through an external managed service provider. The existing contract expires in May 2007. Major changes to the technology architecture may introduce re-skilling, increased cost for the managed service and impact on continuity of service. | M | H | <ul style="list-style-type: none"> <li>◆ Managed Service provider will be kept informed of ongoing developments</li> <li>◆ New contract will have change management procedures built in</li> <li>◆ All changes to existing infrastructure will be documented through change management control process</li> </ul>   |

|    |              |  |   |   |  |
|----|--------------|--|---|---|--|
| 12 | Financial    | Clear unambiguous costs are not currently available for the entire programme of work which impacts on the potential for the definition of a complete programme budget        | H | H | <ul style="list-style-type: none"> <li>◆ A phased approach is proposed for development with consequent phased funding requirement</li> <li>◆ Projects will not proceed unless funding arrangements are in place</li> <li>◆ Peer Reviews of major projects will ensure that funding will be based on clear business justification</li> </ul>  |
| 13 | Financial    | Having regard to constraints on overall public expenditure, funding for the entire programme may become an issue within the lifetime of the strategy                         | H | H | <ul style="list-style-type: none"> <li>◆ The actions outlined at 2 above are relevant</li> <li>◆ The strategy will be promoted with the Public Expenditure Division of the Department of Finance</li> <li>◆ Funding will be agreed with the Department of Justice Equality &amp; Law Reform in the context of the capital envelope</li> <li>◆ Innovative funding arrangements will be pursued in relation to key components of the strategy e.g. self funding eFiling</li> </ul> |
| 14 | Reputational | The Courts Service reputation as an organisation with a vision of modernising the courts environment will be impacted by a failure to or delays in progressing the programme | M | H | <ul style="list-style-type: none"> <li>◆ Continuous promotion of the benefits of the strategy</li> <li>◆ Prioritisation of developments which provide maximum business benefit, internally and externally</li> </ul>   |









