



COURTS SERVICE
An tSeirbhís Chúirteanna
IRELAND

Value for Money Review
ICT Programme of the Courts Service
April 2009

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Glossary and Abbreviations/ Acronyms

VFM	Value for Money
ICT	Information and Communications Technology
HRMS	Human Resource Management System
CCTS	Criminal Case Tracking System
CMOD	Centre for Management and Organisational Development of the Department of Finance
DAR	Digital Audio Recording
CAS	Courts Accounting System
MIS	Management Information Systems
VPN	Virtual Private Network
LAN	Local Area Network
WAN	Wide Area Network
PULSE	Police Using Leading Systems Effectively (The primary IT application of the Garda Síochána)
FTE	Full Time Equivalent
SLA	Service Level Agreement

Terminology used in report

- **Rationale** is concerned with identifying the programme objectives and examining their validity.
- **Efficiency** is concerned with the identification and analysis of trends in **inputs** (resources consumed), **activities** (processes which transfer inputs into outputs) and **outputs** (what is produced); basically it examines how inputs are transformed into outputs.
- **Effectiveness** is concerned with reviewing the extent to which programme objectives achieved are aimed at achieving results and the effects of outputs on target beneficiaries. In order to appropriately measure effectiveness the specific objectives should be capable of measurement.
- **Impact** is concerned with wider effects of a programme for a larger group of persons (e.g. a sector) or for society as a whole (it includes the immediate to long term effects on targeted beneficiaries); the successes and failures in achieving the wider objectives; and the main causes of this. The impact of a programme is the difference it has made; impacts can be positive or negative, intended or unintended.
- **Continued relevance** is concerned with examining whether there is a justification for the continued allocation of public funds to a programme and how the programme fits within other programmes of the Courts Service and the government's overall objectives.
- **Performance measurement** should incorporate evidence of results which are aligned to strategy and stakeholder needs on a regular basis.

Bibliography

The Third Report of the Working Group on a Courts Commission – Toward the Courts Service (November, 1996)

The Courts Service Strategic Plan 2000 – 2003 (September, 2000)

The Courts Service Strategic Plan 2002 – 2005 (November, 2002)

The Courts Service Strategic Plan 2005 – 2008 (2005)

eCourts – A 5 year Strategy for Information Technology (February 2001)

ICT Strategy 2006–2010 for the Courts Service (December, 2005)

Courthouse Maintenance and Capital Building Refurbishment. March, 2005.

1 EXECUTIVE SUMMARY

1.1 Introduction

This report presents the results of a Value for Money (VFM) review of the ICT programme of the Courts Service. The work was performed, in line with the terms of reference approved by the Department of Finance (Annex 1), during the period June to October 2008. The Courts Service was supported by Mazars in carrying out the review. A Steering Committee comprising members of staff of the Courts Service and an external representative oversaw the work performed and the preparation of the report. The report was independently assessed by Petrus Consulting.

The review covers expenditure on the ICT Programme relating to the 7 year period from 2001 to 2007. At the time of publication of the first ICT strategy (published in February 2001) the Courts Service was a very new organisation (established 1999). ICT investment was largely confined to the maintenance and support of a set of older legacy systems and much of the work prior to the first ICT strategy was directed at achieving Y2K compliance. The first annual reports and corporate strategic plans of the Courts Service recognised that the management of the Courts in Ireland needed to be modernised and that judges and court staff were facing new and emerging challenges with outdated tools.

The Courts Service has to date adopted a strategic outsourcing policy whereby the majority of ICT services are outsourced to third parties including the Managed ICT Infrastructure Support Service and the development of key ICT business systems such as the Criminal Case Tracking System (CCTS). The ICT Directorate supports and manages the delivery of the ICT programme through in-house project governance and management, contract management and key strategic and operational decision making.

The overall cost of the ICT Programme can be broken down between external expenditure (Capital Expenditure, Recurring Expenditure, Services of External Service Providers), which represents the vast majority of expenditure, ICT Directorate staff costs and non ICT Directorate staff costs. Under the VFM terms of reference, a particular focus was directed to two of the major components of expenditure, representing approximately 35% of external expenditure, namely the Criminal Case Tracking System (CCTS) and the Managed ICT Infrastructure Support Service. Detailed project documentation was reviewed in relation to these projects and a stakeholder survey was directed at collecting feedback on these projects.

Key background information, as well as conclusions and recommendations arising are presented below under the major heading areas. The major heading areas each deal with one

or more of the objectives of the VFM Terms of Reference (See Section 2 Introduction, for cross referencing of headings and terms of reference objectives)

1.2 Methodology

This report was prepared in line with the VFM terms of reference and the VFM review plan prepared at the commencement of the assignment. The methodology involved:

- Review of published material to understand and assess any wider environmental or public policy considerations
- Review of Courts Service documentation including, but not limited to Courts Service Strategic plans, Annual reports, ICT Strategic Plans, project specific documentation, financial information and internal audit reports
- Discussions with the ICT Director (Programme Manager) and other ICT Directorate staff
- Conduct of a stakeholder survey which involved:
 - Survey of the Judges to determine their level of satisfaction with ICT Services
 - Survey of Courts Service staff to determine their level of satisfaction with general ICT services
 - Survey of users of the CCTS system to determine their level of satisfaction with the CCTS system.
- Comparison of data collected from Courts Service in other countries with similar profiles in terms of age of organisation and country population.

1.3 Objectives and Rationale

The original rationale for investment in ICT was identified in The Third Report of the Working Group on a Courts Commission¹, where it was identified that ICT to support the Courts had been significantly under invested in and that it was anticipated that investment in ICT would provide a platform for the provision of a world class model of service delivery and would also be critical to the successful fulfilment of the Courts Service's mandates. This view was also supported in the initial Courts Service Strategic Plan² and reiterated in subsequent plans³.

The stated overall objective of the ICT programme is to support the core activities and operations of the Courts Service and the provision of services to the judiciary and the wider justice community of interest. The detailed objectives of the ICT programme are set out clearly in the two ICT Strategic Plans⁴ covering the period of review; they include application and services projects to meet business needs, integrated data stores projects to support operations and MIS, and an appropriate supporting technology infrastructure and ICT organisation. Each ICT Strategic Plan is informed by, and compatible with, the overall Courts Service Strategic Plan in place at that time, which is developed to deliver the core mandates

¹ The Third Report of the Working Group on a Courts Commission – Toward the Courts Service (November, 1996)

² The Courts Service Strategic Plan 2000 – 2003 (September, 2000)

³ The Courts Service Strategic Plan 2002 – 2005 (November, 2002), The Courts Service Strategic Plan 2005 – 2008 (2005)

⁴ eCourts – A 5 year Strategy for Information Technology (February 2001), ICT Strategy 2006–2010 for the Courts Service (December, 2005)

of the organisation. In addition the Courts Service invests significantly in developing the ICT Strategic Plans through extensive consultations and independent reviews. Ongoing monitoring and review of rationale and validity of objectives is supported through the establishment of an ICT Governing Committee charged with providing strategic direction and monitoring the implementation of ICT Strategy.

Based on an assessment of potential future demands on ICT, it is anticipated that ICT will continue to play a major role in the development of the Courts Service and the delivery of its mandate.

Recommendation 1: In the context of the development of a new three year Courts Service Strategic Plan for the period 2009 to 2011, it is recommended that a review of the ICT Strategic plan be performed within the next 6 months. As the ICT Strategic Plan covers a five year period and the overall Strategic Plan covers a three year period it is important that a new Strategic Plan always triggers an evaluation of the ICT Strategic Plan and that this formally becomes part of the standard practice of the organisation going forward. Aspects of this value for money review process including the stakeholder surveys and data from international comparator organisations will be useful in informing the planned review of the ICT Strategic Plan.

1.4 Inputs, outputs and trend in efficiency

As introduced above, the Courts Service has adopted a policy of outsourcing to a significant extent in relation to the delivery of the ICT programme.

The inputs to the ICT Programme or the overall cost for the period under review of €67.5M can be broken down as External expenditure (€55M), ICT Directorate Staff costs (€5.2M), and Non ICT Directorate Staff Costs (€7.3M). Non ICT Directorate Staff costs consumed by the programme had not been formally quantified or tracked on an ongoing basis, nor allocated to specific individual projects. However, for the purposes of this review an estimate of such staff costs was prepared.

Based on a review of the level and trend of outputs it is evident that there has been substantial progress on the implementation of projects across both strategies. Service level reporting under the managed services contract also indicated a high level of customer satisfaction in terms of the outputs produced i.e. infrastructure managed under this contract. The stakeholder surveys also indicate a high level of satisfaction with the outputs. It is important also to note that systems and processes are in place to ensure that the level and trend of outputs is appropriately managed, including formal ongoing progress reports on projects to individual project boards and the ICT Governing Committee

A number of Courts Services in other countries were asked to participate in a comparative analysis and information was obtained from these organisations. Taking a number of factors into account as part of the comparison (including inputs, delivery options and progress to date), the Irish Courts Service performed well across a number of standard ratios for comparing ICT spend. The comparison indicates that the strategic policy of outsourcing is not unusual (all four organisations, including the Irish Courts Service, outsource to a significant extent). In addition, a comparison against wider benchmarks (public and private sector) would also indicate that the outsourcing strategy is not uneconomic.

The review of inputs, outputs and trends in efficiency demonstrated positive results; however there were two areas where it was considered the Courts Service could improve in the future, as follows:

Recommendation 2: The Courts Service has invested significantly in the governance and management frameworks supporting the delivery of the ICT programme and continues to work on underlying support structures. The development and standardisation of underlying structures supporting the governance and management of the ICT programme and individual projects remains a work in progress and the Courts Service should continue to work on strengthening this framework based on recommendations of independent evaluations, mainly internal audits.

Recommendation 3: It is recommended that non ICT Directorate staff costs are quantified and tracked and allocated to individual projects in line with standard project accounting principles. This will support cost benefit analysis in relation to the programme and will also support the planning and negotiation of non ICT Directorate staff involvement in key projects. The allocation and tracking of costs in respect of individual projects is particularly important in respect of major long term projects such as CCTS.

1.5 Effectiveness and Impact

Reviews of project documentation, annual reports, and discussion with Courts Service staff and other users of ICT Services indicate that benefits have been realised across a wide range of projects. It is important to note that the benefits realised are wider than just within the Courts Service itself but extend to wider communities including the Judiciary and the general public e.g. the CAS project supports major process change and eGovernment initiatives such as payment of fines via the Internet and the CCTS system enables the electronic receipt of summons applications from An Garda Síochána and other prosecutors.

The results of the stakeholder surveys, conducted as part of this review to formally collect and analyse effectiveness and impact in the form of stakeholder perspectives, indicate that the investment has been effective and has had an impact, in particular:

- Users rated the standard of ICT infrastructure and services within the Courts Service at 6.8 out of 10 , and the standard of the CCTS system at 7.4 out of 10

- Judges rated the standard of ICT support services provided by the Courts Services at 8.

However, while output indicators (See chapter 4) have been specified for the programme, outcome indicators to measure effectiveness and impact of the programme were not set out at the outset of the projects. Performance measurement frameworks and government policy in relation to the appraisal, governance and management of capital projects has developed significantly since the commencement of many of these projects. The Courts Service has recently started to include measurable effectiveness and impact indicators in respect of new projects e.g. DAR.

As outlined above while it is clear that benefits have been delivered, the Courts Service should introduce a more formal and transparent approach to assessing effectiveness and impact of projects including effect on target beneficiaries and identification of lessons learned; the following recommendations are made:

Recommendation 4: Post project reviews and interim reviews (in the case of major long term projects) should be included as a standard part of the project governance and management framework and should be performed for all projects.

Recommendation 5: Measurable outcome indicators should be devised in respect of all live projects and performance should be measured and reviewed against these standards. While no measurable outcome indicators were defined at the outset of these projects, many of the projects are only now realising the benefits of their investment and it is important that the Courts Service track, monitor, and learn from these performance indicators and statistics.

Recommendation 6: The Courts Service should strive to improve customer satisfaction levels of its internal users in relation to both general ICT services and CCTS services with the aim of achieving satisfaction ratings of 8+.

1.6 Continued relevance and alternative means of achieving programme objectives

The support of the Courts Service mandate and indeed the fulfilment of its vision to be a world class service is highly dependent on investment in information and communications technology, which is considered a key enabler. Based on an assessment of potential future demands on ICT in section 3 (See 1.3 above) it is anticipated that ICT will continue to play a major role in the development of the Courts Service and the delivery of its mandate and the continued allocation of public funds is warranted. As outlined earlier, information was sought from a number of similar international organisations to support a comparative analysis. In comparing the suite of initiatives being undertaken or planned by the various organisations it was clear that the majority of projects being carried out or planned by the Irish Courts Service were considered relevant and were part of the strategies of other Courts Services and this provides further comfort as to the relevance and maturity of the ICT strategies of the Courts Service.

Additionally investments during the period under review have enabled the Courts Service to undertake a number of innovative and cross cutting projects under the umbrella of the Governments Information Society Action Plan. These investments provide a strong foundation and roadmap for future eService delivery in line with Government policy and the Courts Service's espoused vision to provide comprehensive electronic filing and other eServices as part of the development of a world class service model.

A list of alternative means of achieving programme objectives was set out and discussed. These included:

- Option 1: Discontinue ICT service provision
- Option 2: Fully outsource the service
- Option 3: Adopt a hybrid approach (partial in-house/partial outsourced)
- Option 4 Deliver the service fully in-house, and
- Option 5: Partnership and Shared Service Arrangements.

In considering alternative means of achieving programme objectives, while it is always difficult to make direct comparisons between organisations the results of the comparative analysis

- **Do** suggest that the comparable organisations adopt a similar approach to the Courts Service in terms of outsourcing i.e. a hybrid approach of in-house management with support from external service providers
- **Do** suggest that undertaking certain additional activities in house e.g. software development would require a substantial increase in the staff allocation and that a range of competencies would be required to be built up over time.
- **Do not** suggest that the cost of a significant level of outsourcing (as adopted by the Courts Service) is cost prohibitive or even at the high end of the spectrum.

The following recommendation is made in relation to approaches to service delivery:

Recommendation 7: It is recommended based on an analysis of service delivery options that the best fit for the Courts Service would be to continue with the hybrid approach of option 3 but continue to assess the potential to deliver improved value for money in line with Government Policy and exploit opportunities where a strong business case exists to do so across identified areas*. Options include:

- Increase in-sourcing of specific initiatives or categories of expenditure where the business case supports it and/or
- Exploit opportunities in partnership arrangements or shared service models as per option 5.

* Any change in strategy or outsourcing policy will be supported by a detailed cost benefit analysis as well as detailed risk analysis and will strive to meet Government policy to achieve efficiency savings and cost reductions.

1.7 Performance indicators

Performance measurement in relation to ICT within the Courts Service did not historically directly link indicators either in terms of efficiency, effectiveness or impact to programme inputs and activities. Although benefits can be seen to have been delivered across a range of projects the question of whether these benefits were delivered to the extent originally anticipated or in line with the cost benefit decisions made at the outset, is difficult to answer measurable indicators were not set out at the outset across the programme. Steps have however been taken to incorporate such measurable indicators in new projects from the outset including the Digital Audio Recording project (DAR).

Recommendation 5 in section 5 (1.5 above) recommends that measurable outcome indicators should be devised in respect of all live projects and performance should be measured and reviewed against these standards. In addition it is recommended below that the Courts Service further develop its performance measurement framework going forward, as follows:

Recommendation 8: The Courts Service should further develop its performance measurement framework for ICT, with a particular focus on including outcome indicators to measure the efficiency and impact of the programme. A sample set of performance indicators and measures across the whole programme spectrum including inputs, activities, outputs and outcome indicators has been included in section 7.3.

1.8 Conclusions and recommendations

The ICT Programme is and will continue to be a critical component in the delivery of the Courts Service mandate. The Courts Service supports the delivery of core functions and better service provision to courts staff and users of the Courts system as well as the public in general. Significant progress has been made to date in bringing the Courts Service from a very low technological base at establishment (1999) to an organisation supported by a modern technology infrastructure and a number of key business systems which delivers a wide range of information and other electronic services to its key stakeholders and the public at large. Based on a comparison with similar organisations the Courts Service performs well across a number of standard indicators for comparing ICT spend and is at least in line with if not ahead of those organisations in terms of the delivery of outputs or implementation of key strategic projects. There will continue to be an increased demand for ICT services to support enhanced integration, improve productivity, improve information access, support electronic delivery of services and improve service levels to all customers and stakeholders. A strategic and well governed ICT programme is vital to appropriately respond to the various challenges required to deliver a world class service to all users and stakeholders of the Courts Service. The Courts Service has implemented a best practice Project Governance and Management Framework to support the delivery of the ICT programme and continues to invest in the development of this framework. The results of

this analysis demonstrate that value for money has been achieved. The Courts Service will nonetheless continue to seek opportunities to improve value for money; as outlined below a number of recommendations identified as part of this review will be implemented to support this objective.

2 INTRODUCTION

The Courts Service conducted a Value for Money (VFM) review of its ICT programme within the scope of the terms of reference attached at Annex 1. The work was carried out in the period June to October 2008. The Courts Service was supported by Mazars in conducting this review.

2.1 Background and Context

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 following the enactment of the Courts Service Act, 1998. The Service's mission is to manage the courts, support the judiciary and provide a high quality and professional service to all users of the courts.

The five key mandates of the Courts Service, as per Section 5 of the Courts Service Act, 1998, are as follows:

- To manage the Courts – (M1)
- To provide supports services for the judges – (M2)
- To provide information on the courts system to the public – (M3)
- To provide, manage and maintain court buildings – (M4)
- To provide facilities for users of the Courts – (M5)

The Courts Service produced its first Strategic Plan in 2000. Each Strategic Plan covers a three year period and three strategies (2000 to 2002; 2003 to 2005 and 2006 to 2008) have been prepared to date. A new Strategic Plan is now being developed for the period 2009 to 2011. In 2001, the first ICT Strategic Plan was prepared, building on preparatory work commenced when the organisation was set up in 1999. A second strategy covering the period 2006 to 2010 is currently being implemented.

2.2 The VFM review

The objective of the Value for Money Review of the ICT Programme of the Courts Service is to establish what has actually been achieved by expenditure on the Courts Service ICT Programme since 2001, determine if the continued allocation of public funds to the ongoing Courts Service ICT Programme is justified by reference to value for money achieved in the period 2001 to 2007, and to inform future ICT strategy in this regard. The review will also consider the efficiency of the arrangements in place and good practice for infrastructure and system delivery by reference to both the public and private sector.

Detailed objectives as included in the terms of reference are presented further below under Subsection 2.6 Format of report.

The review was overseen by a Steering Group comprising members from the ICT Directorate, other Directorates of the Courts Service, and an external representative. Membership of the Steering Committee is included in Annex 2.

2.3 Short description of the programme being reviewed

The ICT programme, in terms of its objectives, inputs, activities, outputs and outcomes is presented in summary format in the table below. Each of the elements is addressed in further detail in the remainder of the report:

Table 2.1

Strategic Objectives	The overall objective of the ICT programme is to support the core activities and operations of the Courts Service and the provision of services to the judiciary and the wider justice community of interest. The objectives across both ICT Strategic Plans were to deliver software application and services projects to meet business needs, integrated data stores projects to support operations and MIS, and an appropriate supporting technology infrastructure and ICT organisation.
Inputs	Resources devoted to or consumed by the ICT Programme <ul style="list-style-type: none"> ▪ ICT Directorate Staff Costs ▪ Other Staff Costs (Non ICT Directorate) ▪ External Expenditure (Capital Expenditure, Recurring Expenditure, Services of External Service Providers)
Activities	The Courts Service has adopted a strategic outsourcing policy whereby the majority of ICT services is outsourced to third parties including the Managed ICT Infrastructure Support Service and the development of key ICT business systems. The ICT Directorate supports and manages the delivery of the ICT programme through in-house project governance and management, contract management and key strategic and operational decision making.
Outputs	<ul style="list-style-type: none"> ▪ Projects Delivered ▪ Technology infrastructure ▪ Supporting services e.g. ICT helpdesk support
Outcomes	Results and Impacts of the Programme (Examples of Benefits realised) <p>Internal</p> <ul style="list-style-type: none"> ▪ Process improvement e.g. automation, control etc. ▪ Enhanced productivity for Courts Service Staff ▪ Improved MIS and data quality ▪ Better ICT service delivery <p>External</p> <ul style="list-style-type: none"> ▪ Support the administration of Justice through enhanced services to Judiciary

	<ul style="list-style-type: none">▪ Enhanced service to other customers/stakeholders▪ Improved customer/stakeholder satisfaction▪ Implementation of Government policy in areas of relevance to the Courts Service
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The ICT Directorate is managed by the ICT Director, a member of the senior management team, who reports directly to the Chief Executive of the Courts Service. At December 2007 the ICT Directorate had a staff of 16.

2.4 Reasons for selection of topic for Review

The ICT programme was selected for review as the next highest discrete category of capital expenditure for the Courts Service subsequent to courthouse expenditure, which was already evaluated⁵. ICT expenditure encompasses recurring ICT infrastructure and hardware, ongoing maintenance and support of systems and infrastructure, and ICT projects.

Information technology is recognised as a key enabler for the successful implementation of many of the Service's business strategies and for the implementation of Government policy in areas of relevance to the Courts Service.

In the period 2001 to 2007, the ICT Programme (excluding staff costs) cost approximately €55M. The average annual ICT expenditure (€8M) represented approximately 7% of the total expenditure of the Courts Service for the same period.

2.5 Scope of the review

The review focused on the Courts Service ICT programme defined by the two ICT strategy documents covering the periods 2001 – 2005 and 2006 – 2010 respectively. All ICT expenditure based on CMOD returns for the period 2001 to 2007, with the exception of general telecommunications expenditure not managed as part of the ICT programme, was within scope. Where significant ongoing projects e.g. CCTS started before 2001, information prior to 2001 was reviewed where relevant. Recognising that it was neither possible, nor pragmatic, within the scope of this review to look at all areas of expenditure with an equal level of depth, expenditure for the period was prioritised in accordance with significance of spend, and the level of review was matched accordingly. A particular focus was directed to two of the major components of expenditure, representing approximately 35% of total expenditure (excluding staff costs), namely the Criminal Case Tracking System (CCTS) and the Managed ICT Infrastructure Support Service.

⁵ Courthouse Maintenance and Capital Building Refurbishment. March, 2005.

2.6 Format of report

The format of the report is included below, referencing the detailed objectives as per the terms of reference to the relevant sections of the report.

Table 2.2

Terms of Reference Objectives	Relevant report chapter
1. Identify the objectives of the ICT programme (as defined by the two ICT strategy documents).	Chapter 3
2. Examine the current validity of those objectives and their compatibility with the overall strategy of the Courts Service and the overall objectives of the Government in relation to the administration of Justice.	Chapter 3
3. Examine the extent to which the objectives as set out in the two ICT strategy documents have been achieved to date, the impact they have had, and comment on the effectiveness with which they have been achieved.	Chapter 5
4. Define the outputs associated with the programme and identify the level and trend of those outputs.	Chapter 4
5. Identify the level and trend of resources consumed (including costs and staffing resources) associated with the ICT programme and comment on the efficiency with which it has achieved its objectives. Where applicable this should include highlighting areas where economies can be achieved and/or resources can be released for higher priority areas within the programme.	Chapter 4
6. Evaluate the degree to which the objectives warrant the allocation of public funding on a current and on going basis and examine the underlying arrangements for the planning and execution of the programme to include alternative approaches to achieving these objectives on a more efficient and/or cost effective basis (including examination of emerging trends/models for system and infrastructure delivery/support and comparison with approaches/policies used by other public and private sector organisations in undertaking similar work programmes, where possible)	Chapter 6
7. Specify potential future performance indicators that might be used to better monitor the performance of the Courts Service ICT programme and any lessons learnt from the above which can inform the approach going forward.	Chapter 7

Each section of the report introduces the topics (See terminology used in glossary), links them to the terms of reference, outlines the methodology adopted, and presents the structure of the section. Each chapter concludes on the topic addressed including any recommendations arising.

2.7 Methodology

This report was prepared in line with the Value for Money review plan prepared at the commencement of the assignment; the methodology involved:

- Review of published material to understand and assess any wider environmental or public policy considerations
- Review of Courts Service documentation relevant to the period under review including, but not limited to:
 - The three Courts Service Strategic plans
 - Annual reports of the Courts Service
 - The two ICT Strategic Plans
 - Project specific documentation across the major projects
 - Financial information including CMOD returns
 - Internal audit reports
- Discussions with the ICT Director (Programme Manager) and staff
- Conduct of a stakeholder survey which involved:
 - Survey to a sample of Judges to determine their level of satisfaction with ICT Services
 - Survey of Courts Service staff to determine their level of satisfaction with general ICT services
 - Survey of users of the CCTS system to determine their level of satisfaction with the CCTS system.
- Comparison of data collected from Courts Service in other countries with similar profiles in terms of age of organisation and country population.

3 PROGRAMME OBJECTIVES AND RATIONALE

3.1 Introduction

Rationale is concerned with identifying the programme objectives and examining their validity.

This chapter deals with objectives 1 and 2 of the terms of reference, specifically:

- Identify the objectives of the ICT Programme (as defined by the two ICT strategy documents)
- Examine the current validity of those objectives and their compatibility with the overall strategy of the Courts service and the overall objectives of the Government in relation to the administration of Justice.

To evaluate the rationale for the ICT programme the following documents were reviewed:

- Published material to examine the need for public policy intervention
- The two ICT Strategic Plans
- Corporate Strategic Plans
- Annual reports

Discussions were also held with the ICT Director (Programme Manager) and staff

This section is structured as follows:

- ICT Programme Background and Objectives
- Validity of the Objectives
- Compatibility of objectives
- Conclusions and recommendations

3.2 ICT Programme Background and Objectives

The overall objective of the ICT programme is to support the core activities and operations of the Courts Service and the provision of services to the judiciary and the wider justice community of interest. The objectives across both ICT Strategic Plans (See table 3.1 below) were to deliver software application and services projects to meet business needs, integrated data stores projects to support operations and MIS, and an appropriate supporting technology infrastructure and ICT organisation. A detailed vision for ICT was set out in the first strategy and built upon in the second. Both strategies clearly set out the programme objectives and ultimate beneficiaries and set a clear and ambitious roadmap for the development of ICT within the Courts Service. To put the vision and objectives in context it is important to understand the ICT environment of the Courts Service at the time of preparation of the first ICT Strategy.

At publication of the first ICT strategy (February 2001) the Courts Service was a new organisation (established 1999). Investment in new technology had been minimal and the

organisation, from an ICT perspective, was commencing from a “Greenfield site”. ICT investment had been confined to the maintenance and support of a set of old and outdated systems and the work prior to the first ICT strategy was directed at achieving Y2K compliance.

The Working Group on a Courts Commission (established October, 1995) carried out a wide ranging review of the courts. The Third Report of this Working Group (November 1996), recognised the “need for major computerisation of the courts to ensure the utilisation of modern technological tools”. The Report recognised that there had been a significant under investment in the ICT requirements of the Courts characterised by:

- Lack of a modern and appropriate technology infrastructure
- No email or generally available office productivity tools
- Lack of key business systems
- Lack of comprehensive and meaningful information and statistics on the activities of the Courts.

ICT had the potential to make a major contribution to the future development of the Courts Service. It was anticipated that ICT would provide a platform for the provision of a world class model of service delivery and be critical to the successful fulfilment of the Courts Service’s mandates.

The first annual reports and corporate strategic plans of the Courts Service recognised that the management of the courts in Ireland needed to be modernised; judges and court staff were facing new and emerging challenges with outdated infrastructure and tools.

One of the major responsibilities of the new Courts Service was to deliver an Information Technology Programme, which focused initially, in the first strategy, on delivering a modern nation-wide communications infrastructure (across 50 sites nationwide) and a range of office productivity tools (to in excess of 1000 staff and judges) to support the management and administration of the Service, as well as the provision of new information systems particularly in the context of the transaction of criminal business. The second strategy built on the first strategy, with an increased emphasis on business solutions and enhancement of services to the Judiciary and the wider public in line with Government Policy.

The objectives, specifically grouped in the respective strategies as per the table below, are largely software applications and services to meet business needs, integrated data stores to support operations and MIS, an accessible technology infrastructure, and an appropriately resourced ICT organisation. These outputs are further broken down into numerous projects (approximately 40 over the course of the two strategic plans).

Table 3.1

ICT Strategic Plan 2001 – 2005	ICT Strategic Plan 2006 – 2010
Application (Ch3)	Operational Systems (Ch 5)
Infrastructure (Ch 3)	Technology (Ch 7)

ICT Strategic Plan 2001 – 2005	ICT Strategic Plan 2006 – 2010
Business Infrastructure Projects (Ch3)	Corporate Solutions (Ch 6)
Strategic Maintenance & Planning (Ch 5)	Governance and Organisation (Ch 8)

3.3 Validity of the objectives

The ICT Strategic Plan is developed in line with the overall Courts Service Strategic Plan and objectives are cross referenced (See section 3.4 below on compatibility). A wide consultation process informed the development of the first and the second ICT Strategic Plans. A review of the first ICT Strategic Plan was performed by external consultants in 2005 and concluded positively on the Courts Service’s progress to date, as follows:

- The organisation had invested very efficiently and effectively in technology over the previous five years and had realised substantial business benefits from this investment.
- Significant progress had been made in the deployment of new technologies and operational systems in line with the eCourts Strategy published in 2001.
- A key area of investment was the nationwide roll out of a modern communications network and the deployment of office productivity tools to all members of the staff and Judiciary, which would continue to provide the foundation for the roll out of strategic business solutions going forward.
- Significant progress had been made, and is ongoing in the implementation of key systems, primarily CCTS and other key business applications including courts accounting, human resource management, and funds accounting systems.
- The programme had introduced efficiencies and value added services across the organisation including the elimination of manual tasks particularly through the deployment of CCTS and the funds accounting system.
- These efficiencies enabled the Courts Service to manage an increasing workload without a corresponding increase in staff resources.

Finally, it concluded that the organisation had 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.

An example of the types of issues that arose as part of the consultation process informing the second strategy included:

- No single Civil Case Management Solution
- Segmented information management systems
- Absence of Electronic Delivery of Services
- Integration of Systems – combining information sourced from multiple systems
- Technology enhancement
- Governance structures

The consultation process was useful in challenging and also reconfirming the roadmap set out in the first ICT Strategic Plan.

There was a recognition in the second strategy of the need to remain flexible and innovate in line with the evolving business needs of the Courts Service and the wider Justice Community. The most up to date implementation plan does contain a number of projects which were not originally identified in the ICT Strategic Plan. Any such changes are overseen and managed via the governance and management framework in place in respect of the ICT Programme.

An ICT Governing Committee was established with a role and responsibility to provide strategic direction in relation to ICT and oversee the implementation of the ICT Strategic Plan. This supports ongoing review of the validity of programme objectives.

While there was no formal mid term review of the first ICT Strategic Plan, a strategic decision was taken to concentrate on the CCTS system and focus on interim civil case systems to meet critical business needs in advance of the full specification and implementation of a single integrated civil case management system.

The current ICT Strategic Plan, similar to the first plan, covers a five year time horizon 2006 – 2010. A new three year Courts Service Strategic Plan is being developed for the period 2009 – 2011. It is planned that the new Courts Service Strategic Plan will trigger a re-evaluation of the ICT Strategic Plan and, if appropriate, a reprioritisation of projects to support any revised business strategies.

In assessing future ICT demands the following assumptions were made:

- The scale of business activities will continue to increase
- The use of ICT will continue to be one of the key elements and enablers to significantly improve the administration of the courts and support the organisational modernisation agenda
- There will be an increasing demand for electronic delivery of services
- Time management and the expedition of services will continue to be a key driver
- Government policy and eGovernment objectives will increase service delivery expectations and targets

The above assumptions are considered reasonable in terms of available information and it is believed that ICT will continue to play a key role in supporting the mandates and business objectives of the Courts Service.

3.4 Compatibility of objectives with strategy of Courts Service and overall objectives of Government in relation to the administration of Justice

Both ICT Strategic Plans were prepared in light of the corporate strategic plan in place at that time. The vision for ICT was embedded within the overall mandate of the Courts Service and the Courts Service Strategic Plan, which addressed the requirements of Government policy and the wider justice community. The objectives of the ICT strategies, are clearly stated

within both strategies and in both cases are cross referenced to the broader Courts Service Strategy. The compatibility of the current ICT strategy with the Courts Service Strategic Plan is clearly evidenced from the following extract from the ICT Strategy 2006– 2010:

Table 3.2

Goals	Supporting Business Strategies	Supporting ICT Strategies
<p>Goal 1: Be an Innovative Organisation providing a high quality service to all court users</p>	<p>Re-engineer 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 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 ICT Strategy.</p> <p>Maximise the potential for the use of technology in the delivery of services.</p> <p>Continue and expedite our programme for the electronic delivery of our services.</p> <p>Improve our telephone service to the public</p>	<p>The ICT strategy provides recommendations across Operational Systems, Corporate Solutions, Governance & Organisation and Technology to support this goal.</p> <p>Implementation of a customer portal will provide a new service to specific user groups and allow court users to interact with various offices through a single electronic interface.</p> <p>The ICT Strategy provides for the extension of new technologies in the courtroom such as videoconferencing, digital audio recording and electronic evidence display.</p> <p>The Strategy also sets out a plan for the introduction of eRegisters and eFiling.</p> <p>Upgrading of the infrastructure will facilitate convergence of data and voice and provide the underlying platform for a modernised communication system.</p>
<p>Goal 2: Our systems will facilitate and support the timely and efficient processing of all court cases and court business</p>	<p>Identify case backlogs and work with Judiciary to devise plans to reduce them.</p> <p>Develop and promote case management systems for appropriate categories of litigation.</p> <p>In conjunction with Judiciary, review existing and establish new specialised Courts and lists</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 Department of Justice in implementing review of Youth Justice Services.</p> <p>In consultation with President and Judges of District Court, review operation of Children’s Court.</p>	<p>ICT strategy supports achievement of this goal through provision of modern case tracking and management systems, including a single integrated system for civil litigation cases which will support eFiling.</p> <p>Upgrade of the network infrastructure including introduction of VPN technology will provide modern and secure facilities for Judiciary and staff to deliver timely and efficient processing of Court business</p> <p>New efficiencies achieved will be improved through use of a standardised data model and reduced manual data processes.</p> <p>Recommendations are sufficiently flexible to accommodate changes in work practices, legislation and Rules of</p>

Goals	Supporting Business Strategies	Supporting ICT Strategies
<p>Goal 3: We will work with the Judiciary to ensure that all matters coming before the courts are dealt with efficiently.</p>	<p>Develop liaison arrangements with the Judiciary in each court jurisdiction and in each local area. In consultation with Judiciary review arrangements for listing cases. Work with and support Judiciary to reduce adjournments and trial waiting times Continue to develop arrangements for separate family law lists for all District Court Districts. Standardise and simplify court orders and forms. Complete the reorganisation of the District Court Districts and areas. In consultation with President and Judges of the Circuit Court, review Circuit Court Circuits and distribution of business.</p>	<p>Court.</p> <p>The ICT Strategy sets out specific recommendations for the Judiciary including the upgrade and enhancement of their current technology, applications and infrastructure. The provision of modern, remote and mobile access will support the Judiciary regardless of work location. There are recommendations associated with new technologies which will assist the Judiciary in their work e.g. DAR. The new case management system will facilitate real-time scheduling of court listings and cases.</p>
<p>Goal 4: We will foster public understanding of the Court system.</p>	<p>Provide information to court users and the public in Irish, English and a range of other languages through our website and our publications. Develop our outreach programme for schools, community and other appropriate groups. Provide information for jurors and to seek feedback from them as to the facilities they require to perform their functions.</p>	<p>An area of focus within this strategy is improved information and knowledge management for court users and the public The ICT Strategy specifically recommends ongoing development and enhancement to the website and introduction of a Customer Portal which will identify customer groups, their needs and develop content and services in a user friendly way for customer groups. It also recommends implementation of a Jury Management System.</p>
<p>Goal 5: 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. Review the existing seven year Building Programme. 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>ICT Strategy will provide the underlying infrastructure and management information to support this Goal. The Strategy recommends the selection and deployment of an appropriate Property Management System. The strategy supports the provision of modern technological tools within a courtroom environment.</p>
<p>Goal 6: We will make the most efficient use of our</p>	<p>Ensure our resources are deployed to optimal benefit Continue to implement and review fund management strategy. Identify and manage operational and</p>	<p>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.</p>

Goals	Supporting Business Strategies	Supporting ICT Strategies
resources.	financial risks. Develop a Human Resources Strategy to support implementation of this strategic plan. Increase our use of the Partnership process in the implementation of this strategy.	The Strategy recommends a technology refreshment programme to ensure that the staff of the Courts Service have appropriate ICT resources to do their job.

In addition, the ICT Governing Committee, is specifically charged to:

- Ensure that the business strategy of the organisation is supported by the information systems strategy
- Prioritise information system developments by reference to the priority business requirements of the organisation

3.5 Conclusion and Recommendations

Based on the above analysis of rationale, the following conclusions were made:

- From a public policy perspective, a clear rationale for investment in ICT was identified in the Third Report of the Working Group on a Courts Commission. It concluded that there was a significant under investment in ICT to support the Courts and anticipated that investment in ICT would provide a platform for the provision of a world class model of service delivery and be critical to the successful fulfilment of the courts service mandates.
- Courts Service management also believed that significant ICT investment was required. ICT investment had largely been confined to the maintenance and support of a set of outdated systems and much of the work prior to the first ICT strategy was directed at achieving Y2K compliance. At the time of publication of the first ICT strategy (December 2000) the Courts Service was still a new organisation (established 1999). Investment in new technology had been minimal and in many respects the new organisation, from an ICT perspective, was commencing from a “Greenfield site”.
- The first Courts Services Strategic Plan pointed to the significant role that ICT should play in the delivery of the mandates of the Courts Service and a world class service. Subsequent Strategic Plans and annual reports continue to highlight the importance of ICT.
- The original vision for ICT, informed by these broader policy and strategic roadmaps, was to provide new systems and technologies as a foundation for the delivery of a high quality service to all court users and enable the Courts Service to contribute to the implementation of Government Policy in relation to the Information Society. The Courts Service invested significantly in developing the ICT programme objectives through extensive consultations and independent reviews.

- Ongoing monitoring and review of rationale and validity is supported through the establishment of an ICT Governing Committee charged with providing strategic direction and monitoring the implementation of ICT Strategy.
- Based on an assessment of potential future demands on ICT it is anticipated that ICT will continue to play a major role in the development of the Courts Service and the delivery of its mandate.
- The objectives of the ICT programme were clearly set out in the ICT Strategic Plans and were cross referenced to the overall Strategic plan of the Courts Service and the overall mandates of the Service.

Recommendation 1: As a new three year Courts Service Strategic Plan 2009 to 2011 is being prepared, a review of the ICT Strategic plan is recommended within the next 6 months. As the ICT Strategic Plan covers a five year period and the overall Strategic Plan covers a three year period it is important that a new Strategic Plan always triggers an evaluation of the ICT Strategic Plan and that this formally becomes part of the standard practice of the organisation. Aspects of this value for money review process including the stakeholder surveys and data from international comparator organisations will be useful in informing the planned review of the ICT Strategic Plan.

4 INPUTS, OUTPUTS AND THE TREND IN EFFICIENCY ACHIEVED

4.1 Introduction

Efficiency is concerned with the identification and analysis of trends in inputs, activities and outputs; basically how are inputs transformed into outputs. The study of economy, i.e. was the best price obtained, is a subset of efficiency and is focused on programme inputs.

This chapter deals with objectives 4 and 5 of the terms of reference:

- Define the outputs associated with the programme and identify the level and trend of those outputs
- Identify the level and trend of resources consumed (including costs and staffing resources) associated with the ICT programme and comment on the efficiency with which it has achieved its objectives. Where applicable this should include highlighting areas where economies can be achieved and/or resources can be released for higher priority areas within the programme

To evaluate the efficiency of the ICT programme the following was considered:

- Approach to delivery of the ICT programme
- Inputs to the ICT strategy (Expenditure and staff costs), as garnered from CMOD returns and other financial information
- Outputs of the ICT strategy (Individual projects and other services), as discussed with the ICT Director and individual project managers
- Comparative information from other organisations.

The section is structured as follows:

- Approach to delivering ICT programme
- Programme inputs
- Programme outputs
- Comparison with other organisations
- Efficiency
- Conclusions and Recommendations

4.2 Approach to delivering ICT programme

The Courts Service has adopted a policy of outsourcing to a significant extent to deliver the ICT programme. This policy decision was taken at the establishment of the organisation and continues to be the strategic delivery option. The ICT Directorate manages the delivery of the ICT programme through in-house project governance and management, contract management and key strategic and operational decision making. The Service retains management and control of its ICT programme with service delivery undertaken by external providers including the development and enhancement of CCTS and the Managed ICT

Infrastructure Support Service. Chapter 6 explores other potential delivery options; this is not addressed within this section.

The Courts Service has invested significantly in the development of its ICT organisation to support appropriate governance and management of the ICT programme, including the setting up of an ICT Governing Committee. The role of the ICT Governing Committee covers areas such as setting and communicating the strategy, alignment of the ICT strategy with the overall Courts Service strategy, project feasibility and business case appraisal, ICT financial management, project management, risk management, outsourcing and contract management, and change management. In addition to the establishment of an ICT Governing Committee, a set of underlying support structures was also put in place under the governance model. The Courts Service is continuing to enhance and standardise these underlying support structures, including project management processes and procedures across individual projects, based on recommendations of independent evaluations, mainly internal audits.

The Courts Service complies with EU Public Procurement guidelines in the procurement of ICT products and services and has implemented internal policies and controls to support the selection of the most economically advantageous tenders.

The managed services outsourcing contract, which represents a substantial portion of external expenditure consists of a number of tiers:

- **Tier 1** services are those delivered directly by the service provider – this includes the management and support of the existing ICT infrastructure, helpdesk services, network management and database administration.
- **Tier 2** services are essentially ICT Infrastructure management services. The primary service provider manages the delivery of ICT infrastructure services under contracts the Courts Service concludes and manages with other external service providers.
- **Tier 3** service offering enables the Courts Service to request on a fixed cost basis, additional services from the service provider on a draw down basis where such additional services are a logical extension of services provided under Tier 1 or 2– this includes the provision of additional infrastructural ICT services not covered by Tier 1 and Tier 2 services e.g. implementation of new systems, changes to ICT infrastructure, infrastructure roll out.

4.3 Programme inputs

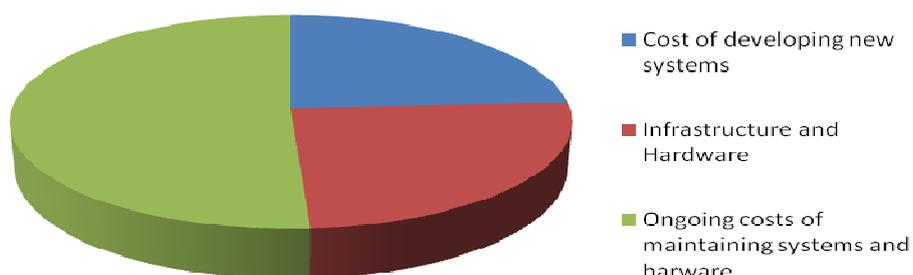
The total inputs amounted to €67.5M and can be broken down into 3 components as follows:

1.External expenditure (covering capital purchases, recurring expenditure and services of external providers) as derived from the annual CMOD returns to the Department of Finance for the period 2001 to 2007:

Table 4.1

Input category	2001 (000's)	2002 (000's)	2003 (000's)	2004 (000's)	2005 (000's)	2006 (000's)	2007 (000's)	Total (000's)
Expenditure	7,312	8,958	6,795	7,653	7,014	8,378	9,183	55,293

The above expenditure of €55M for the period under review can be broken down as follows:



2. ICT Directorate Staff Costs are 100% allocated to the delivery of the ICT programme. There was an average of 16 staff in the ICT Directorate over the period; the total cost was €5.2M

Table 4.2

Input category	2001 (000's)	2002 (000's)	2003 (000's)	2004 (000's)	2005 (000's)	2006 (000's)	2007 (000's)	Total (000's)
ICT Directorate Staff costs	449	630	711	823	837	852	896	5,198

3. Other staff costs include the costs of persons outside the ICT Directorate who are allocated to a project for a period of time. These are not formally tracked, quantified or specifically allocated to projects. However, for the purposes of this review an estimate of staff costs was prepared; the retrospective estimate was €7.3M⁶.

It is a priority and ongoing challenge for the Courts Service to ensure that internal staff members who have experience and expertise of the business and environment of the organisation are involved in key strategic projects. While a substantial amount of the inputs will always represent expenditure on outsourced services as long as the outsourcing policy adopted by the Courts Service continues, it is important that the full costs of the programme or individual projects are understood and tracked in line with standard project accounting principles not only to answer cost benefit questions in relation to the programme but also to plan and negotiate the involvement of non ICT Directorate staff in key projects. The

⁶ Estimated staff costs were calculated on the basis of the following formula – mid point on the appropriate scale, plus 16.6% for pension and 47% for overheads.

allocation and tracking of costs in respect of individual projects is particularly important in respect of long term major projects such as CCTS.

4.4 Programme outputs

The ICT programme is broken down into a number of distinct categories or individual projects for the purposes of governance and management of the programme. The key outputs during the period 2001 to 2007 were reviewed and can be summarised as follows:

- Implementation of a nationwide LAN and WAN infrastructure coupled with a suite of office productivity tools delivered to over 1000 users. This represented, and continues to act as, a key building block in the programme
- Roll out of CCTS nationwide to all district courts and significantly functionality to support the full case lifecycle
- Implementation of other major business systems including Courts Accounting System, Human Resource Management System and Fund Accounting System
- Integration of major systems including integration of CCTS and Courts Accounting System and CCTS with PULSE
- Significant developments and enhancements of the Courts Service website www.courts.ie – an award winning project.
- Provision of ICT tools and services to the Judiciary including Judge’s intranet, remote access system, blackberries etc.
- Number of interim civil case management systems rolled out to support critical business need and provide a lead in to a major civil case management system
- Successfully procured a Digital Audio Recording system and established the criteria for a pilot which was successfully rolled out in 2008
- Delivery of eGovernment services – eSmall Claims and High Court online system
- ICT Directorate organised and formal ICT Governance arrangements put in place

Figure 4.1 below depicts the level and trend of outputs (distinct projects) during the period of the two ICT Strategic Plans. The projects are classified as high priority, medium priority or low priority. This information was collated from detailed project information and consultations with staff of the ICT Directorate. Overall it can be seen that there has been significant progress across most areas. A number of projects including CCTS are continuing projects and require ongoing investment to support extended functionality, increased integration, accommodate new changes (e.g. introduction of penalty points) and where appropriate lay the foundations for an integrated case management system in the future.

Figure 4.1: Level and trend of outputs

HIGH PRIORITY	OS9	Courts Funding System							
	CS1	Enhance website							
	X4	Managed Services							
	OS8	Courts Accounting System							
	OS1-CCTS	Integration with CAS							
	X3	Gateway							
	CS1	Services to Judiciary							
	OS1-CCTS	Integration with Pulse							
	T9	Digital Audio Recording							
	OS2	Case Management System							
MEDIUM PRIORITY	OS3/OS4	Solutions for specialised offices							
	CS7	Ongoing business applications							
	T6	Technology refresh							
	X1	eSmall Claims							
	X2	Central Office System Online							
	X7	HRMS							
	T2	Upgrade existing network infrastructure							
	O1	Formal ICT Governance Structure							
	O3	ICT Helpdesk Review							
	T5	Remote and mobile access							
	T8	Electronic Presentation							
	X8	Digital Dictation							
	OS5	eRegisters							
	T10	Video Conferencing							
	O2	Design Team – Establish							
	CS2	Information delivery system – KPIs							
	CS3	Strategic Reporting Phase I							
	CS4	Records Management Strategy							
	CS5	Document Management System							
	CS6	Property Management Systems							
O4	Business Analysis								
T3	Server Consolidation Programme								
T4	Hosting Service								
T10	Technical Platform for new applications								
LOW PRIORITY	X12	Progress support							
	X14	Courthouse project							
	X15	Commercial Court project							
	X16	Time and attendance							
	OS7	Feasibility study on RFID							
T7	Communication tools								
			Not Started	Requirements	Procurement	Design & Development	Testing	Implementation	Complete/Maintenance/Enhancement

The process of managing programme outputs to monitor and control the level and trend of those outputs on an ongoing basis was also considered. In addition to the above analysis, which was prepared for the purposes of this review it was noted that the following output reports are prepared as part of the standard programme and project governance and management arrangements:

- **Progress reporting on individual projects:** As part of the Courts Service project management and governance framework, progress reports go to the following – the ICT Director, ICT Governing Committee, Project Board.
- **Programme reporting:** A formal review of progress against the first strategy was performed as part of the development of the second strategy. Annual progress reporting to the ICT Governing Committee on the programme was commenced last year.

Both progress reports are included in Annex 3 of this document.

4.5 Comparisons with other organisations

Information was sought from a number of similar international organisations to support a comparative analysis. The survey distributed is attached as Annex 6. It is always difficult to meaningfully compare the costs of ICT across organisations due to the different environments, strategies, structures and processes employed. Care must always be taken in comparing data across organisations for a variety of reasons and without a full in depth analysis of the strategies, inputs, activities, outputs, results and outcomes of programmes there is a risk of over simplification or of arriving at unwarranted conclusions. However, comparisons can be useful for self assessment purposes and can at a minimum help to pose questions where an organisation finds itself at various ends of a spectrum.

A number of other Courts Services were invited to take part in the survey. 3 out of the 6 invited to respond provided data and a number of follow up conversations occurred for the purposes of discussion and clarification. The profile of the responding organisations is as follows:

- The countries, to which the organisations provide similar services, have populations/country sizes similar to Ireland (4.3 – 5.3 million)
- All organisations were established in the last 10 years

The organisations have been kept anonymous for the purposes of this report (Organisations A, B and C have been used consistently throughout this report in referring to the organisations).

The following points were noted in a review of the information supplied:

- The organisations were broadly similar in that they adopted a combination approach in relation to their ICT programme i.e. Managed in-house with outsourced third party support. Organisation C would appear to be slightly unusual in that approximately 50% of software development is carried out in-house; a high level of in-sourcing compared to other organisations. This may explain to some extent the higher level of ICT staff (approximately 60%+ was classified as technical as opposed to project or contract management roles).
- While the organisations served countries of similar population size, the number of venues varied significantly. This is a difficult indicator to compare as it is difficult to quantify the overall service delivered to venues in terms of both breadth (number of venues serviced) and depth (extent of services). The Irish Courts Service, for example does not provide services to all of the 173 venues, and the need and service levels vary greatly across venues. It is also a strategic objective of the Irish Courts Service to reduce the number of venues while maintaining an appropriate level of service and also to adopt different technology policies in line with the

service needs e.g. fixed infrastructure or mobile solutions depending on venue location. It was not considered useful to come to any conclusions based on number of court venues.

- While it is difficult to compare projects in different jurisdictions, and taking into account that judgments on project progress are necessarily somewhat subjective, some comfort can be gained that, across similar strategic projects, Ireland was in line and in some cases ahead of the average.

The table below presents information on profile as well as financial and staff information. The most widely used indicators for benchmarking ICT are highlighted in red as these are generally considered to be the most useful for comparison purposes.

Table 4.3

FINANCIAL				
	Organisation A	Organisation B	Organisation C	Ireland
	185,232	170,625	174,997	131,000
(1) Total Annual ICT Budget (€ 000's)	12,519	9,175	29,373	9,183
STAFF				
	2,506	1,048	3,056	1,100
(2) Total ICT Staff Complement	25	35	154	16
	Organisation A	Organisation B	Organisation C	Ireland
INDICATORS				
(3) ICT budget as % of total budget	7%	5%	17%	7%
(4) ICT Costs per member of staff	€ 5,000	€ 8,800	€ 9,600	€ 8,300
(6) Total expenditure per head of population	€0.0349	€0.0377	€0.0407	€0.0296
	€0.0024	€0.0020	€0.0068	€0.0021
(5) Total staff per ICT staff member	100	30	20	69

Note: Data above is in respect of the year end 2007 for all organisations except organisation A where due to exceptional costs in 2007, an average was taken of 2005 and 2006 figures.

Taking all of the above into account, including inputs, delivery options and progress to date, the Irish Courts Service performed well in comparison to other countries, considering:

- (1) Total annual ICT budget is joint lowest with Organisation B, at €9,183 and €9,175 respectively
- (2) It has the lowest number of dedicated ICT staff at 16
- (3) It is in the middle to low end of the spectrum in relation to the indicator ICT budget as % of total budget (7%)
- (4) ICT cost per member of staff at €8,300 is in the middle with Organisation A and Organisation C being on the low and high ends of the spectrum respectively
- (5) It is second highest in terms of the total staff per ICT staff member indicator at 69

- (6) The ICT spend per head of population is broadly in line with two out of the three other organisations; organisation C is at the higher end of the spectrum. This however, unlike the other indicators above, would not be a widely used ratio for comparing ICT costs across organisations.

The table below presents ratios collected in a study performed by Computer Economics which examined IT spending, staffing and technology trends across a variety of public and private sector organisations in the US and Canada (approximately 200 executives and managers across a spectrum of industry sectors and organisation sizes). The average IT Budget per User across industries was reported in the Computer Economics study as follows:

Table 4.4

2006	2007
\$7,791	\$7,397
€6,097	€5,471

*Converted to euro at mid year rates (30/06).

It was noted in that study that the metrics above vary significantly by industry sector and size of organisation and that the above represents an average across all industries. Government Sector benchmarks ranked near the middle of all sectors across the study.

A comparison with other similar organisations (Courts Services in other jurisdictions) indicates that the strategic policy of outsourcing is not unusual (all 4 including the Courts Service itself outsource to a significant extent). A comparison against wider benchmarks (public and private sector) similarly indicates that the outsourcing strategy is not uneconomic, albeit that the benchmarks above are slightly lower than the Courts Service (€8,300). See section 6 below in relation to service delivery options.

4.6 Efficiency

Efficiency refers to the outputs achieved for the given inputs. As portrayed in section 4.4 there has been substantial progress on the projects across both ICT Strategic Plans, in particular those projects considered high priority by the Courts Service. There are multiple ways of assessing efficiency which include qualitative and quantitative aspects including cost of outputs, whether target outputs are met, whether outputs are timely, and whether customers are satisfied with the outputs.

One of the key areas of focus for this review was the Managed ICT Infrastructure Support Service, which represents a major element of the programme; information in relation to efficiency was sought in relation to this project. Indicators do exist for measuring the operational efficiency of the outsourced Managed ICT Infrastructure Support Service. A monthly service report is produced which includes an executive summary of issues and

concerns for the month and other information including performance against the SLA, trend analysis and vendor performance. Customer satisfaction with the ICT service is also gauged as part of this report by identifying high end users of the helpdesk service based on incident trend analysis and surveying those users. A sample of approximately 40 users per month is surveyed (with a target response rate of 75%). The results of the customer satisfaction survey for January and February 2008 as scored from 1 (totally dissatisfied) to 10 (delighted) demonstrate positive results:

Table 4.5

Survey Categories	Jan 08	Feb 08
Service reliability	8.045	8.1
Responsiveness to customer needs	8.227	8.5
Competency of staff	8.636	8.6
Courtesy/Professionalism	8.95	8.85
Customer Care	8.2	8.5
Overall	8.4	8.5

Two surveys were also distributed as part of the value for money review to collect the views of stakeholders. The stakeholder groups, circulation samples and response rates are presented below:

Table 4.6

Stakeholder groups	Circulation samples	Responses received
1. Courts Service Staff	420	136
2. Judges	30	4

Questionnaire to Courts Service Staff

The questionnaire comprised 22 questions; individual staff members were asked to:

- Provide general information in relation to their directorate, office, grade, length of time working in the Courts Service and the key business systems they use (in order to provide sufficient context to interpret their responses)
- Comment on general ICT services
- Comment on the CCTS system (users of the CCTS system only were required to answer this section)

The questions, with the exception of two free text questions, required structured responses.

- Questions requiring a rating of 1 to 10
- Positive statements requiring users to respond as follows – Strongly agree, agree, Neutral, Disagree and Strongly Disagree

In the above cases it was also possible to include free text comments.

Table 4.7 below represents the responses to the questions requiring ratings.

Table 4.7

	Rating
Please rate the standard of ICT infrastructure and services within the Courts Service on a scale of 1 to 10 (1=low; 10=high)	6.8
Please rate the overall standard of the CCTS system within the Courts Service on a scale of 1 to 10 (1=low; 10=high)	7.4

Table 4.8 represents the responses to the positive statements.

Table 4.8

	SA	A	N	D	SD
General ICT					
General ICT Infrastructure and Services: I believe that the standard of ICT Infrastructure and Services within the Courts Service is high	6%	58%	30%	5%	1%
IT helpdesk: When I have an ICT problem, my issue is always dealt with in a prompt and efficient manner	24%	64%	8%	3%	1%
ICT Business Systems: I believe that the standard of key ICT business systems (e.g. Courts Accounting System (CAS), Criminal Case Tracking System (CCTS) etc.) within the Courts Service is of a high standard	3%	56%	34%	7%	0%
ICT Training: I receive the ICT training that I need across the key ICT business systems (e.g. CAS, CCTS etc.) which I use to perform my work	5%	43%	34%	18%	1%
Availability and uptime of ICT system: I rarely lose work time as a result of my computer crashing or being unavailable for business purposes	14%	51%	15%	17%	2%
CCTS					
I believe that the implementation of the CCTS system has improved the effectiveness and efficiency of maintaining criminal case record data	27%	56%	12%	2%	2%
CCTS supports the majority of functions I am required to do as part of my job	19%	51%	15%	15%	0%
I believe that the implementation of the CCTS system has improved the effectiveness and efficiency of the criminal case process	10%	75%	15%		
The CCTS system is easy to use	10%	66%	17%	5%	2%
I receive/have received all the information and training I need in relation to my usage of CCTS	10%	49%	29%	5%	7%
In the event that I have a query or issue as to how to use the CCTS system, I am able to receive a response to my	27%	59%	12%	2%	

	SA	A	N	D	SD
query quickly from the CCTS helpdesk					

Summary of above results

- The percentage total who disagreed or strongly disagreed with the positive statements averaged 9%, and at highest did not exceed 20%
- The percentage total who agreed or strongly agreed with the positive statements, averaged 71% with the lowest at 48%
- Where there was not high agreement with the positive statements i.e. the 48% above, this was largely due to a significant percentage of neutral responses (See those highlighted in amber above)

The responses to the positive statements were therefore positive overall; however it is planned to follow up on the survey results in particular to determine why there were a high level of neutral respondents in the cases highlighted and to address comments collected as part of the process (See recommendation 6 in section 5)

Questionnaire to Courts Service Staff

The questionnaire provided to judges included 4 questions; the results of which are summarised below.

1. Rate the overall quality of ICT support services provided by the Courts Service (where 1 = low and 10 = high)	8 (Average)
2. Are the ICT services provided by the Courts Service of assistance to you? a. Yes b. No c. No Comment	Yes (All)
3. Do you have any recommendations in relation to the current ICT support services provided and/or potential future improvements?	Note
4. Feel free to include any other additional comments in relation to ICT support services provided as appropriate	

Note: Recommendations and additional information (Questions 3 and 4) were also sought from judges and these will be addressed as part of the follow up on the survey (See recommendation 6 in section 5)

4.7 Conclusions and Recommendations

In conclusion the following points are of importance:

- The Courts Service has adopted a policy of outsourcing to a significant extent in relation to the delivery of the ICT programme. The ICT Directorate supports and manages the delivery of the ICT programme through in-house project governance

and management, contract management and strategic and operational decision making.

- The inputs to the ICT Programme or the overall cost for the period under review of €67.5M can be broken down as external expenditure (€55M), ICT Directorate Staff costs (€5.2M) and non ICT Directorate Staff Costs (Estimated at €7.3M)
- Historically non ICT Directorate Staff costs have not been quantified and tracked on an ongoing basis. While a substantial amount of the inputs will represent expenditure such as hardware purchases and expenditure on outsourced services as long as the outsourcing policy adopted by the Courts Service continues, it is important that the full costs of the programme or individual projects are understood and tracked in line with standard project accounting principles. This will help to address cost benefit questions in relation to the programme and also support planning and negotiating the involvement of non ICT Directorate staff in key projects. The allocation and tracking of costs in respect of individual projects is particularly important in respect of long term major projects such as CCTS.
- Based on a review of the level and trend of outputs it is evident that there has been substantial progress on the implementation of projects across both strategies, in particular those projects considered high priority by the Courts Service. Service level reporting under the Managed ICT Infrastructure Support Service contract also indicated a high level of customer satisfaction in terms of the outputs produced i.e. infrastructure and projects managed under this contract. The stakeholder surveys also indicate a relatively high level of satisfaction with the outputs across the wider programme. Systems and processes are also in place (including formal ongoing progress reports on projects to individual project boards and the ICT Governing Committee) to ensure that the level and trend of outputs is appropriately managed.
- Comparing the Courts Service against similar organisations in other jurisdictions, the Irish Courts Service performed well across a number of standard indicators for comparing ICT spend. The comparison indicates that the strategic policy of outsourcing is not unusual (all 4, including the Irish Courts Service, outsource to a significant extent). In addition, a comparison against wider benchmarks (public and private sector) would also indicate that the outsourcing strategy is not uneconomic.

Recommendation 2: The Courts Service has invested significantly in the governance and management frameworks supporting the delivery of the ICT programme and continues to work on underlying support structures. The development and standardisation of underlying structures supporting the governance and management of the ICT programme and individual projects remains a work in progress and the Courts Service should continue to work on strengthening this framework based on recommendations of independent evaluations, mainly internal audits.

Recommendation 3: It is recommended that non ICT Directorate staff costs are quantified and tracked and allocated to individual projects in line with standard project accounting principles. This will support cost benefit analysis in relation to the programme and will also support the planning and negotiation of non ICT Directorate staff involvement in projects.

The allocation and tracking of costs in respect of individual projects is particularly important in respect of major long term projects such as CCTS.

5 EFFECTIVENESS AND IMPACT OF PROGRAMME

5.1 Introduction

Effectiveness is concerned with reviewing the extent to which programme objectives are aimed at achieving results and the effects of outputs on target beneficiaries. In order to appropriately measure effectiveness the specific objectives should be capable of measurement. Impact is concerned with the wider effects of a programme for a larger group of persons (e.g. a sector) or for society as a whole (it includes the immediate to long term effects on targeted beneficiaries); the successes and failures in achieving the wider objectives; and the main causes of this. The impact of a programme is the difference it has made; impacts can be positive or negative, intended or unintended.

This chapter deals with objective 3 of the terms of reference:

- Examine the extent to which the objectives as set out in the two ICT strategy documents have been achieved to date, the impact they have had, and comment on the effectiveness with which they have been achieved

The section is structured as follows:

- Benefits realised
- Methods used to monitor and assess effectiveness and impact
- Effectiveness and impact of programme in relation to target beneficiaries
- Conclusions and recommendations

5.2 Benefits realised

Objectives, anticipated benefits and target beneficiaries of ICT developments are clearly set out at the programme level in the ICT strategies and benefits realised are reiterated in annual reports. From a review of projects substantially delivered (See section 4 above) it is clear that progress has been made on stated objectives and benefits have been realised, particularly taking into account the fact that the Courts Service is still a relatively new organisation and came from a low technological base at establishment in 1999.

A formal review of the first ICT strategy was performed by external consultants prior to the preparation of the second strategy and the results as outlined in Section 3.3 were positive including a conclusion that value for money was obtained for the investment made.

For the purposes of a review of the effectiveness and impact of the programme it is useful to firstly look back at the benefits anticipated and then focus on a number of individual outputs or projects delivered and examine the actual benefits realised in terms of administering and

managing the business of the Courts and supporting the wider Justice Communities including the Judiciary and the general public.

The following benefits (Target benefit categories) were anticipated in respect of both strategies:

- A. Significantly improved service to customers
- B. Improved cost effectiveness
- C. Improved delivery of ICT services and projects
- D. Improved management information and planning processes
- E. Improved quality of data and data consistency
- F. Long term gains in efficiency within ICT

The table below lists a number of projects, the benefits realised, and the link to the target benefit categories outlined above. The benefits realised are wider than just within the Courts Service itself but extend to wider communities including the Judiciary, legal practitioners and the general public (Impact of Programme). It is also important to acknowledge the wide ranging albeit more indirect benefits of the network infrastructure development project. The deployment of a comprehensive, secure and flexible local and wide area network infrastructure to office locations nationwide was the key enabler in the deployment of the initiatives and services outlined below and indirectly delivered many of these subsequent benefits.

Table 5.1

Project/output	Benefits realised	Target Category
Courts Accounting System	<ul style="list-style-type: none"> • Integration with the Criminal Case Tracking System • Computerising a previously manual, labour intensive system of accounting which had remained unchanged for decades • More efficient processing of all accounting transactions and, in particular, high volume transactions such as family law receipts and payments • Improved, and more timely, management information on the volume, type and status of accounting transactions processed by court offices • Enhanced customer service with the introduction of greater choice for customers as to how they transact business with the courts e.g. a range of payment options for persons owing fines including credit card, via the Internet, etc. • Manual work re funds processed in court offices substantially reduced 	D,E,F B,F B,F D,E A A,B,F
Criminal Case Tracking	<ul style="list-style-type: none"> • Supports full case lifecycle by tracking a case from beginning to end resulting in enhanced transparency and accountability as well as efficiencies 	B,D,E

Project/output	Benefits realised	Target Category
System	<ul style="list-style-type: none"> • Cases are entered once and once only reducing duplication of effort • Allows fines to be receipted directly onto the system • Allows for electronic transfer of penalty point convictions to the Department of Transport • Enables the electronic receipt of summons applications from An Garda Síochána and other prosecutors • Facilitates the centralised generation of more detailed statistics and management information • Supports more efficient use of labour resources; with the capacity to process summons from An Garda Síochána electronically, it frees up staff time to concentrate on the core business of the Service. 	B B A,D A,D A,D B,D B,D,F

Real tangible benefits are now being delivered as projects are being bedded down. In particular benefits are being delivered in 2008 on the investment made in the earlier period from 2001 to 2007. These include for example:

- FTE staff savings of approximately 20–30 FTEs on the Courts Accounting System (CAS) project and
- FTE savings from the Criminal Justice Interoperability Project through electronic summons receipt.

The Courts Service is now heavily dependent on key ICT systems including the CCTS system. It is useful also, in assessing the effectiveness and impact of the programme, to look at some of the implications had no investment been made:

- Due to a general increase in workload the Courts Service is now processing significantly more summonses and charge sheets with a similar staff complement. This would not have been possible had the CCTS system not been implemented.
- Office workers would not be able to cope with new workloads such as penalty point convictions without the CCTS system
- It is estimated that the Courts Service could only cope operationally for about a day without the CCTS system
- Customer expectations, and indeed government policy, in terms of eService delivery would not be possible had a modern technology infrastructure not been put in place

Results to questions in the stakeholder survey, which were addressed to CCTS users, are testament to the above e.g.:

- **83% of respondents either agree or strongly agree** that the implementation of the CCTS system has improved the effectiveness and efficiency of maintaining criminal case record data.

- **85% of respondents either agree or strongly agree** that the implementation of the CCTS system has improved the effectiveness and efficiency of the criminal case process

5.3 Methods used to monitor and assess effectiveness and impact

While objectives are set out in the ICT strategies and benefits are stated at an overall programme level and for individual projects (In project charters and in more detailed project specific documentation) clear measurable indicators were not defined in respect of these objectives or benefits (See also chapter 7). There have however been significant developments in performance measurement since the start of this review period, including developments in government policy and best practice generally; the culture of performance measurement has changed and become more sophisticated than when many of these projects commenced.

In line with these developments, the Courts Service has recently commenced a more formal approach at project outset to identifying and projecting target benefits, as is demonstrated by recent projects including the Digital Audio Recording Project (DAR). Examples of target benefits included in respect of DAR are:

- Return on Investment to be achieved within 4 years based on a comparison between the total estimated installation and operating costs for the DAR system over 5 years and the estimated costs of maintaining the existing Stenography system over 5 years.
- The introduction of Digital Audio Recording to all High and Circuit Court courtrooms nationwide dealing with civil and family law business provides an opportunity for the Courts Service to generate additional revenue by imposing charges. Estimates of revenue which may be generated, with certain caveats, are included in the project documentation.
- The project documentation also outlines other target benefits in terms of turnaround times on information.

Indicators are in place and are monitored on an ongoing basis in the context of the Managed ICT Infrastructure Support Service, which represents a significant portion of the external expenditure in relation to the programme, as outlined further above in chapter 4.

There is however in general little formal feedback obtained from stakeholders during the course of a major project or on project completion. While a small number of reviews have been carried out e.g. Project Gateway was reviewed post completion, post project completion reviews (or reviews at the end of major phases in respect of ongoing projects) are generally not carried out. No formal post project review, for example, has been carried out on CCTS as a whole to determine the benefits or the results of that project to date or significant phases thereof. However a post implementation review was carried out in relation to the nationwide implementation of the system. It is however acknowledged, that post project reviews are to

be addressed as part of the work in progress to develop and standardise the underlying support structures of the governance and management framework of the Courts Service as outlined above in section 4.

As part of this review it was thus considered useful to conduct a survey to collect general views on ICT including a specific focus on the Managed ICT Infrastructure Support Service and the CCTS system, in accordance with the scope set out in the terms of reference.

5.4 Effectiveness and impact of programme in relation to target beneficiaries

As outlined in section 4 above, stakeholder surveys were carried out as part of this review to assist in assessing the effectiveness and impact of the ICT programme. Two surveys were issued; one to a sample of internal staff members (Non ICT Directorate) within the Courts Service and another to a sample of Judges. The surveys are attached as Annexes 4 and 5 respectively to this document. The survey was used to inform this review but can also be used to inform the development of the next ICT strategic plan.

The following table indicates the level of satisfaction of staff members with General ICT Services (Section 2 of the survey) and the level of satisfaction of CCTS users with the CCTS system:

Table 5.2

Staff members	No of responses	Average score
Rate the overall standard of ICT infrastructure and services within the Courts Service on a scale of 1 to 10 (1 = low and 10 = high)	136	6.8
Rate the overall standard of the CCTS system within the Courts Service on a scale of 1 to 10 (1 = low and 10 = high)	41	7.4

Table 5.3

Judges	No of responses	Average score
Rate the overall quality of ICT support services provided by the Courts Service (where 1 = low and 10 = high)	4	8

While the overall scores are satisfactory the Courts Service could focus on trying to increase internal user satisfaction ratings to at least 8 both across general ICT services and the CCTS system. Recommendations gathered as part of the review will be used to guide improvement initiatives.

5.5 Conclusions and Recommendations

Reviews of project documentation, annual reports, and discussion with Courts Service staff and other users of ICT Services indicate that benefits have been realised across a wide range of projects. It is important to note that the benefits realised are wider than just within the Courts Service itself but extend to wider communities including the Judiciary and the general public e.g. the CAS project supports eGovernment initiatives such as payment of fines via the Internet and the CCTS system enables the electronic receipt of summons applications from An Garda Síochána and other prosecutors.

The results of the stakeholder surveys, conducted as part of this review to formally collect and analyse effectiveness and impact in the form of stakeholder perspectives, do however indicate that the investment has been effective and has had an impact, in particular:

- Users (136 respondents) rated the standard of ICT infrastructure and services within the Courts Service at 6.8 out of 10 , and the standard of the CCTS system at 7.4 out of 10
- The Judges (4 respondents) rated the standard of ICT support services provided by the Courts Services at 8.

However, while output indicators (See chapter 4) have been specified for the programme, outcome indicators to measure effectiveness and impact of the programme were not set out at the outset of the projects. Performance measurement frameworks and government policy in relation to the appraisal, governance and management of capital projects has developed significantly since the commencement of many of these projects. The Courts Service has recently started to include measurable effectiveness and impact indicators in respect of new projects e.g. DAR.

As outlined above while it is clear that benefits have been delivered, the Courts Service should introduce a more formal and transparent approach to assessing effectiveness and impact of projects including the effect on target beneficiaries and the identification of lessons learned; the following recommendations are made:

Recommendation 4: Post project reviews and interim reviews (in the case of major long term projects) should be included as a standard part of the project governance and management framework and should be performed for all projects.

Recommendation 5: Measurable outcome indicators should be devised in respect of all live projects and performance should be measured and reviewed against these standards. While no measurable outcome indicators were defined at the outset of these projects, many of the projects are only now realising the benefits of their investment and it is important that the Courts Service track, monitor, and learn from these performance indicators and statistics.

Recommendation 6: The Courts Service should strive to improve customer satisfaction levels of its internal users in relation to both general ICT services and CCTS services with the aim of achieving satisfaction ratings of 8+.

6 CONTINUED RELEVANCE AND ALTERNATIVE MEANS OF ACHIEVING PROGRAMME OBJECTIVES

6.1 Introduction

This chapter examines the continued relevance of the ICT programme and also seeks to identify any alternative means of achieving programme objectives (more efficiently and effectively). An examination of continued relevance seeks to assess whether there is a justification for the continued allocation of public funds to a programme and how the programme fits within other programmes of the Courts Service and the government's overall objectives.

This chapter deals with objective 6 of the terms of reference, specifically:

- Evaluate the degree to which the objectives warrant the allocation of public funding on a current and ongoing basis and examine the underlying arrangements for the planning and execution of the programme to include alternative approaches to achieving these objectives on a more efficient and cost effective basis (including examination of emerging trends/models for system and infrastructure delivery/support and comparison of approaches/policies used by other public and private sector organisations in undertaking similar work programmes, where possible.

To evaluate the continued relevance of the ICT programme the following work was performed:

- Reviewed current publications including recent annual reports of the Courts Service and international sources including publications by the National Centre for State Courts
- Conducted stakeholder surveys to assess the continued relevance of services and solutions being provided
- Reviewed similar services and solutions provided by other similar organisations internationally
- Reviewed internal documentation in relation to project governance and management
- Discussions with ICT Director (Programme Manager)

The section is structured as follows:

- Continued relevance
- Underlying arrangements for the planning and execution of the programme
- Alternative approaches to achieving objectives

6.2 Continued relevance

Justice, by virtue of its service to society, has a significant relevance to lives and welfare of citizens. The effective operation of the courts system as a support service to Judges in the administration of justice is a critical element in Irish society. This is not influenced solely by the manner in which justice is administered by the Judiciary, but also by the administrative and institutional framework provided by the Courts Service to support and facilitate the operation of the courts. The role of the courts system is therefore of considerable importance.

The support of the Courts Service mandate and indeed the fulfilment of its vision to be a world class service is highly dependent on investment in information and communications technology as a key enabler. Significant elements of the information the Courts Service possesses are essential for the daily work activity of legal practitioners and are also of interest to researchers, policy makers and the public in general. In addition services provided have direct and tangible impacts on the workload, quality and or satisfaction levels of the various stakeholder groups including users of the service, courts service staff, legal practitioners, the media and the public at large.

As noted earlier in the report the Courts Service has been successful in the achievement of its ICT objectives to date. Based on an assessment of potential future demands on ICT in section 3 it is anticipated that ICT will continue to play a major role in the development of the Courts Service and the delivery of its mandate. Investment in ICT will not only be focused on the development of new solutions but will also be required in relation to the maintenance and enhancement of existing infrastructure and systems.

It is acknowledged that a new Courts Service Strategic Plan is being developed and it is also planned to perform a formal and fundamental mid-term review of the ICT Strategic Plan to ensure that it remains aligned with the new Courts Service strategy.

The Courts Service has close links with the Courts Services in Northern Ireland, Scotland and England and further afield in Australia. These represent practical and useful relationships and sources of information and comparison for the Courts Service. One practical example of the benefits of such relationships is that the CCTS system procured by the Courts Service was based on a solution developed in Northern Ireland. The Courts Service also sends representatives from the ICT Directorate to a bi-annual ICT conference organised by the National Centre for State Courts in the US. The National Centre provides information and assistance to courts organisations using original research, consulting services, publications and solutions to enhance court operations. It promotes the use of latest technology and provides information on proven best practices for improving court operations in many areas. The Conference held every two years is the only conference in the world dedicated exclusively to court technology.

These links and collaborations are a practical tool in staying abreast of developments in other jurisdictions and availing of expertise and lessons learned by other organisations.

Comparisons with other international organisations: As outlined in chapter 4 above, information was sought from a number of similar international organisations to support a comparative analysis. Organisations included in the comparison were provided with a list of strategic projects/initiatives and were asked to indicate whether they had any plans in relation to the projects listed and if they had at what implementation stage they were at in relation to them. They were also asked to indicate any other major strategies/projects not included on the list provided but which were being considered so as to support a comprehensive response. The results of this comparison clearly indicated that the majority of projects being carried out or planned by the Irish Courts Service were considered relevant and were part of the strategies of other Courts Services' to support the administration of the Courts and this provides further comfort as to the relevance and maturity of the ICT strategies of the Courts Service.

Results of stakeholder survey informing recommendations for improvement: Additional recommendations collected in relation to improving the effectiveness, efficiency and economy of General ICT services and the CCTS system were grouped and summarised and are included in the tables below:

General ICT Services
<ul style="list-style-type: none">• Continue to enhance integration of key systems• Continue to develop and roll out key business systems including CAS and CCTS• Improve training in all business units to help optimise effectiveness and efficiencies• Continue to invest in ICT Infrastructure to improve speed and user friendliness

CCTS system
<ul style="list-style-type: none">• Extend roll out of CCTS as above (to Circuit Courts)• Continue to enhance functionality, including user friendliness of screens and functions• Improve training

Delivery of Information Society Agenda: Investments during the period under review have enabled the Courts Service to undertake a number of innovative and cross cutting projects under the umbrella of the Governments Information Society Action Plan. These investments provide a strong foundation and roadmap for future eService delivery in line with Government policy and the Courts Service's espoused vision to provide comprehensive electronic filing and other eServices as part of the development of a world class service model.

This supports the conclusion that ICT continues to be seen as a key enabler for the Courts Service and that continued investment will be required to address stakeholder expectations. In order to inform future decision making the survey posed a number of more detailed

questions; it is intended that a project will be initiated and managed by the ICT Directorate to address the responses to the survey and communicate planned actions in relation to such responses back to all stakeholders.

6.3 Underlying arrangements for the planning and execution of the programme

The ICT Director is charged with the responsibility of delivering the ICT Strategic Plan which supports the objectives set out in the overall Courts Service Strategic Plan. The ICT Director reports directly to the CEO as a member of the senior management team of the organisation and is supported by a staff of 16 within the ICT Directorate. The delivery of the ICT Strategic Plan is characterised by a significant level of outsourcing as the vast majority of technical and system development services are outsourced. Ownership, management and key strategic and operational decision making are retained internally with all third parties reviewed and managed centrally by a core team (staff of the ICT Directorate) within the Courts Service. The Courts Service has invested significantly in the project governance and management framework to deliver the ICT Strategic Plan including:

- The establishment of an ICT Governing Committee with the role and responsibility to provide strategic direction in relation to ICT and oversee the implementation of the ICT Strategic Plan
- Systems and processes at individual project level including project boards, project managers and formal reporting on performance and risk.

The project governance and management framework adopts best practice principles including the establishment of governance forums (ICT Governing Committees and Project Boards), and formal reporting or project management and risk management. The development of this framework continues to be a work in progress to ensure standardisation across all the underlying support structures.

6.4 Alternative approaches to achieving objectives

As part of this review alternative delivery mechanisms for ICT were assessed. This posed a number of key questions including:

- Should the service be carried out at all?
- Should the service be undertaken fully in house?
- Should the service be fully outsourced?
- Should a combination approach be adopted?
- Should other approaches be adopted e.g. partnership delivery, shared services etc.

In relation to option 1 above this report has already concluded that the ICT programme is vital to appropriately respond to the various challenges required to deliver a world class service to all users and stakeholders of the Courts Service, that the ICT strategy is clearly linked to the overall organisational strategy, and that it is has delivered progress to date. This section focuses on the latter four questions above i.e. whether and to what extent the

Courts Service should outsource aspects of the delivery of its ICT programme or consider options including partnership delivery and shared services.

The Courts Service currently adopts a hybrid approach to the delivery of ICT services. The vast majority of technical and system development services are outsourced. Ownership, management and key strategic and operational decision making are retained internally with all third parties reviewed and managed centrally by a core team (staff of the ICT Directorate) within the Courts Service.

The table below introduces the various service delivery options available to the Courts Service, including comments in relation to the delivery options. The commentary following the table explores the options in further detail from the perspective of the Courts Service and recommends a best fit approach based on this analysis.

Table 6.1

No.	Option	Comment
1.	Discontinue ICT Service Provision	As above, this service is not considered an option. ICT is critical to the strategy of the Courts Service and continues to be relevant.
2.	Fully outsource the service with no in-house ICT function	<p>This option would still require certain staff to be allocated to ensure that the Courts Service continues to appropriately manage the tendering of services, contract manage external service providers, and control strategic decision making in relation to ICT etc.</p> <p>The Courts Service currently only has a relatively small ICT Directorate which is a dedicated unit to deal with the above.</p> <p>The advantage of a dedicated function is that it is easier to ensure focus and develop the skills of that unit in accordance with specific requirements.</p> <p>The disadvantage of not having a dedicated function is that there is a risk of loss of control, particularly in relation to the strategic direction and management of ICT.</p> <p>The Courts Service has invested significantly in the Governance and Management Framework supporting its ICT programme and the option of fully outsourcing could represent a backwards step. It is not recommended that this option be adopted.</p>
3.	Adopt a hybrid approach with a dedicated ICT function and partial in-house provision	<p>The level of outsourcing/in-house provision can vary from organisation to organisation.</p> <p>In our analysis we noted that the range of technical provision (i.e. outside the functions of tender management, contract management etc. outlined in 2 above), can vary significantly among organisations adopting a hybrid approach. Based on data provided the range of in-house technical service provision varied from approximately 0% up to 60%.</p>

No.	Option	Comment
		<p>An increase in in-house provision for the Courts Service would certainly require recruitment and training of additional ICT staff.</p> <p>The hybrid approach adopted by the Courts Service which is based on a significant level of outsourcing has, based on our analysis so far, served the Courts Service well in that it has made significant progress in terms of outputs and benefits realised.</p> <p>There are very few organisations that do not outsource to some extent.</p>
4.	Deliver the service fully in-house	<p>This would require a significant increase of staff for the ICT Directorate within the Courts Service. It would also require recruitment/building of a range of competences, particularly in the area of software development due to the high level of investment required to deliver and maintain key business systems.</p> <p>As outlined above it is unusual for an organisation not to outsource any aspects of ICT.</p>
5	Partnership or Shared Service Arrangements	<p>This would require investigation and exploitation of opportunities for partnership arrangements or shared service delivery with other organisations to achieve better value for money.</p> <p>The Courts Service is involved in the delivery of certain projects with other organisations including the Criminal Justice Interoperability Project with the Garda Síochána.</p> <p>It also has a number of examples of shared services including the Human Resource Management System (HRMS), epayment of fines and website hosting.</p> <p>This approach may be driven by or influenced by external factors e.g. a top down policy mandate to support coordination of shared services as in Northern Ireland</p> <p>This option always remains a possibility and may be adopted in relation to certain categories of expenditure including infrastructure hosting, data centre etc.</p>

The Courts Service is currently adopting option 3 (closer to the option 2 end of the spectrum as the level of outsourcing is high). It would however not be considered appropriate that it moves any lower on this spectrum (i.e. towards option 2) as this may result in loss of control over the strategic management of ICT, governance and management of individual critical projects, and contract management of external providers. The Courts Service has invested in the governance and management of its ICT programme and this is considered important and appropriate in the context of the strategic importance of ICT for the organisation.

The spectrum of option 3 can be particularly wide from a small level of in-house provision focused mainly on project and contract management of external suppliers to a high level of

in-house provision including design and development of critical business systems. The decision of where to place an organisation on the spectrum from full in-house delivery to fully outsourced delivery is a strategic decision which like all strategies must be evaluated on an ongoing basis to remain aligned to the corporate strategy and its associated needs as well as ensuring good resource management. Aligned to this is the need to ensure that any decision taken is supported by the appropriate governance and management processes to ensure that control of the strategic direction of ICT, key ICT decisions and key ICT assets rests securely within the organisation. Industry wide metrics e.g. ICT cost per employee can be useful to perform cost benefit analysis of strategic decisions made on service delivery options across one or more areas of ICT expenditure.

Due to the size of the organisation and the significant level of projects (including the development of key business systems) it is doubtful whether option 4 would be a viable or economic option for the Courts Service. Indeed it is unusual for organisations not to outsource some of their ICT programme. A study performed by Computer Economics of a variety of organisations across the US and Canada (approximately 200 executives and managers across a spectrum of industry sectors and organisation sizes) examined ICT trends across those organisations. In reviewing the state of ICT outsourcing and key trends, it concluded that ICT organisations have been increasing their use of external service providers since the early part of this decade and that recent responses do not suggest any great shift away from outsourcing and that any move to bring outsourced work back in-house has stalled, most likely in the interest of not incurring additional costs of migration in light of weaker economic conditions. The level of staff would have to be significantly enhanced should additional aspects of the ICT programme be brought in-house e.g. software development. It may be difficult or cost prohibitive to ensure that requisite levels of best practice are maintained across the range of expertise/competences required.

Aspects of option 5 have been considered and implemented by the Courts Service and this should continue to be reviewed as part of strategic decision making and financial management of the ICT programme.

It is considered that the best fit for the Courts Service would be to continue to progress with the hybrid approach of option 3 but ensuring ongoing review of the potential to deliver improved value for money in line with Government policy by increasing the level of in-sourcing for specific initiatives or categories of expenditure and/or exploiting opportunities in partnership arrangements or shared service models as per option 5 where a strong business case is established to do so. Any change in strategy or outsourcing policy will be supported by a detailed cost benefit analysis as well as detailed risk analysis and will strive to meet Government policy to achieve efficiency savings and cost reductions. The Department of Finance, following a Government decision, has requested Departments and offices to review their service delivery models with a view to achieving efficiency savings and cost reductions. The Courts Service pursuant to this initiative will continue to review its current proposals and future plans in order to give effect to this Government decision.

6.5 Conclusions and Recommendations

The support of the Courts Service mandate and indeed the fulfilment of its vision to be a world class service is highly dependent on investment in information and communications technology as a key enabler.

Based on an assessment of potential future demands on ICT in section 3 it is anticipated that ICT will continue to play a major role in the development of the Courts Service and the delivery of its mandate and the continued allocation of public funds is warranted.

In considering alternative means of achieving programme objectives, while it is always difficult to make direct comparisons between organisations, the results of the benchmarking survey:

- **Do** suggest that the comparable organisations adopt a similar approach to the Courts Service in terms of outsourcing i.e. a hybrid approach of in-house management with support from external service providers
- **Do** suggest that undertaking certain additional activities in house e.g. software development would require a substantial increase in the staff allocation and that a range of competencies would be required to be built up over time.
- **Do not** suggest that the cost of a significant level of outsourcing (as adopted by the Courts Service) is cost prohibitive or even at the high end of the spectrum.

Recommendation 7: It is recommended based on an analysis of service delivery options that the best fit for the Courts Service would be to continue with the hybrid approach of option 3 but continue to assess the potential to deliver improved value for money in line with Government Policy and exploit opportunities where a strong business case exists to do so across identified areas*. Options include:

- Increase in-sourcing of specific initiatives or categories of expenditure where the business case supports it and/or
- Exploit opportunities in partnership arrangements or shared service models as per option 5.

* Any change in strategy or outsourcing policy will be supported by a detailed cost benefit analysis as well as detailed risk analysis and will strive to meet Government policy to achieve efficiency savings and cost reductions.

7 POTENTIAL FUTURE PERFORMANCE INDICATORS

7.1 Introduction

The ability to measure performance is a critical enabler for delivering desired results and achieving performance goals. Performance measurement should incorporate evidence of results which are aligned to strategy and stakeholder needs on a regular basis.

This chapter deals with objective 7 of the terms of reference:

- Specify potential future performance indicators that might be used to better monitor the performance of the Courts Service ICT programme and any lessons learnt from the above which can inform the approach going forward.

The section is structured as follows:

- Analysis of current performance measurement and management framework
- Sample performance indicators

7.2 Analysis of current performance measurement and management framework

It is evident from a review of annual reports during the period under review 2001 to 2007 that an increasing level of information is available in terms of Court activities. This is due to increased use of technology and enhanced integration of systems. This is a practical way of assessing whether certain benefits set out at the outset e.g. Improved management information and planning processes and Improved quality of data and data consistency have actually been realised.

However, although benefits can be seen to have been delivered the question of whether these benefits were delivered to the extent originally anticipated or in line with the cost benefit decisions made at the outset, is difficult to answer because measurable indicators were not defined at the outset across the programme. Steps have however now been taken to incorporate such measurable indicators in new projects from the outset including the Digital Audio Recording project (DAR).

7.3 Sample Performance Indicators

Some sample performance indicators are presented in the table below in a format which is aligned to the value for money review and the structure of this report (i.e. inputs, activities, outputs and outcomes). However these performance measures are not exclusive to value for money considerations but rather are standard indicators for strategic and operational performance management which can be applied to ICT programmes. While a level of performance indicators are already in place within the Courts Service, these should be

enhanced to measure performance across the entire programme spectrum. The table presents some key indicator headings, sample indicators within that broad heading, and some practical examples on how to measure such indicators. The key areas of focus for the Courts Service are recommended further below.

The following colour codes are used in the table to indicate the current position in terms of indicators across the 4 core areas of input, activities, outputs and outcomes.

	Strong framework in place		Good framework but some improvement possible		Little in place, need to establish framework
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Table 7.1

Indicator heading	Sample Indicators	Measurement examples	
Inputs (Sometimes referred to as the resources consumed by a project)			
Cost of the ICT function	<ul style="list-style-type: none"> • Total Costs • Capital Costs • Current Costs • ICT Staff Numbers and Costs • Non ICT Staff Numbers and Costs • Outsourcing costs • Other directly attributable costs e.g. accommodation etc. 	<ul style="list-style-type: none"> • Actual to Budget comparisons <ul style="list-style-type: none"> ○ Programme level ○ Project Level ○ Per Major Category of Expenditure • ICT Expenditure as % of total expenditure • ICT staff to non ICT staff ratios • ICT Cost per user 	
Activities (Activities, also called processes are collections of tasks and work-steps performed to produce the outputs of a programme.)			
Resource and time consumption of ICT programme	<ul style="list-style-type: none"> • Time dedicated to ICT Programme • Project specific Time • Help service support • Contract and project management • Management practices 	<ul style="list-style-type: none"> • Number of staff (FTEs) dedicated to programme • % of time dedicated to management (ICT staff) • % of time dedicated to project (ICT staff and non ICT staff) • % of time dedicated to other e.g. Helpdesk • The number of key management practices that have been wholly adopted across the organisation/ICT organisation e.g. SLAs in place, accreditation 	

Indicator heading	Sample Indicators	Measurement examples	
		achieved.	
Outputs (The outputs are what are produced by a programme.)			
Project governance and delivery	<ul style="list-style-type: none"> Projects delivered successfully 	<ul style="list-style-type: none"> Actual to budget comparisons by project No/% of Projects delivered in line with standard methodology No/% of Post implementation reviews completed 	
Service delivery	<ul style="list-style-type: none"> Support calls Network and key systems availability Quality of Support service 	<ul style="list-style-type: none"> Cost of providing support Uptime/availability of network and key systems Trends in support calls User feedback on support service 	
Operational management	<ul style="list-style-type: none"> Operational indicators Security indicators 	<ul style="list-style-type: none"> Peak load and overall utilisation rates Rate of transaction failure Hours lost per month due to downtime Hours lost per month due to unplanned outages Number and type of security violations 	
Outcomes			
Result and impact	<ul style="list-style-type: none"> Staff stakeholder satisfaction Productivity/Process improvement Availability of data and information Enablement 	<ul style="list-style-type: none"> Satisfaction ratings Return on Investment of individual initiatives Turnaround times for processes Activity analysis pre and post projects Timeliness of information generation – comparison of turnaround times % of top 10 transactional services which are e-enabled 	

7.4 Conclusions and Recommendations

Although benefits can be seen to have been delivered across a range of projects the question of whether these benefits were delivered to the extent originally anticipated or in line with the cost benefit decisions made at the outset, is difficult to answer measurable indicators were not set out at the outset across the programme. Performance measurement in relation to ICT did not, historically, directly link indicators either in terms of efficiency, effectiveness

or impact to programme inputs and activities. Steps have however been taken to incorporate such measurable indicators into new projects from the outset including the Digital Audio Recording project (DAR).

Recommendation 5 in section 5 above recommends that measurable outcome indicators should be devised in respect of all live projects and performance should be measured and reviewed against these standards. The following recommendation below has been made in relation to the overall performance measurement framework.

Recommendation 8: The Courts Service should further develop its performance measurement framework for ICT, taking account of the following:

- The framework should address the whole programme spectrum including not only input, activity and output indicators but also outcome indicators to measure the effectiveness and impact of the programme.
- The indicators and measures should address effectiveness and impact in relation to all target beneficiaries including internal courts service staff, the Judiciary, other users of court services and/or the participants in court services as well as the general public.
- Measurement indicators should be selected and defined for target objectives at the commencement of projects, and should be informed by the overall corporate strategy and the needs of key stakeholders.
- The framework should consist of a variety of measures both qualitative and quantitative.
- Qualitative and quantitative information should be collected during the programme and/or project including:
 - Stakeholder surveys (Satisfaction ratings and useful guidance)
 - Post project reviews
 - Formal review and analysis of productivity/business benefit improvements
- It should continue to be informed by external analysis including information from peer organisations and the wider public and private sectors.

A sample set of indicators and measures has been included in section 7.3.

8 CONCLUSIONS AND RECOMMENDATIONS

This section includes an overall summary conclusion and collates the conclusions and recommendations made in the individual sections (Sections 3 to 7) of the report under the appropriate section headings.

8.1 Overall conclusion

The ICT Programme is and will continue to be a critical component in the delivery of the Courts Service mandate. The Courts Service supports the delivery of core functions and better service provision to courts staff and users of the Courts system as well as the public in general. Significant progress has been made to date in bringing the Courts Service from a very low technological base at establishment (1999) to an organisation supported by a modern technology infrastructure and a number of key business systems which delivers a wide range of information and other electronic services to its key stakeholders and the public at large. Based on a comparison with similar organisations the Courts Service performs well across a number of standard ratios for comparing ICT spend and is at least in line with if not ahead of those organisations in terms of the delivery of outputs or implementation of key strategic projects. There will continue to be an increased demand for ICT services to support enhanced integration, improve productivity, improve information access, support electronic delivery of services and improve service levels to all customers and stakeholders. A strategic and well governed ICT programme is vital to appropriately respond to the various challenges required to deliver a world class service to all users and stakeholders of the Courts Service. The Courts Service has implemented a best practice Project Governance and Management Framework to support the delivery of the ICT programme and continues to invest in the development of this framework. The results of this analysis demonstrate that value for money has been achieved. The Courts Service will nonetheless continue to seek opportunities to improve value for money; as outlined below a number of recommendations identified as part of this review will be implemented to support this objective.

Eight recommendations were made arising from this review; the individual recommendations (1–8) are included above under the appropriate subsection. The recommendations should support the Courts Service going forward in improving project governance and management, identifying high performance or alternatively sub standard performance which needs to be addressed, improving customer satisfaction and ultimately delivering improved value for money. The ICT Director will be responsible for ensuring that recommendations arising as part of this review are addressed.

8.2 Detailed conclusions and recommendations

1. Objectives of Programme and Rationale for the Programme

Conclusions and Recommendations

Based on the above analysis of rationale, aimed at establishing the necessity for a public policy intervention, the validity and compatibility of the ICT objectives, and the frequency of their review to ensure they remain valid, the following conclusions were made:

- From a public policy perspective, a clear rationale for investment in ICT was identified in Third Report of the Working Group on a Courts Commission, published in 1996, where it was identified that ICT to support the Courts had been significantly under invested in and that it was anticipated that investment in ICT would provide a platform for the provision of a world class model of service delivery and be critical to the successful fulfilment of the courts service mandates.
- It was also clear from the perspective of the Courts Service management that significant ICT investment was required. ICT investment had largely been confined to the maintenance and support of a set of old and outdated systems and much of the work prior to the first ICT strategy was directed at achieving Y2K compliance. At the time of publication of the first ICT strategy (published in December 2000) the Courts Service was still a very new organisation (established 1999). Investment in new technology had been minimal and in many respects the new organisation, from an ICT perspective, was commencing from a “Greenfield site” situation.
- The first overall Courts Services Strategic Plan also pointed to the significant role that ICT should play in the delivery of the mandates of the Courts Service and the delivery of a world class service. Subsequent Strategic Plans and annual reports continue to highlight the importance of the role of ICT.
- The original vision and objectives for ICT were informed by these broader policy and strategic roadmaps; the vision was to provide new systems and technologies which provided the foundation for the future delivery of a high quality service to all court users and at the same time enable the Courts Service to contribute to the implementation of Government Policy in relation to the Information Society. The Courts Service also invested significantly in developing the ICT programme objectives at the outset through extensive consultations and independent reviews.
- Ongoing monitoring and review of rationale and validity is supported through the establishment of an ICT Governing Committee charged with providing strategic direction and monitoring the implementation of ICT Strategy.
- Based on an assessment of potential future demands on ICT it is anticipated that ICT will continue to play a major role in the development of the Courts Service and the delivery of its mandate.
- The objectives of the ICT programme were clearly and specifically set out in the ICT Strategic Plans and were clearly cross referenced to the overall Strategic plan of the Courts Service and the overall mandates of the Service and were found to be compatible.

The current ICT Strategic Plan, similar to the first plan, covers a five year time horizon 2006 – 2010. A new three year Courts Service Strategic Plan is being developed for the period 2009 – 2011. It is already anticipated by the ICT Directorate that the new Courts Service Strategic Plan will trigger a re-evaluation of the ICT Strategic Plan and if appropriate a reprioritisation of projects to support any revised business direction of the organisation.

Recommendation 1: In the context of the development of a new three year Courts Service Strategic Plan for the period 2009 to 2011, it is recommended that a review of the ICT Strategic plan be performed within the next 6 months. As the ICT Strategic Plan covers a five year period and the overall Strategic Plan covers a three year period it is important that a new Strategic Plan always triggers an evaluation of the ICT Strategic Plan and that this formally becomes part of the standard practice of the organisation going forward. Aspects of this value for money review process including the stakeholder surveys and data from international comparator organisations will be useful in informing the planned review of the ICT Strategic Plan.

2. Inputs, Outputs, and Trends in Efficiency Achieved

Conclusions

- The Courts Service has adopted a policy of outsourcing to a significant extent in relation to the delivery of the ICT programme. The ICT Directorate supports and manages the delivery of the ICT programme through in-house project governance and management, contract management and key strategic and operational decision making.
- The inputs to the ICT Programme or the overall cost for the period under review can be broken down as External expenditure (€55M), ICT Directorate Staff costs (€5.2M) and Non ICT Directorate Staff Costs (Estimated at €7.3M)
- Non ICT Directorate Staff costs are not quantified and tracked on an ongoing basis. While a substantial amount of the inputs will always represent capital expenditure such as hardware purchases and expenditure on outsourced services as long as the outsourcing policy adopted by the Courts Service continues, it is important that the full costs of the programme or individual projects are understood and tracked in line with standard project accounting principles not only to answer cost benefit questions in relation to the programme but also to support planning and negotiating the involvement of non ICT Directorate staff in key projects. The allocation and tracking of costs in respect of individual projects is particularly important in respect of long term major projects such as CCTS.
- Based on a review of the level and trend of outputs it is evident that there has been substantial progress on the implementation of projects across both strategies, in particular those projects considered high priority by the Courts Service. Service level reporting under the managed services contract also indicated a high level of customer satisfaction in terms of the outputs produced i.e. infrastructure and projects in place and managed under this contract. The stakeholder surveys also indicate a high level of satisfaction with the outputs across the wider programme. It is important also to note that systems and processes are in place including formal ongoing progress reports on projects to individual project boards and the ICT Governing Committee to ensure that the level and trend of outputs is appropriately managed.
- Taking a number of factors into account (including inputs, delivery options and progress to date), in comparing the Courts Service with similar organisations in other jurisdictions, the Irish Courts Service performed well across a number of standard indicators for comparing ICT spend. The comparison indicates that the strategic policy of outsourcing is not unusual (all 4, including the Irish Courts Service, outsource to a significant extent). In addition, a comparison against wider benchmarks (public and private sector) would also indicate that the outsourcing strategy is not uneconomic.

Recommendation 2: The Courts Service has invested significantly in the governance and management frameworks supporting the delivery of the ICT programme and continues to work on underlying support structures. The development and standardisation of underlying structures supporting the governance and management of the ICT programme and individual projects remains a work in progress and the Courts Service should continue to work on

strengthening this framework based on recommendations of independent evaluations, mainly internal audits.

Recommendation 3: It is recommended that non ICT Directorate staff costs are quantified and tracked and allocated to individual projects in line with standard project accounting principles. This will support cost benefit analysis in relation to the programme and will also support the planning and negotiation of non ICT Directorate staff involvement in key projects. The allocation and tracking of costs in respect of individual projects is particularly important in respect of major long term projects such as CCTS.

3. Effectiveness and Impact of Programme

Conclusions

Reviews of project documentation, annual reports, and discussion with Courts Service staff and other users of ICT Services indicate that benefits have been realised across a wide range of projects. It is important to note that the benefits realised are wider than just within the Courts Service itself but extend to wider communities including the Judiciary and the general public e.g. the CAS project supports eGovernment initiatives such as payment of fines via the Internet and the CCTS system enables the electronic receipt of summons applications from An Garda Síochána and other prosecutors.

The results of the stakeholder surveys, conducted as part of this review to formally collect and analyse effectiveness and impact in the form of stakeholder perspectives, do however indicate that the investment has been effective and has had an impact, in particular:

- Users rated the standard of ICT infrastructure and services within the Courts Service at 6.8 out of 10 , and the standard of the CCTS system at 7.4 out of 10
- The Judges rated the standard of ICT support services provided by the Courts Services at 8.

However, while output indicators (See chapter 4) have been specified for the programme, outcome indicators to measure effectiveness and impact of the programme were not set out at the outset of the projects. Performance measurement frameworks and government policy in relation to the appraisal, governance and management of capital projects has developed significantly since the commencement of many of these projects. The Courts Service has recently started to include measurable effectiveness and impact indicators in respect of new projects e.g. DAR.

As outlined above while it is clear that benefits have been delivered, the Courts Service should introduce a more formal and transparent approach to assessing effectiveness and impact of projects including effect on target beneficiaries and identification of lessons learned; a number of recommendations are made below:

Recommendation 4: Post project reviews and interim reviews (in the case of major long term projects) should be included as a standard part of the project governance and management

3. Effectiveness and Impact of Programme

framework and should be performed for all projects.

Recommendation 5: Measurable outcome indicators should be devised in respect of all live projects and performance should be measured and reviewed against these standards. While no measurable outcome indicators were defined at the outset of these projects, many of the projects are only now realising the benefits of their investment and it is important that the Courts Service track, monitor, and learn from these performance indicators and statistics.

Recommendation 6: The Courts Service should strive to improve customer satisfaction levels of its internal users in relation to both general ICT services and CCTS services with the aim of achieving satisfaction ratings of 8+.

4. Continued Relevance and Alternative Means of Achieving Programme Objectives

Conclusions

- The support of the Courts Service mandate and indeed the fulfilment of its vision to be a world class service is highly dependent on investment in information and communications technology as a key enabler.
- Based on an assessment of potential future demands on ICT in section 3 it is anticipated that ICT will continue to play a major role in the development of the Courts Service and the delivery of its mandate and the continued allocation of public funds is warranted.
- In considering alternative means of achieving programme objectives, while it is always difficult to make direct comparisons between organisations the results of the benchmarking survey:
 - Do suggest that the comparable organisations adopt a similar approach to the Courts Service in terms of outsourcing i.e. a hybrid approach of in-house management with support from external service providers
 - Do suggest that undertaking certain additional activities in house e.g. software development would require a substantial increase in the staff allocation and that a range of competencies would be required to be built up over time.
 - Do not suggest that the cost of a significant level of outsourcing (as adopted by the Courts Service) is cost prohibitive or even at the high end of the spectrum.

Recommendation 7: It is recommended based on an analysis of service delivery options that the best fit for the Courts Service would be to continue with the hybrid approach of option 3 but continue to assess the potential to deliver improved value for money in line with Government Policy and exploit opportunities where a strong business case exists to do so across identified areas*. Options include:

- Increase in-sourcing of specific initiatives or categories of expenditure where the business case supports it and/or
- Exploit opportunities in partnership arrangements or shared service models as per option 5.

* Any change in strategy or outsourcing policy will be supported by a detailed cost benefit

4. Continued Relevance and Alternative Means of Achieving Programme Objectives

analysis as well as detailed risk analysis and will strive to meet Government policy to achieve efficiency savings and cost reductions.

5. Potential Future Performance Indicators

Conclusions

- Although benefits can be seen to have been delivered across a range of projects, the question of whether these benefits were delivered to the extent originally anticipated or in line with the cost benefit decisions made at the outset, is difficult to answer because measurable indicators were not defined at the outset across the programme. Performance measurement in relation to ICT did not, historically, directly link indicators either in terms of efficiency, effectiveness or impact to programme inputs and activities. Steps have however been taken to incorporate such measurable indicators into new projects from the outset including the Digital Audio Recording project (DAR).
- Recommendation 5 in section 5 above recommends that measurable outcome indicators should be devised in respect of all live projects and performance should be measured and reviewed against these standards. The following recommendation below has been made in relation to the overall performance measurement framework.

Recommendation 8: The Courts Service should further develop its performance measurement framework for ICT, taking account of the following:

- The framework should address the whole programme spectrum including not only input, activity and output indicators but also outcome indicators to measure the effectiveness and impact of the programme.
- The indicators and measure should address effectiveness and impact in relation to all target beneficiaries including internal courts service staff, the Judiciary, other users of court services and/or the participants in court services as well as the general public.
- Measurement indicators should be selected and defined for target objectives at the commencement of projects, and should be informed by the overall corporate strategy and the needs of key stakeholders.
- The framework should consist of a variety of measures both qualitative and quantitative.
- Qualitative and quantitative information should be collected during the programme and/or project including:
 - Stakeholder surveys (Satisfaction ratings and useful guidance)
 - Post project reviews
 - Formal review and analysis of productivity/business benefit improvements
- It should continue to be informed by external analysis including information from peer organisations and the wider public and private sectors.

A sample set of indicators and measures has been included in section 7.3.

Annexes to the Report

Annex 1: VFM Terms of Reference

Annex 2: Membership of Steering Committee

Annex 3: Progress Reports

Annex 4: Survey distributed to Courts Service users and summary results

Annex 5: Survey distributed to Judges

Annex 6: Survey to International Organisations

Annex 1: VFM Terms of Reference

The Courts Service

Value for money review

ICT Programme of the Courts Service

Terms of Reference proposal document

Document control

Version	Date
Draft 0.0.1	24/06/08
Draft 0.1.1 Approved by Steering Committee	30/06/08
Draft 1 Approved by DOF	

1. Title of the value for money review:

The proposed title of the value for money review is ICT programme of the Courts Service.

2. Overall objective of the review:

The overall objective of this value for money review is to establish what has actually been achieved by expenditure on the Courts Service ICT programme since 2001, determine if the continued allocation of public funds to the ongoing Courts Service ICT programme is justified by reference to value for money achieved in the period 2001 to 2007, and to inform future ICT strategy in this regard.

The review will also consider the efficiency of the arrangements in place and good practice for infrastructure and system delivery in both the public and private sector.

3. Context of the review:

The Courts Service was established in November 1999 pursuant to the Courts Service Act 1998. Section 5 of the Act sets out the five core mandates of the service, these are as follows:

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

In 2000 the Courts Service published its first strategic plan which set out its major goals for the period 2000 – 2003. This has since been followed by two further strategic plans covering the periods 2003 – 2005 and 2005 – 2008 respectively. The strategic plans were developed taking the following into account:

- The constitutional role, responsibilities and independence of the Judiciary.
- The views and needs of court users.
- Government policy and legislative changes relevant to the courts.

- New legislation at national and EU level.
- Economic and demographic trends.

The ICT programme was selected for review as the highest category of expenditure for the Courts Service subsequent to courthouse expenditure, which has already been evaluated (“Courts Service Expenditure Review 2004 - Courthouse Maintenance and Capital Buildings” completed in March 2005), and overall payroll costs. ICT expenditure encompasses recurring ICT infrastructure and hardware, ongoing maintenance of systems and infrastructure, and long term ICT projects.

Information technology was and is recognised as a key enabler for the successful implementation of many of the Service’s business strategies and for the implementation of Government policy in areas of relevance to the Courts Service.

To ensure that technology and information systems development within the Courts Service would be fully aligned with the overall strategic objectives and goals of the Service the Courts Service in 2001 published its first 5 year ICT strategy document entitled “eCourts a five year strategy for information technology”, this was followed in 2006 by a second five year ICT strategy document covering the period 2006 – 2010 building on the achievements of the first plan and progressing the vision of technology enablement within the Courts.

The Courts Service pursues a policy of outsourcing the delivery of ICT related services to the maximum extent possible.

Between 2001 and 2007 in excess of €56M has been spent on the development and support of ICT within the Courts Service. Two major initiatives delivered in the context of outsourcing since establishment have been the Criminal Case Tracking System (CCTS) and the Managed ICT Infrastructure Support Service. Between them they have accounted for approximately 35% of expenditure since 2001.

The review will be carried out in accordance with the programme logic model set out in the Value for Money and Policy Review Initiative Guidance Manual, issued by the Department of Finance and tailored to the Courts Service ICT Programme. A high

level description of the programme logic model relating to the Courts Service ICT Programme is included in the VFM Review Plan.

4. Terms of reference

The terms of reference for this review are based on a standard template applying to all public sector value for money reviews with appropriate modifications specific to the ICT programme on going within the Courts Service since establishment. The review will:

1. Identify the objectives of the ICT programme (as defined by the two ICT strategy documents).
2. Examine the current validity of those objectives and their compatibility with the overall strategy of the Courts Service and the overall objectives of the Government in relation to the administration of Justice.
3. Examine the extent to which the objectives as set out in the two ICT strategy documents have been achieved to date, the impact they have had, and comment on the effectiveness with which they have been achieved
4. Define the outputs associated with the programme and identify the level and trend of those outputs.
5. Identify the level and trend of resources consumed (including costs and staffing resources) associated with the ICT programme and comment on the efficiency with which it has achieved its objectives. Where applicable this should include highlighting areas where economies can be achieved and/or resources can be released for higher priority areas within the programme.
6. Evaluate the degree to which the objectives warrant the allocation of public funding on a current and on going basis and examine the underlying arrangements for the planning and execution of programme to include alternative approaches to achieving these objectives on a more efficient and/or cost effective basis (including examination of emerging trends/models for system and infrastructure delivery/support and comparison with approaches/policies used by other public and private sector organisations in undertaking similar work programmes, where possible)

7. Specify potential future performance indicators that might be used to better monitor the performance of the Courts Service ICT programme and any lessons learnt from the above which can inform the approach going forward.

5. Scope

The review will focus on the Courts Service ICT programme defined by the two ICT strategy documents covering the periods 2001 - 2010.

All ICT expenditure based on CMOD returns for the period 2001 to 2007, with the exception of general telecommunications expenditure not managed as part of the ICT programme, is included within the scope of this review.

Where significant ongoing projects e.g. CCTS started before 2001, relevant information prior to 2001 will be reviewed e.g. to ascertain original objectives.

Recognising that it is neither possible, nor pragmatic, within the scope of this review to look at all areas of expenditure with an equal level of depth, overall expenditure for the period will be prioritised in accordance with significance of spend across the major components of expenditure, and the level of review will be matched accordingly.

A particular focus will be directed to two of the major components of expenditure, representing approximately 35% of total expenditure, namely the Criminal Case Tracking System (CCTS) project and the Managed ICT Infrastructure Support Service.

Annex 2: Membership of Steering Committee

Annex II

Membership of Steering Committee for the VFM report entitled 'ICT Infrastructure and Systems in the Courts Service':

Name	Directorate	Organisation
John Coyle (IT Director)	IT	Courts Service
Simon Hall	IT	Courts Service
John O'Neill	IT	Courts Service
Catherine Glackin	IT	Courts Service
Margaret O'Neill	IT	Courts Service
Michael McInerney	IT	Courts Service
Colm Ormond	IT	Courts Service
John Cleere	Finance	Courts Service
Paddy O'Neill	Finance	Courts Service
Aisling McKeon	Internal Audit	Courts Service
John O'Sullivan	N/A	Property Registration Authority

Annex 3: Progress Reports

Annex 3A: Progress report on 1st strategy as included in 2nd strategy

Strategy Area	Achievements
Applications	
Criminal Case Tracking System	Significant development of functionality Nationwide roll out to all District Courts (45 offices)
Courts Accounting System	Phase 1 Implemented Phase 2 underway with an associated major change programme
Funds Accounting System	Developed and implemented
Civil Case Tracking Systems	Development and rollout of standalone low-cost systems completed.
Financial Management System	Implemented a Financial Management System
Human Resource Management	Implemented a Human Resource Management System
Legacy Systems	Continuing enhancement and development to legacy systems (e.g. Progress) to meet critical business requirements
Information	
Website	Significant enhancement of website Winner of eGovernment award 2005
Infrastructure	
Managed Service	Successful use of an outsourced managed service
Network & Communications	Modern, secure and robust infrastructure in place Completed nationwide infrastructure rollout Roll-out of desktop applications to all staff nationwide
Courtroom Technology	Many courtrooms and all offices networked Digital Audio Recording introduced to the Supreme Court and Court of Criminal Appeal Development and implementation of technology within the Commercial List courtroom including an infrastructure supporting the installation of evidence presentation systems Full technology courtroom and video courtrooms in Cork Courthouse Valuable pilots for use of new technologies
Supporting the Judiciary	
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.
Organisation	Recognition of IT as a separate Directorate
Training	Judicial Training in IT including ECDL training Substantial investment in IT training for staff including rollout of ECDL Training Considerable business systems training
Skills	Improved IT technology and systems familiarisation across the organisation Development of Project Management skills

Annex 3B: Progress Report on 2nd Strategy as reported to ICT Governing Committee.ICT GOVERNING COMMITTEEPROGRESS REPORT – STRATEGY IMPLEMENTATION

Proj No	Project Name	Current Position	Next 12 Months Work Programme	Comments/Dependencies
OPERATIONAL SYSTEMS				
OS 1	CCTS Review & Enhance	Integration with CAS complete. Programme of work associated with integration with PULSE 70% complete. Future enhancement (extension to Higher Courts) programme under consideration	Procurement to implement new application support contract to be completed. Procurement will include specification of system for extension to higher courts	The future technical and application architecture for CCTS needs to be considered and reviewed in advance of future substantial enhancement. External expertise is being procured as part of the project to establish a Design Team.
OS 2	Case Management System (Civil) (Analysis and Design)	Phase 1 of this system involving a process review of the processing of civil business across all court jurisdictions has commenced. The review is scheduled for completion on 30 Sept 2007.	Next stages are dependent on the outcomes from the process review and the extent of change which can be introduced in the short, medium and long-term. It would be envisaged that the next stage would involve the development of detailed functional specifications leading to the development/selection of system. Procurement to be completed within next 12 months and work commenced subject to agreement on process changes	This is a multi stage project. As indicated the next stage is dependent on the outcome of the process review. Additionally, it is also dependent on the appointment of a Programme Manager to manage diverse projects and teams associated with the development/selection of the system. It will be a major challenge to complete this project within the timescales of the existing strategy.
OS 3	Case Management System	See OS 2 above	See OS 2 above	Entirely dependent on the completion of OS 2

THE COURTS SERVICE

ICT INFRASTRUCTURE AND SYSTEMS IN THE COURTS SERVICE

Proj No	Project Name	Current Position	Next 12 Months Work Programme	Comments/Dependencies
	Develop and Implement			
OS 4	Solutions for Specialised Offices	Existing Systems in specialised offices continue to be supported and developed in accordance with defined business requirements. A system has recently been implemented in the Official Assignees Office	Continue to support existing systems and enhance where a specific business requirement exists	The strategy envisages that new solutions for specialised offices will use common components of the case management system where feasible. There is therefore a dependency on the completion of the Case Management System. It is therefore unlikely that new solutions for specialised offices will be developed during the course of this strategy.
OS 5	eRegisters	A Business Case for the development of 3 online Registers i.e Probate, Money Judgements and Lis Pendens is before the Committee for consideration today.	Subject to the approval of the Committee, complete the specification of requirements for these registers and complete a procurement for the design and development of the Registers. Development to commence within next 12 months	Development of the online Registers is behind the schedule detailed in the strategy. Implementation is likely to occur late 2008/early 2009. This timescale would meet any proposal for a future eConveyancing system.
OS 6	Jury Selection and Management System	No work has taken place on this system. Small systems based on Microsoft access which were developed outside the remit of the ICT Directorate have been implemented in provincial Circuit Court offices	It is not envisaged that any work will be undertaken on this system in the next 12 months.	There is no indication that this is a priority system for development. The position may be reviewed in the context of the Report of the Committee to Review Jury Selection and Service
OS 7	Feasibility Study on RFID	No work has been undertaken in relation to completing a feasibility study	No plans for next 12 months.	RFID is an evolving technology which is still in its infancy. It would be envisaged that any feasibility study would be undertaken with external assistance. No specific requirements have been identified to date which would

THE COURTS SERVICE

ICT INFRASTRUCTURE AND SYSTEMS IN THE COURTS SERVICE

Proj No	Project Name	Current Position	Next 12 Months Work Programme	Comments/Dependencies
				necessitate commencing the study
OS 8	Court Frontline System	No work has been undertaken to facilitate the development of this system. However, a number of District Courts do enter results within the courtroom utilising standard CCTS functionality. It is also intended to undertake a pilot for entering District Court results at a remote court location utilising wireless technology.	Complete pilot at remote court location for the entry of court results on CCTS utilising wireless technology.	This project envisaged the development of a custom built front end data entry system utilising possibly touch screen functionality for the entry of results either by Judges on the bench or by court registrars. Such a system would require considerable development effort for possibly minimum business benefit and is currently not considered a priority.
OS 9	Courts Accounting System.	Good progress has been made. Integration with CCTS has been substantially completed. The Central Accounting Office is in place. The new system is currently being piloted in Dublin and Sligo District Court offices and experience to date is encouraging.	Implement the system in an additional 12 District Court offices and commence the process of secure channels for payment including by credit card and online	The project is proceeding satisfactorily
CORPORATE SYSTEMS				
CS 1	Services to the Judiciary	Following a meeting with the Chief Justice, the delivery of ICT services to Judges of the Supreme Court was prioritised. Judges of the Supreme, High and Circuit Court have been provided with Blackberries. Delivery to District Court Judges is underway. A remote access system is substantially developed utilising multiple communications channels, broadband, GPRS, 3G etc. The new laptops to utilise this new service are currently in testing within the ICT Directorate. Research has	Implement the new laptop system for Judges who require laptops. Proceed with the development of the electronic display of evidence within the Supreme Court and implement the Digital Dictation system. Re-establish the Judges Intranet Project Board or similar following consultation with the Chief Justice and senior judiciary	Substantial progress has been made although overall progress is now behind the schedule agreed with the Chief Justice.

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ICT INFRASTRUCTURE AND SYSTEMS IN THE COURTS SERVICE

`Proi No	Project Name	Current Position	Next 12 Months Work Programme	Comments/Dependencies
		<p>been completed in relation to the electronic display of documentation within the Supreme Court. A Procurement to select a digital dictation system for the Judiciary and indeed senior Courts Service personnel is complete</p>		
CS 2	Information Delivery Programme	No progress has been made on this overall programme of work	The only activity within the scope of this project relates to the continued enhancement of the Courts Service website.	This project effectively comprises a programme of work to provide information held by the Courts Service in an efficient manner to its customers, including court users, judges and staff. The programme envisages the development of an Intranet and Customer portal which would provide a single point of access to all Courts information. Linked projects would also include CS 4 (Records Management Strategy) and CS 5 (Document Management System). Availability of resources is a major issue associated with this project and additionally, no major priority seems to be assigned to the project
CS 3	Strategic Reporting	An interim solution based on Crystal Reports has been developed and implemented to provide statistical and management information	No significant additional work is envisaged over the next 12 months other than to maintain the existing system and possibly introduce small enhancements thereto to meet specific business requirements. A new procurement and application support contract will be put in place	While the interim solution meets basic reporting requirements, it does not represent a complete management reporting environment for the long term. Additional analysis and specification is required to develop a management reporting system across all applications so that KPI's can be properly reported on.

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ICT INFRASTRUCTURE AND SYSTEMS IN THE COURTS SERVICE

Proj No	Project Name	Current Position	Next 12 Months Work Programme	Comments/Dependencies
CS 4	Records Management Strategy	No progress to report at this time See CS 2 above	At present no activity is envisaged on this project over the next 12 months	Before any information delivery programme can be designed and implemented from an IT perspective, the organisations strategy, procedures and policies need to be clearly defined. Resourcing is an issue to advance this project.
CS 5	Document Management System	No progress to report at this time See CS 2 above	At present no activity is envisaged on this project over the next 12 months	The purpose of this project is to implement an underlying document management system which could be used as a single repository for electronically stored case and business process documentation. Such a system is likely to be a key component of any new Case Management System. The document management requirements are therefore likely to be defined as part of the specification for the Case Management System. However, failure to address the requirements for business process documentation may result in any document management system not being appropriate or suitable to meet such requirements.
CS 6	Property Management System	No progress to report at this time	At present no activity is envisaged on this project over the next 12 months	There has been no particular business demand for this system. The solution is likely to be a package solution. It should be noted that the C&AG has recommended that any state department or body with a significant property estate should have a Property Management System.
CS 7	Ongoing core Business application	Each of these applications continue to be supported	In relation to FAS, the extension of the system to the General Solicitors Office will be completed.	No comment

THE COURTS SERVICE

ICT INFRASTRUCTURE AND SYSTEMS IN THE COURTS SERVICE

Proj No	Project Name	Current Position	Next 12 Months Work Programme	Comments/Dependencies
	projects (FAS, FMS, HRMS)		FMS and HRMS are provided on a Shared Service basis and continued technical support from a user perspective will be provided	
TECHNICAL SYSTEMS				
T 1	Technical platform for the delivery of new applications and eServices	A formal proposal in this regard is before the Governing Committee for consideration at its June meeting	Procurement will be undertaken to select external expertise. Work will have been completed for a new technical platform to replace the existing SUN hardware. A procurement will be underway to select the new hardware platform	This project involves a significant planning exercise for the future
T2	Upgrade existing network infrastructure	Migration to the Government network has been completed with one or two small exceptions which are outside the control of the Courts Service. An infrastructure supporting remote access from home etc using broadband, 3G has been implemented.	Some additional upgrades will be necessary to support Digital Audio Recording and will be implemented	Upgrading the network infrastructure is an ongoing process to meet emerging and new business requirements. Possible future drivers for further upgrade may include Video Conferencing over IP and Voice over IP.
T3	Create a Server Consolidation Programme	This project is included in the scope of Project T 1 (see above)	Work will be significantly advanced in terms of a server consolidation programme	This project involves a significant planning exercise for the future
T4	Hosting Service	Serious consideration had been given to including this service in the new managed service. It was decided not to proceed due to the risks involved in moving our existing equipment to a new data centre	Specification of requirements for this service will commence within the next 12 months.	This project is dependent on progress being made on Projects T1 and T3.
T5	Remote and mobile access	Supporting infrastructure in place (T2 above). New laptop system supporting remote access currently in testing.	Deployment of new laptops/Tablets to Courts Service personnel and the Judiciary	No comments

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ICT INFRASTRUCTURE AND SYSTEMS IN THE COURTS SERVICE

Proj No	Project Name	Current Position	Next 12 Months Work Programme	Comments/Dependencies
		Blackberry system in place.	completed. A pilot project involving the entry of results to CCTS from a remote courtroom location completed.	
T6	Technology Refresh	On going programme of technology refresh in place based on a five cycle	All PCs, printers and other user hardware in excess of five years old fully replaced	There is a dependency on funding being available to complete this programme
T7	Communication Tools	No progress at this stage	No defined work programme in place.	Not currently a priority. No specific business requirement identified
T8	Implement Electronic Evidence presentation	Research completed in relation to implementation in the Supreme Court	Proceed to implement system in the Supreme Court	An overall strategy needs to be developed to identify future requirements
T9	Digital Audio Recording	Procurement complete - at contract discussion stage	Pilot implemented in four courtrooms and deployment commenced to all Central and Circuit Criminal Courts nationwide.	Significant funding will be required during 2008.
T10	Video Conferencing	Facilities current in place in the Four Courts (5 courtrooms) Cork Circuit Court (3 courtrooms), Commercial Court, Nenagh Circuit Court and Tullamore Circuit Court	System implemented at a further 5 circuit court venues nationwide and programme commenced for additional installations	Significant funding required to achieve this objective
GOVERNANCE AND ORGANISATION PROJECTS				
O1	Formal ICT Governance Structure	Formal Governance arrangements and proceeding to implement supporting structures e.g Design Team	Design Team in place and supported by external expertise	No comment
O2	Establish a Design Team	Not yet commenced	Procurement completed to retain services of a Technical & Application Architect and Design	This is now a priority Project and impacts on several Technical projects (T1, T3 and T4). Also required to mitigate High level Risk in

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ICT INFRASTRUCTURE AND SYSTEMS IN THE COURTS SERVICE

Proj No	Project Name	Current Position	Next 12 Months Work Programme	Comments/Dependencies
			Team in place.	organisations Risk Register (Failure to replace critical equipment before end of service life)
O3	ICT Helpdesk Review.	No formal review has been undertaken to date.	A new Helpdesk service and associated SLA will be put in place as part of the new managed service	Services provided e.g. extended service times will be provided as part of the new managed service
O4	User Skills and Training	No specific progress to report	No actions currently planned	This project requires a formal review of user skills and the development of an accompanying training programme. It is considered to be primarily the responsibility of the Training Unit with ICT input
O4	Business Analysis and project management resources.	There has been no increase in the staffing for the identified initiatives	New Programme Manager to be recruited + new Principal Officer for ICT Directorate. Additionally a review of existing resourcing within the ICT Directorate by reference to strategy initiatives to be completed and an agreed action plan (if required) in place	A Review document associated with resourcing within the ICT Directorate will be ready for consideration at the September meeting of the Board
PROJECTS NOT SPECIFICALLY IDENTIFIED IN ICT STRATEGY				
X1	eSmall Claims	Currently implemented in 16 District Court Offices.	Deployment to remaining District Court offices	Enhancements currently in development which will be implemented before additional implementations commence
X2	Central Office System online	Requirements specified and development underway	Implementation of the system online	This system should be complete and online by the end of September 2007

Annex 4: Survey distributed to Courts Service users and summary results

1. Introduction

This survey is being undertaken by the Courts Service as part of a Value for Money (VFM) Review of the Information & Communications Technology (ICT) Programme. The information collected in this survey is being collated by Mazars. Individual responses will be confidential and reviewed only by Mazars for the purpose of summarising them at an overall level for inclusion in the VFM report.

The purpose of the survey is to ascertain the progress made in terms of the ICT programme and any potential options for improvement going forward. As such it aims to:

Assess your current level of satisfaction with ICT Infrastructure and Services
Collect your recommendations for improvement going forward

The survey is structured as follows:

1. General Information (To understand your role and your ICT needs as this will help us understand your evaluation and recommendations within a relevant context)
2. General ICT Services
3. Criminal Case Tracking System/CCTS (Only users of CCTS need complete this section; non-users will be redirected)

We believe that this survey should take approximately 20 minutes of your time. For the purposes of flexibility we have included comment boxes in most cases but it is not required that you comment in all cases, rather where you wish to do so. We would like to thank you in advance for taking the time to participate in this survey and appreciate your contribution to this exercise.

2. General Information

* 1. Can you please indicate the Directorate within the Courts Service where you currently work

Operations Supreme & High Courts

Reform & development

Human resources

Finance

Information & Communications Technology

Corporate Services and Estates & Buildings

Operations Circuit & District Courts

* 2. Can you please indicate which Office you currently work in.

* 3. What is your current grade?

* 4. How long have you worked in the Courts Service?

0-1 years

1-3 years

3-5 years

5 years +

* 5. Please list the key ICT business systems (excluding standard applications such as email, word etc.) which you currently use as part of your role

Other (please list in comment box)

High Court Progress System

Criminal Case Tracking System

Circuit Court Civil Interim System

Courts Accounting System

Circuit Court Criminal Interim System

Funds Accounting System

Circuit Court Family Law Interim System

Oracle Financial Management System

Circuit Court Family Law Interim System

Oracle T & S

Circuit Court Jury System

Small Claims System

Office and Warrants System

Probate System

Other (please list)

3. General ICT Services

1. General ICT Infrastructure and Services: I believe that the standard of ICT Infrastructure and Services within The Courts Service is high.

Strongly Disagree Disagree Neutral Agree Strongly Agree

Feel free to include any additional comments, should you wish.

2. IT Help desk: When I have an ICT problem, my issue is always dealt with in a prompt and efficient manner

Strongly Disagree Disagree Neutral Agree Strongly Agree

Feel free to include any additional comments, should you wish.

3. ICT Business Systems: I believe that the standard of key ICT business systems (e.g. Courts Accounting System (CAS), Criminal Case Tracking System. etc.) within The Courts Service is of a high standard.

Strongly Disagree Disagree Neutral Agree Strongly Agree

Feel free to include any additional comments, should you wish.

4. ICT Training: I receive the ICT training that I need across the key ICT business systems (e.g. CAS, CCTS etc.) which I use to perform my work.

Strongly Disagree Disagree Neutral Agree Strongly Agree

Feel free to include any additional comments, should you wish.

5. Availability and uptime of ICT System: I rarely lose work time as a result of my computer crashing or being unavailable for business purposes

Strongly Disagree Disagree Neutral Agree Strongly Agree

Feel free to include any additional comments, should you wish.

* 6. Please rate the overall standard of ICT infrastructure and services within the Courts Service on a scale of 1 to 10 (1 = low; 10 = high)

	1	2	3	4	5	6	7	8	9	10
Score	<input type="radio"/>									

Feel free to include any additional comments, should you wish.

7. What additional recommendations would you make to improve the effectiveness, efficiency or economy of ICT Services?

* 8. Do you currently use the Criminal Case Tracking System (CCTS)

Yes

No

4. Criminal Case Tracking System (CCTS)

This section of the survey relates specifically to the Criminal Case Tracking System (CCTS)

1. I use the CCTS system

- To support core elements of my job on a frequent basis
- To support core elements of my job but on an infrequent basis
- To support ancillary elements of my job on a frequent basis
- To support ancillary elements of my job on an infrequent basis

Feel free to include any additional comments, should you wish.

2. I believe that the implementation of the CCTS system has improved the effectiveness and efficiency of maintaining criminal case record data.

- Strongly Disagree Disagree Neutral Agree Strongly Agree

Feel free to include any additional comments, should you wish.

3. CCTS supports the majority of the functions I am required to conduct as part of my job

- Strongly Disagree Disagree Neutral Agree Strongly Agree

Feel free to include any additional comments, should you wish.

4. I believe that the implementation of the CCTS system has improved the effectiveness and efficiency of the criminal case process

- Strongly Disagree Disagree Neutral Agree Strongly Agree

Feel free to include any additional comments, should you wish.

5. The CCTS system is easy to use

- Strongly Disagree Disagree Neutral Agree Strongly Agree

Other (please specify)

6. I receive/have received all the information and training I need in relation to my usage of CCTS

- Strongly Disagree Disagree Neutral Agree Strongly Agree

Other (please specify)

7. In the event that I have a query or issue as to how to use the CCTS system, I am able to receive a response to my query quickly from the CCTS help desk

Strongly Disagree Disagree Neutral Agree Strongly Agree

Feel free to include any additional comments, should you wish.

* 8. Please rate the overall standard of the CCTS system within the Courts Service on a scale of 1 to 10 (1 = low; 10 = high)

	1	2	3	4	5	6	7	8	9	10
Score	<input type="radio"/>									

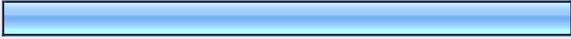
Feel free to include any additional comments, should you wish.

9. What additional recommendations would you make to improve the effectiveness, efficiency or economy of the CCTS system or the criminal case process?

5. Thank you

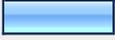
Thank you for your participation in this survey

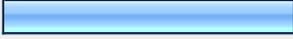
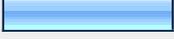
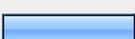
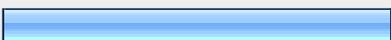
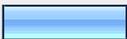
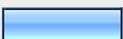
Courts Service ICT Survey

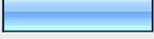
1. Can you please indicate the Directorate within the Courts Service where you currently work			Response Percent	Response Count
Operations Supreme & High Courts			16.3%	23
Reform & development			3.5%	5
Human resources			4.3%	6
Finance			5.0%	7
Information & Communications Technology			0.7%	1
Corporate Services and Estates & Buildings			7.8%	11
Operations Circuit & District Courts			62.4%	88
		answered question		141
		skipped question		8

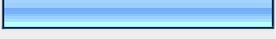
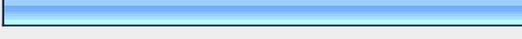
2. Can you please indicate which Office you currently work in.		Response Count
		141
	answered question	141
	skipped question	8

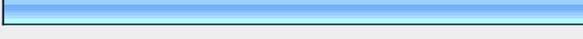
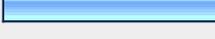
3. What is your current grade?		Response Count
		141
	answered question	141
	skipped question	8

4. How long have you worked in the Courts Service?			Response Percent	Response Count
0-1 years			9.2%	13
1-3 years			14.2%	20
3-5 years			12.1%	17
5 years +			64.5%	91
			<i>answered question</i>	141
			<i>skipped question</i>	8

5. Please list the key ICT business systems (excluding standard applications such as email, word etc.) which you currently use as part of your role			Response Percent	Response Count
Other (please list in comment box)			17.7%	25
Criminal Case Tracking System			31.9%	45
Courts Accounting System			18.4%	26
Funds Accounting System			7.1%	10
Oracle Financial Management System			14.2%	20
Oracle T & S			42.6%	60
Small Claims System			13.5%	19
Probate System			6.4%	9
High Court Progress System			7.1%	10
Circuit Court Civil Interim System			22.0%	31
Circuit Court Criminal Interim System			4.3%	6
Circuit Court Family Law Interim System			12.8%	18
Circuit Court Family Law Interim System			9.2%	13

Circuit Court Jury System		12.8%	18
Office and Warrants System		16.3%	23
		Other (please list)	47
		answered question	141
		skipped question	8

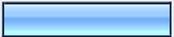
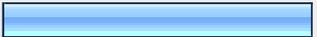
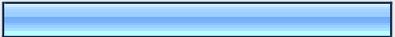
6. General ICT Infrastructure and Services: I believe that the standard of ICT Infrastructure and Services within The Courts Service is high.				
			Response Percent	Response Count
Strongly Disagree			1.5%	2
Disagree			5.2%	7
Neutral			29.6%	40
Agree			57.8%	78
Strongly Agree			5.9%	8
Feel free to include any additional comments, should you wish.				15
			answered question	135
			skipped question	14

7. IT Help desk: When I have an ICT problem, my issue is always dealt with in a prompt and efficient manner				
			Response Percent	Response Count
Strongly Disagree			0.7%	1
Disagree			3.0%	4
Neutral			8.1%	11
Agree			64.4%	87
Strongly Agree			23.7%	32
Feel free to include any additional comments, should you wish.				17
			answered question	135
			skipped question	14

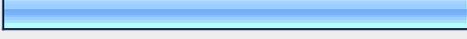
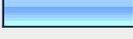
8. ICT Business Systems: I believe that the standard of key ICT business systems (e.g. Courts Accounting System (CAS), Criminal Case Tracking System. etc.) within The Courts Service is of a high standard.

		Response Percent	Response Count
Strongly Disagree		0.0%	0
Disagree		6.6%	8
Neutral		34.4%	42
Agree		55.7%	68
Strongly Agree		3.3%	4
Feel free to include any additional comments, should you wish.			28
			answered question
			122
			skipped question
			27

9. ICT Training: I receive the ICT training that I need across the key ICT business systems (e.g. CAS, CCTS etc.) which I use to perform my work.

		Response Percent	Response Count
Strongly Disagree		0.8%	1
Disagree		18.1%	23
Neutral		33.9%	43
Agree		42.5%	54
Strongly Agree		4.7%	6
Feel free to include any additional comments, should you wish.			27
			answered question
			127
			skipped question
			22

10. Availability and uptime of ICT System: I rarely lose work time as a result of my computer crashing or being unavailable for business purposes

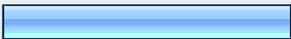
		Response Percent	Response Count
Strongly Disagree		2.3%	3
Disagree		17.3%	23
Neutral		15.0%	20
Agree		51.1%	68
Strongly Agree		14.3%	19
Feel free to include any additional comments, should you wish.			23
answered question			133
skipped question			16

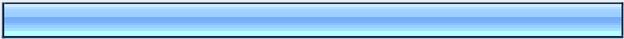
11. Please rate the overall standard of ICT infrastructure and services within the Courts Service on a scale of 1 to 10 (1 = low; 10 = high)

	1	2	3	4	5	6	7	8	9	10	Rating Average
Score	0.0% (0)	0.7% (1)	2.2% (3)	2.9% (4)	15.4% (21)	12.5% (17)	30.1% (41)	27.9% (38)	6.6% (9)	1.5% (2)	6.81
Feel free to include any additional comments, should you wish											
answered question											
skipped question											

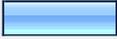
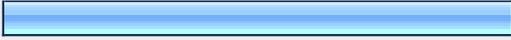
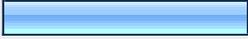
12. What additional recommendations would you make to improve the effectiveness, efficiency or economy of ICT Services?

		Response Count
		44
answered question		44
skipped question		105

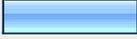
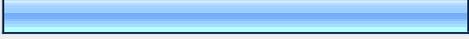
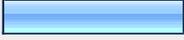
13. Do you currently use the Criminal Case Tracking System (CCTS)			Response Percent	Response Count
Yes			31.6%	43
No			68.4%	93
			answered question	136
			skipped question	13

14. I use the CCTS system			Response Percent	Response Count
To support core elements of my job on a frequent basis			68.3%	28
To support core elements of my job but on an infrequent basis			17.1%	7
To support ancillary elements of my job on a frequent basis			9.8%	4
To support ancillary elements of my job on an infrequent basis			4.9%	2
Feel free to include any additional comments, should you wish.				2
			answered question	41
			skipped question	108

15. I believe that the implementation of the CCTS system has improved the effectiveness and efficiency of maintaining criminal case record data.

		Response Percent	Response Count
Strongly Disagree		2.4%	1
Disagree		2.4%	1
Neutral		12.2%	5
Agree		56.1%	23
Strongly Agree		26.8%	11
Feel free to include any additional comments, should you wish.			6
answered question			41
skipped question			108

16. CCTS supports the majority of the functions I am required to conduct as part of my job

		Response Percent	Response Count
Strongly Disagree		0.0%	0
Disagree		14.6%	6
Neutral		14.6%	6
Agree		51.2%	21
Strongly Agree		19.5%	8
Feel free to include any additional comments, should you wish.			5
answered question			41
skipped question			108

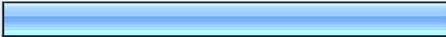
17. I believe that the implementation of the CCTS system has improved the effectiveness and efficiency of the criminal case process

		Response Percent	Response Count
Strongly Disagree		0.0%	0
Disagree		0.0%	0
Neutral		15.0%	6
Agree		75.0%	30
Strongly Agree		10.0%	4
Feel free to include any additional comments, should you wish.			5
answered question			40
skipped question			109

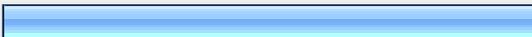
18. The CCTS system is easy to use

		Response Percent	Response Count
Strongly Disagree		2.4%	1
Disagree		4.9%	2
Neutral		17.1%	7
Agree		65.9%	27
Strongly Agree		9.8%	4
Other (please specify)			7
answered question			41
skipped question			108

19. I receive/have received all the information and training I need in relation to my usage of CCTS

		Response Percent	Response Count
Strongly Disagree		7.3%	3
Disagree		4.9%	2
Neutral		29.3%	12
Agree		48.8%	20
Strongly Agree		9.8%	4
Other (please specify)			7
		answered question	41
		skipped question	108

20. In the event that I have a query or issue as to how to use the CCTS system, I am able to receive a response to my query quickly from the CCTS help desk

		Response Percent	Response Count
Strongly Disagree		0.0%	0
Disagree		2.4%	1
Neutral		12.2%	5
Agree		58.5%	24
Strongly Agree		26.8%	11
Feel free to include any additional comments, should you wish.			3
		answered question	41
		skipped question	108

21. Please rate the overall standard of the CCTS system within the Courts Service on a scale of 1 to 10 (1 = low; 10 = high)

	1	2	3	4	5	6	7	8	9	10	Rating Average
Score	0.0% (0)	0.0% (0)	0.0% (0)	4.9% (2)	4.9% (2)	12.2% (5)	22.0% (9)	41.5% (17)	12.2% (5)	2.4% (1)	7.37
Feel free to include any additional comments, should you wish											
	<i>answered question</i>										
	<i>skipped question</i>										

22. What additional recommendations would you make to improve the effectiveness, efficiency or economy of the CCTS system or the criminal case process?

	Response Count
	14
<i>answered question</i>	14
<i>skipped question</i>	135

Annex 5: Survey to Judiciary

COURTS SERVICE STAKEHOLDER SURVEY

This survey is being undertaken by the Courts Service as part of a Value for Money (VFM) Review of the Information & Communications Technology (ICT) Programme. The information collected in this survey is being collated by Mazars. Individual responses will be confidential and reviewed only by Mazars for the purpose of summarising them at an overall level for inclusion in the VFM report.

The purpose of the survey is to ascertain the progress made in terms of the ICT programme and any potential options for improvement going forward. As such it aims to:

- Assess your current level of satisfaction with ICT Infrastructure and Services
- Collect your recommendations for improvement going forward

1. Rate the overall quality of ICT support services provided by the Courts Service (where 1 = low and 10 = high)

2. Are the ICT services provided by the Courts Service of assistance to you?

- a. Yes
- b. No
- c. No Comment

Please provide any additional information you consider relevant in addition to your response above

3. Do you have any recommendations in relation to the current ICT support services provided and/or potential future improvements?

4. Feel free to include any other additional comments in relation to ICT support services provided as appropriate

Annex 6: Survey to International Organisations

**Benchmarking Survey undertaken by The Courts Service -
Republic of Ireland**



COURTS SERVICE
An tSeirbhís Chúirteanna
IRELAND

A General Information

A1	Name of participating organisation	<input type="text"/>
A2	Location (Country)	<input type="text"/>
A3	Key Contact person	<input type="text"/>
A4	Contact e-mail	<input type="text"/>
A5	Currency used for financial figures	<input type="text" value="€"/>
A6	Financial figures entered in	<input type="text" value="000's"/>

B Profile and Key Statistics

This following section includes general information questions which will assist us in our understanding of the profile, size and complexity of your organisation and the service provided.

	2005	2006	2007
B1 Number of Courts Venues	<input type="text"/>	<input type="text"/>	<input type="text"/>
B2 Total number of judges available based on Full Time Equivalents (FTE's)	<input type="text"/>	<input type="text"/>	<input type="text"/>
B3 Total number of staff employed by the organisation based on Full Time Equivalents (FTE's)	<input type="text"/>	<input type="text"/>	<input type="text"/>
B4 Total number of Information Technology (IT) staff based on Full Time Equivalents (FTE's)	<input type="text"/>	<input type="text"/>	<input type="text"/>

- B5 What is the typical skill set profile of IT staff in the organisation. i.e. 50% of IT staff are technical/programming specialists, 50% of IT staff are non-technical with a focus on procurement and contract management.

Add comments here

B6 Year the organisation was established	<input type="text"/>		
B7 Total annual budget of the Courts Service	<input type="text"/>	<input type="text"/>	<input type="text"/>
B8 Total annual budget of the IT department	<input type="text"/>	<input type="text"/>	<input type="text"/>
Capital budget	<input type="text"/>	<input type="text"/>	<input type="text"/>
Current/Recurring budget	<input type="text"/>	<input type="text"/>	<input type="text"/>
B9 Total salary costs for IT department	<input type="text"/>	<input type="text"/>	<input type="text"/>



C Strategy

- c1 IT Organisation: Does your organisation have a dedicated IT division or function?

If no, please comment on the method of delivery of ICT services

- c2 IT Strategy: Does your organisation have an IT strategy in place which provides a future development road map for IT

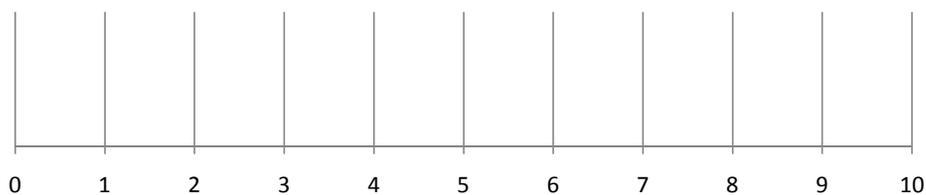
If yes, please include timeframe of current strategy e.g. 2008 - 2012

Whether yes or no, please include a list of the key projects or initiatives proposed over the next three to five years

- c3 Maturity of ICT strategy within the organisation: Rate the maturity level of your ICT strategy and organisation

0-3	4-7	8-10
Early stage of development Significant inroads required	Relatively mature main infrastructure and majority of core systems in place	Extremely mature Some innovation possible but all core systems and some leading edge technologies in place

Score based on scoring mechanism



- c4 Project monitoring and control: Do you currently monitor and track performance of IT projects against timescale and budget?

Other comments

- c5 Project monitoring and control: Are there project boards or other governance measures in place for monitoring and reviewing of ICT programmes or projects

Other comments

- c6 Project monitoring and control: Does your organisation have a standard project management methodology that it uses for all projects.

If yes, please include examples

- c7 IT Training: Is there a training policy in place for training Courts Service users of new applications

Other comments

- c8 IT Performance management: Do you utilise performance indicators to govern and manage the IT Programme

If yes, please include examples

- c9 IT Quality management: Does your organisation attain or aspire to attain accreditation to any relevant standards e.g. ISO 27001 for Information Technology

If yes, please include examples

- c10 Outsourcing: What is the current strategic policy within your IT Department with respect to the delivery of

(PPP).

Hardware purchasing
Software applications
Telecommunications
Ongoing maintenance - hardware
Ongoing maintenance - software
Help-line/call centre for users
Other

Other comments

Hardware purchasing
Software applications
Telecommunications
Ongoing maintenance - hardware
Ongoing maintenance - software
Help-line/call centre for users
Other



D Specific application information

This following section includes general descriptive information on various potential IT projects or initiatives which could be underway in your organisation. For each project or initiative please indicate the current state of progress in accordance with the following categories:

No plans	<i>Indicates that your Courts Service has no plans in place for this type of initiative</i>
Planned but not started	<i>Indicates that your Courts Service has plans in place but that it has not yet substantially commenced the project</i>
Partial Implementation	<i>Indicates that the project has gone live and is available to some (but not all) users</i>
Full Implementation	<i>Indicates that the project has gone live and is available to all users</i>

D1 Infrastructure and core systems

- D1.1** An integrated technical architecture which provides a modern and appropriate computer networking & communications platform for IT applications is in place

Other comments

- D1.2** All court buildings and court rooms are enabled with WAN/LAN or equivalent technologies in order to link them with the Courts Network and provide a secure and robust platform for future Courts applications.

Other comments

- D1.3** All court buildings and court rooms are enabled with wireless "hotspots" to allow users to link with the Courts Network.

Other comments

D2 Key system projects

d2.1 Electronic tracking and monitoring of **criminal** cases through the life cycle of the legal system is supported

Other comments

d2.2

Electronic tracking and monitoring of **civil** cases through the life cycle of the legal system is supported.

Other comments

d2.3 The interoperability of case tracking systems: Electronic exchange of data between Courts applications and other institutions (e.g. Police Force) is supported. Note: The objective of such an integration is to reduce duplication of manual entry of data.

Other comments

d2.4 A Jury Selection and management system is in place to provide efficiency in producing Jury lists

Other comments

D3 eServices

eServices: The ability of the general public to search for /retrieve/monitor case documents is

d3.1 supported

Other comments

d3.2 eServices: The ability of the general public to make payment of fines online is supported

Other comments

d3.3 eServices: The ability of the general public to access court information and administer aspects of processes on line is supported

Other comments

D4 The Judiciary and Courts Staff

d4.1 Regulated secure access to courts information is available for judges via intranet

Other comments

d4.2 Electronic evidence presentation in Court including files, multimedia, video and physical evidence is supported

Other comments

d4.3 Digital Audio Recording application to allow recording of court proceedings across all court jurisdictions, as an official record of proceedings within the courtroom.

Other comments

D4.4

Video conferencing abilities within the courts to allow witnesses/defendants to give evidence remotely

Other comments

D4.5 Digital dictation/voice recording systems to facilitate the preparation of Judgements by members of the Judiciary.

Other comments

D4.6 Digital voice recognition and automated word processing systems to facilitate the preparation of Judgements by members of the Judiciary.

Expected completion date of this project

Other comments



E Financial Summary

The information gathered in this section is intended to be a high level summary of financial policies and funding within your organisation

e1 How often is hardware technology refreshed? Every x years or when funds are available?

- Every years
 When funds become available

e2 Please include the split of the IT expenditure figure given in section B into the following categories (if exact breakdowns are not readily available please provide estimates; suffice to include either actual amounts **or** % of expenditure by category):

	2005		2006		2007	
	%	€000's	%	€000's	%	€000's
Actual IT Expenditure Figure (Section B)		-		-		-
Hardware purchasing						
Software applications						
Telecommunications						
Ongoing maintenance - hardware						
Ongoing maintenance - software						
Help-line/call centre for users						
Other						
	0%	-	0%	-	0%	-

