



eCOURTS

A 5 year Strategy for Information Technology

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FOREWORD BY THE CHIEF JUSTICE AND CHAIRMAN OF THE COURTS SERVICE BOARD.

The Courts Service, in September 2000, launched its first Strategic Plan for the period 2000 to 2003. This Strategic Plan sets the high level goals for the Service and in particular lays the foundation for the implementation of the five core mandates for the Service as set out in Section 5 of the Courts Service Act, 1998. Information Technology will make a major contribution towards the fulfilment of these core mandates and to our aspiration of providing a world class model of service delivery to meet the needs of all court users in a professional, user friendly and cost effective manner.

In my foreword to the Strategic Plan I referred to the potential which the development and implementation of a major Information Technology programme has to transform the way our Courts work. The preparation of this Information Technology Strategy for the next five years was essential to provide a cohesive and planned approach to the future development and implementation of new information systems and technologies. The new systems and technologies will provide the foundation for the future delivery of a high quality service to all court users and at the same time enable us to implement Government policy in relation to the Information Society.

Our Courts System has, over many years, provided exemplary service to our people. We must, however, recognise that Irish society is changing rapidly. Our people are demanding an ever increasing level of service and our Court system cannot remain immune to the technological advances which are occurring in society, particularly the advent of the Internet. Court administrations throughout the world are increasingly moving towards the provision of electronic services, particularly eFiling, eSubmission and ePayment services. I am pleased that this Information Technology Plan not only embraces the requirement for new technologies and systems within the Service itself but also recognises that the Service is at the heart of much larger Legal Community of Interest whose significant needs are also accommodated within the Plan.

Information Technology has the potential to radically change the structure of our Court administration. To obtain the maximum benefit from these new technologies, we will be examining our Court Rules with a view to ensuring that they are compatible with the introduction of modern technology. I would make one important point. We must never lose sight of the fact that the interests of justice must always be paramount in our minds. Information Technology is but a means to an end and we will ensure that our desire to deploy modern information systems and technologies will never impact on our ability to administer a system of justice which is fair, equitable and accessible to all regardless of technological skills or background.

I wish to thank the Chief Executive Officer and his staff and all those involved in the preparation of this Information Technology Strategic Plan.



The Plan represents a major challenge for the Service in the years ahead and I look forward with my colleagues on the Board of the Courts Service and my colleagues in the Judiciary, to working with the staff of the Courts Service in achieving the ambitious targets set out in the Plan.

Ronan Keane

February 2001

Chief Justice and Chairman

Courts Service Board



INTRODUCTION FROM THE CHIEF EXECUTIVE OFFICER

I am very pleased to introduce the first five year Information Technology Strategic Plan for the Courts Service. This Plan further progresses our determination to provide modern information and communication technologies throughout the Service and is part of our overall programme to provide a world class Courts Service.

The production of our first Strategic Plan for the period 2000 to 2003 has enabled the Board, management and staff to focus on the major goals for the organisation over the next three years. Information Technology can make a major contribution to the modernisation of our Services. This Strategy ensures that future information systems development will be fully aligned with the overall strategic objectives and goals of the Service.

Significant progress has already been made in the deployment of new technologies and information systems within the Service. We now have an ideal opportunity to build information systems and communication technologies which will be responsive to the needs of not only the organisation itself but also to needs of all Court users.

We have titled this Plan

“eCourts, a 5 year Strategy for Information Technology”.

The implementation of the strategies detailed in the Plan will enable us to take full advantage of the globally evolving technological developments in a Courts environment including full participation in the Government initiative for the electronic delivery of public services to business and the citizen.

I would like to take this opportunity to thank all those who participated in and contributed to the preparation of this Plan. I particularly appreciate the participation of the Judges and staff of the Courts Service, the Department of Justice Equality and Law Reform, the Department of Finance, Cap Gemini Ernst & Young (in particular Mr. Paul Farrell), and to thank them for their assistance in the preparation of this Plan. I would also like to thank those other organisations representing regular users of the Courts who participated in the development of the Plan for their invaluable contributions.

This Plan presents many challenges for the Courts Service. I am greatly encouraged by the commitment of the Judges and staff of the Courts Service who have positively responded to the introduction of new technologies. I am confident that working together and in partnership with the wider Legal Community of Interest and all Court users, we can use information technology as a building block towards the provision of a modern world class Courts Service.

PJ Fitzpatrick,

Chief Executive Officer

February 2001



1 Introduction

This report sets out the recommended information technology strategy for the Courts Service for the next five years. It is the final report of the strategic planning process which commenced in July 1999.

The findings and conclusions of this report are built on the earlier deliverables from the project which include:

- Project Charter
- Workshop 1 - Application & Information needs
- Workshop 2 - Strategic Options
- Workshop 3 - Strategic Planning
- Future Information Architecture Report

The Future Information Architecture report sets out the detail of :

- The Applications to be developed or purchased;
- The Databases and other data structures to be implemented;
- The Technology platforms to be deployed and the technical standards to be adhered to; and
- The staffing structures, roles and numbers needed to implement and run this Information Technology architecture.

The Future Information Architecture report is primarily technical in nature and is for reference. It's key elements are summarised in Section 4 of this report.

This report is set out in the following main sections:

- **Projects:** which reviews the key projects and activities
- **Recommendations:** which sets out our conclusions and the support structures and considerations for the program.

In appendices to the report we set out the draft project charters and the project plan.

In addition we have set out a number of Critical Success Factors which, we believe, should be addressed by the Courts Service and agreed in principle before undertaking the Strategy.

In the course of the study Cap Gemini Ernst & Young received the fullest possible support and assistance from the staff and management of the Courts Service, participating members of the Judiciary and representatives of a wide range of other organisations linked to the Courts Service such as the Gardai, Departments of Justice and Finance, Incorporated Law Society, Bar Council, and the Offices of the Director of Public Prosecutions and the Chief State Solicitor.

2 Executive Summary

The Information Technology strategy set out in this report, while primarily directed at the operations of the Courts Service itself, recognises that the Courts exist within an extra-organisational context as depicted below.



The Courts Service lies at the heart of what has been termed “The Judicial Industry” sharing that space with the Judiciary and the legal practitioners. Outside that grouping there lies the “Legal Community of Interest” comprising the related agencies and private sector organisations such as the Gardai, Prisons Service, Probation and Welfare Service, Attorney Generals office, the Insurers etc. The final two layers of the model are the totality of State services (e.g. Health Boards, Revenue Commissioners etc) and the Citizen.

The scope of this strategy is depicted in the diagram as addressing the totality of needs of the Courts Service but also significant sets of needs of all of the other communities. This positioning is critical to the understanding of the proposed strategy.

Outputs

The proposed strategy will deliver four sets of outputs:

1. A set of software applications to meet the business needs of all of the communities shown above to one degree or another;
2. A set of data stores which will not only support the operational applications (e.g. Case processing) but also enable the Board and management of the Courts Service to report accurately on all aspects of Courts Service activity and also plan for future business developments;
3. A technology infrastructure which will deliver secure desktop access to all these applications to all members of the Judiciary and Courts Service staff as well as allowing external users from the communities above to use selected elements of the applications delivered as eGovernment services via the Internet; and
4. A compact, highly skilled IT Organisation of 29 full time staff who will be in a position to support and deliver high quality operation of the above applications through directly deliver service and through the management of external suppliers.,

The applications selected are:

1. Criminal Case Tracking System (CCTS) Release 1.5 incorporating Pilot Regional roll out
2. Criminal Case Tracking System (CCTS) Phase 2.0 (includes eListing, links to Gardaí, prisons and CSSOs office)
3. Criminal Case Tracking System (CCTS) Version 2
4. Gateway Phase 1
5. Gateway Phase 2 (Replacement of Lotus Smartsuite)
6. Civil case Tracking (CvCTS) Release 1.0 (Includes eFiling, eSubmission)
7. Civil case Tracking (CvCTS) Release 2.0 (Includes eStamping)
8. Courts Service Financials Release 1.0 (GL, AP)
9. Courts Service Financials Release 2.0 (AR, FA) (Includes eProcurement)
10. Courts Accounting - Fines & Bail (Includes ePayment)
11. Funds Accounting - Funds Monitoring and Funds Management
12. Courts Accounting - Interfaces (CCTS, CvCTS, Courts Service Financials)
13. Human Resource Management System and Payroll Implementation project
14. Management Information Systems & Executive Information Systems (MIS/EIS)
15. Knowledge Management and Dissemination (Including Intranet)

- 16. Jury Selection
- 17. Project Management, Costing and Control
- 18. Property Inventory and Control System (Assets)
- 19. Pilot eServices for eFiling, ePayment and eSmall Claims

Costs

The costs of the program are in three dimensions - financial, personnel and temporal:

Financial:

Capital Costs: IR£28,240,000

Revenue Costs:

2001	IR£3,935,901
2002	IR£5,825,502
2003	IR£5,775,903
2004	IR£5,221,754
2005	IR£4,891,755

Personnel

1. Full time IT staff;
2. Business users dedicated to the Programme full time as Business Analysts for the duration of the Programme
3. Project managers drawn from the business (HRMS and Financials)
4. Business users dedicated to the Programme as Business Analysts but only for specific projects (HRMS and Financials)
5. Contract IT Project Management Staff (variable but peaking in 2001/2002 at 4 and trailing off thereafter)
6. Contract IT Business Analysts (variable but peaking in 2001/2002 at 6 and trailing off thereafter)
7. Contract IT Systems Analysts (variable but peaking in 2001/2002 at 4 and trailing off thereafter)
8. Considerable involvement of business users in system specification and testing as systems are being developed and deployed.

Temporal

The program of work will take 5 years to implement.

Each of these areas is addressed in detail in the following report sections.

3 Strategic Projects

Introduction

This report is the final report from a project to develop an Information Technology Strategy for the Courts Service. It was commissioned in October 2000, when the Courts Service engaged Cap Gemini Ernst & Young Management Consultants to work with them in its development. It is the result of three months activity involving the Management Team and several specialists from the Courts Service, members of the Judiciary and staff from Cap Gemini Ernst & Young and SNS of Singapore. In addition the views and assistance of representatives of many of the bodies with which the Courts service interact on a regular basis was sought and received. As part of the exercise the following individuals and organisations were interviewed:

• Judge Susan Denham	• Judge Peter Kelly
• Judge Nicholas Kearns	• Judge Elizabeth Dunne
• Judge Pat McCartan	• Judge Iarfhlaith O'Neill
• Judge Gerard Haughton	• PJ Fitzpatrick
• Diarmaid Mac Diarmada	• Brendan Ryan
• Sean Quigley	• Moling Ryan
• Noel Rubotham	• Nuala McLoughlin
	• John Coyle
• Mairead Ahearn	• Peter Rafferty
• Alec Dolan (DoJELR)	• John Cronin (DoJELR)
• Kevin O'Sullivan (Prisons)	• Courts IT Group
• Gardai - Chief Superintendent E Cussens, Mr T Quinn	• DPPs Office
• CSS Office	• Incorporated Law Society
• Bar Council	• Insurance Federation

Purpose

The purpose of the project was to develop an Information Technology Strategy for the Courts Service for the coming five years, taking into account the current status of the Courts Service, the changes being implemented in work practices, and the planned and expected business challenges which can be foreseen over the timeframe of the strategy.

Process

The process followed was to divide the project into two distinct stages, each resulting in a deliverable report or presentation to the Steering Committee, which was established at the outset of

the project. The Steering Committee, drawn from the management and staff of the Courts Service, was supported by external personnel from the Departments of Justice and Finance as well as external Quality assurance. In addition participating members of the Judiciary were canvassed on their views of certain of the recommendations and suggestions during the course of the process. The Phase 1 report outlined the Applications, Information and Technology needs for the next 5 years for the Courts Service. This document outlines the proposed list of Strategic Projects and the outline of the projects to implement them.

The Strategic Projects also includes existing or near future strategic projects.

The Strategic Projects are:

Applications Projects

1. Criminal Case Tracking System (CCTS) Release 1.5 incorporating Pilot Regional roll out
2. Criminal Case Tracking System (CCTS) Phase 2.0 (includes eListing, links to Gardaí, prisons and CSSOs office)
3. Criminal Case Tracking System (CCTS) Version 2
4. Gateway Phase 1
5. Gateway Phase 2 (Replacement of Lotus Smartsuite)
6. Civil case Tracking (CvCTS) Release 1.0 (Includes eFiling, eSubmission)
7. Civil case Tracking (CvCTS) Release 2.0 (Includes eStamping)
8. Courts Service Financials Release 1.0 (GL, AP)
9. Courts Service Financials Release 2.0 (AR, FA) (Includes eProcurement)
10. Courts Accounting - Fines & Bail (Includes ePayment)
11. Funds Accounting - Funds Monitoring and Funds Management
12. Courts Accounting - Interfaces (CCTS, CvCTS, Courts Service Financials)
13. Human Resource Management System and Payroll Implementation project
14. Management Information Systems & Executive Information Systems (MIS/EIS)
15. Knowledge Management and Dissemination (Including Intranet)
16. Jury Selection
17. Project Management, Costing and Control
18. Property Inventory and Control System (Assets)
19. Pilot eServices projects in eFiling, ePayment and e-enabling Small Claims

Infrastructure Projects

1. Courts Portal
2. Records Management System
3. Implementation of new M&O architecture
4. Network Implementation project (Including upgrade to Windows 2000)
5. VPN/eBroker security infrastructure integration
6. Design/selection of security architecture

Spin Off Projects

1. Business Process Improvement (BPI) Project to address Rules, Terminology and Process Improvements
2. Business Process Improvement (BPI) Project to develop archiving strategy and policies for the Courts Service

Business Infrastructure Projects

1. Establish Inter Agency liaison group to monitor and manage inter agency linkages
2. Establish a Central Reporting group for production of Management Information & Executive Information reports
3. Establish a knowledge management policy for the Courts Service
4. Establish a training policy for Information Technology/Information Systems training for the Courts Service.

This list does not include the additional work for the maintenance and support of existing applications.

This report sets out the recommended information technology strategy for the next five years. It is the final report of the strategic planning process which commenced in October 2000. In examining the Strategy a number of key features of the existing business and IT environment in the Courts Service must be appreciated:

1. The Courts Service is a very new agency, just over 1 year in existence
2. IT investment in the Courts Service up to 2 years ago was confined to the maintenance and support of a limited set of older systems.
3. Much of the work performed in the last two years was directed at achieving Year 2000 compliance under accelerated timescales which resulted in the Courts successfully achieving Y2K compliance by 31 December 1999.
4. A wish to perform significant business process innovation in the near future is evident within the Board and management of the Courts Service, as well as within the Judiciary and users.

In appendices to the report we set out the project plan; and draft project charters. These charters are baseline only and will be the basis for developing full project charters as each of the projects is



initiated.

Critical Success Factors

The plan as outlined is a major undertaking with an extensive program of change for the Courts Service at a time when the service is also undergoing major organisational change. For this strategy to work successfully there are a number of critical success factors. This Plan involves a fundamental change of direction in many areas of the work currently undertaken by the IT Group and will be required to be driven by a dedicated unit. To give effect to the new Strategic direction, the functions of implementation and maintenance of progress over the next 3-5 years are crucial. The management of the Courts Service must be aware of these and agree that these Critical Success Factors will be met.

The Critical Success Factors are:

1. *Organisation*

The staffing levels and skills capabilities outlined in the Future Information Architecture are critical to the success of the strategy. These will be needed in order to both support existing applications and to implement the programme of projects listed in this strategy. In addition a dedicated Programme Manager must be appointed whose role will be to drive the implementation of the Strategy on behalf of the CEO and Management Team.

In addition it is critical that the business units provide the key personnel to participate in the projects as identified.

Finally the IT Organisation must be enhanced. A staffing complement of 29 full time equivalents is recommended. These will, in the main, be seasoned, experienced staff capable of managing external contractors and suppliers. The Management & Organisation section of the Future information Architecture details their roles and responsibilities.

2. *Finance*

The program of work will be extensive. A five year budget of £ 53 million should be allowed for. Section 7 of this report provides a full breakdown of these figures. In summary they are:

Capital Costs: IR£28,240,000

Revenue Costs:

2001	IR£3,935,901
2002	IR£5,825,502
2003	IR£5,775,903
2004	IR£5,221,754
2005	IR£4,891,755

3. *eServices*

eGovernment is a core approach to delivering IT services for the Courts Service. Every project undertaken by the Courts Service must have a standard eGovernment component and it is the responsibility of every Project Team within the IT group to ensure that the services they deliver are eGovernment enabled. All of the proposed applications are eGovernment enabled. A Multi Channel architecture has been proposed for the complete portfolio of projects. Any new or reengineered system must conform to this architecture.

Since so much of the work of the Courts Service revolves around the provision of a “working environment” for other parties (e.g. Solicitors, Barristers, Gardai etc) it is necessary for those organisation to collaborate with the Courts in the implementation of these eServices.

4. *Quality Assurance*

The Courts Service must immediately undertake a program of Quality Management across all its IT functions. This is particularly true of applications development and support. It must however be realised that Quality is not free. It costs both time and money. For example another Public Sector body such as the Department of Finance could assist by providing Quality Management expertise to the Courts.

5. *Strategic Alignment*

IT is a critical resource to the Courts Service. It is not something which can be treated as an afterthought. If it is to yield real strategic benefit to the State then it must be constantly and consistently aligned with the business strategy. Thus all members of the management team must be in a position to monitor and direct the use of IT in support of their business functions

6. *Desktop Standards*

The selection and implementation of a common Desktop standard environment is critical. This can be done only if the Courts Service is in a position to support it once deployed. This will yield immediate benefits in terms of both user productivity and IT group utilisation.

7. *Business Process Improvement*

All the IT projects are designed to be capable of supporting Business Process Improvements. It is vital for the overall success of the Programme, and indeed for the Courts Service to gain maximum value from this investment, that all the projects should be driven to challenge existing ways of doing business. The strategy proposes an approach whereby a parallel Business Change program will be established to work in tandem with the IT program to identify both Business Change opportunities and to drive the business changes for which IT will be a key enabler.

Project Framework

The migration strategy recommended is a realistic approach to ensure that the Courts Service can:

- address existing and immediate applications needs;
- implement the required supporting infrastructure;
- implement the required Operational and Infrastructural applications;
- establish the framework for Management Information;
- achieve the identified business benefits.

The approach recommended is to evolve the current systems to the future state information architecture. To achieve this the projects have been grouped by category and will be undertaken over a number of years. The criticality of the need to address the immediate business requirements is reflected in the grouping of projects. In some cases projects identified as re-engineering projects also address a corporate requirement, therefore delivering a number of business benefits.

It should be noted that where costs have been provided in respect of applications re-engineering it is approximate, and can only be confirmed following a detailed review of the size and complexity of each of the applications. The following global assumptions were made in arriving at the project costs:

- Costs do not include existing or future permanent staff costs
- Costs are based on the Future Information Architecture
- Existing user licence numbers are sufficient
- Partner agencies (e.g. Gardaí) are responsible for the costs of enabling their systems to transmit and receive data to/from the Courts

Security

It should be noted that, while the IT Strategy and Architecture provides for normal Security maintenance at a design and operational level, there is a need for a separate Information Systems Security Audit team to be established.

The numbers for, and responsibilities of, such a group are additional to the IT structures covered by this plan. It is envisaged however that a permanent staff of 2 personnel supported by contracted services would be required. The annual cost of such contracted services would be of the order of £50,000.



An initial exercise will be needed to provide the framework for such a group. This exercise should:

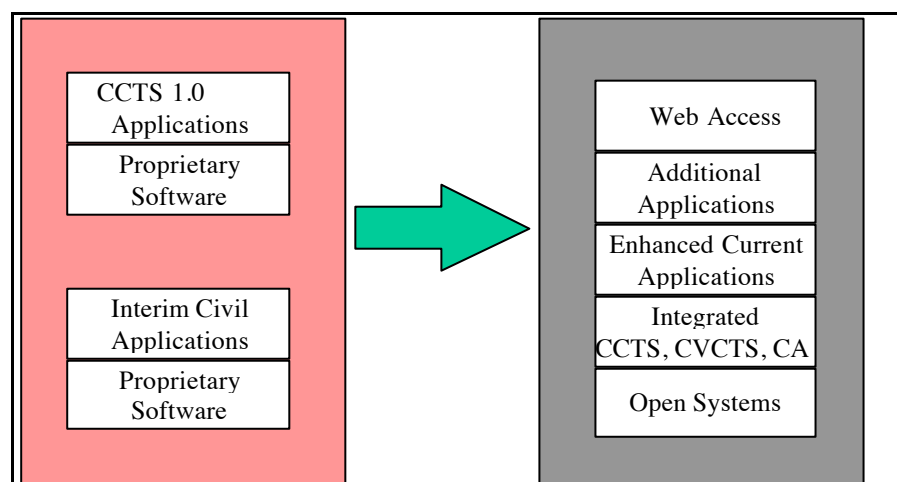
1. Complete a comprehensive Risk Analysis of the planned IT architecture;
2. Develop a Risk Management strategy for the Courts Service;
3. Develop a Disaster Recovery strategy for the Courts Service; and
4. Define a set of IT security standards for the Courts Service.

4 Strategic Approach

Introduction

Under this proposed approach the existing systems are enhanced and augmented to achieve the level of integration and functionality required. In parallel the new systems are acquired/developed and integrated with the existing systems. A plan listing all of the main projects and their estimated duration is included at Appendix B.

This approach would continue the route currently being followed by the Courts Service, that of having control of the applications themselves, and having enhancements and modifications carried out by a contracted company. The process can be summarised in the following diagram:



Future Information Architecture

The Future Information Architecture Report describes the applications, data, technology, and management and organisation architectures required to realise the strategic information systems vision of the Courts Service. It addresses the combined architectural elements as follows:

Applications - the software systems developed or purchased to meet the Courts needs;

Data - the physical databases and other automated ways of storing information which will be used by the applications;

Technology - the computer platforms, communications systems and systems software elements on which the applications will run; and

Management & Organisation - the personnel, roles and responsibilities of the IT organisation and the mechanisms by which the Board and management of the Courts Service will direct the IT

organisation.

The key elements of this Future Information Architecture are summarised below.

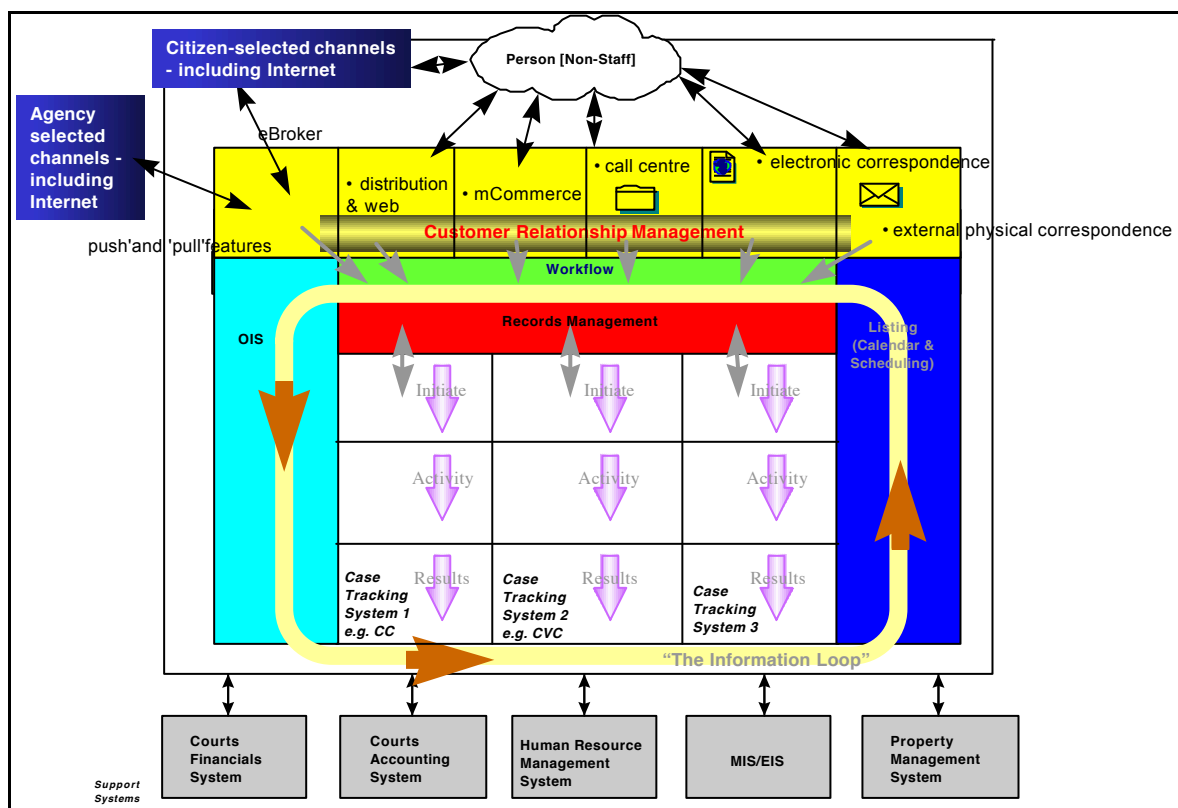
Information Architecture

The primary information architecture model for the Courts Service is an eEnabled set of applications linked together and accessible to all properly authorised Courts Service users anywhere in the country. In addition the systems are all fronted by a set of access technologies which allow external users (e.g. Barristers, Solicitors, parties to cases etc) to interact with the systems through their preferred route - mail, phone, Internet etc.

This Multi Channel Architecture allows access to the applications via:

1. Traditional PC access
2. Internet access
3. Customer Support (e.g. manually intermediated phone access)

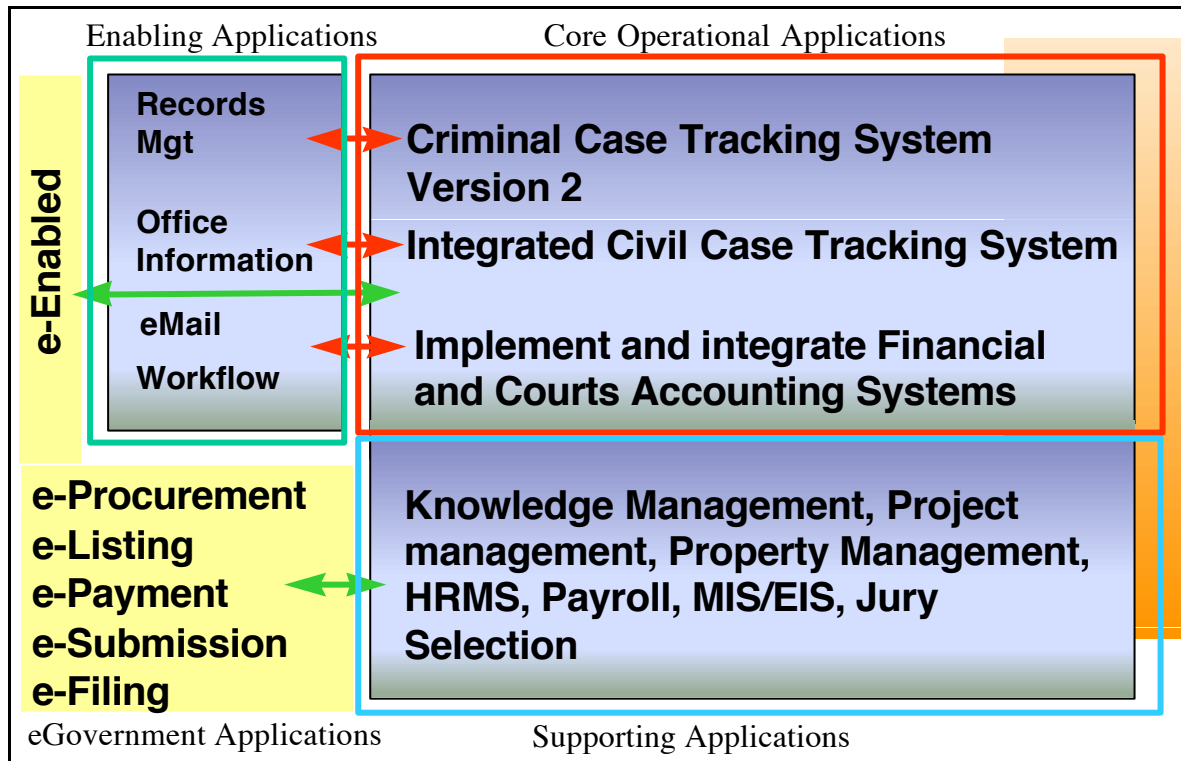
The overall architecture may be depicted as:



This architecture is in line with best practice internationally in Courts, Public Service generally and also in the Private Sector.

Applications

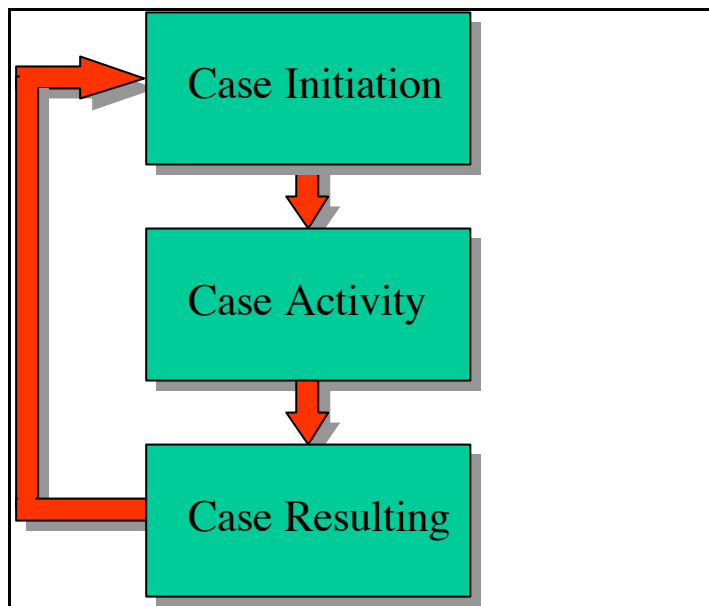
The building blocks of the applications architecture can be depicted as:



Life Cycle

One feature of the existing business and IT environment of the Courts Service is the almost complete absence of data on the levels of business activity available to management for planning and decision making. The primary source for such data will be the Case systems.

Every Case which enters the Courts Service has a clear life cycle:



Most existing systems are primarily dedicated to the last element of the life cycle. Hence meaningful data is not being captured on the volume of work activity conducted by the Courts offices and Courts which, for various reasons, may not result in a case being heard (e.g. reasons for adjournments, case activity prior to Civil cases being settled out of court etc).

The proposed applications architecture is designed to capture all the elements depicted above and to make that information available for both MIS and EIS purposes.

Records Management

Another feature of the Applications Architecture is the integration of structured and unstructured data. Every Case system, as well as the support systems for Finance, HR and Courts Accounting, has a requirement to store and associate structured data (e.g. Case details) with unstructured data (e.g. Filings, Pleadings, Case notes). This is in addition to the normal Filing and Records management activities present in every organisation.

A specific project is proposed to examine and develop specifications for the records management function which, it is envisaged, will provide this records management capability for all applications. In particular the existing Project Phoenix product should be examined for suitability for this role.

Implementation

The applications to be deployed during the period of the plan will be a mix of existing applications re-engineered to use the new Case lifecycle with new applications , both bespoke and packaged.

The split envisaged between the applications implementation approaches are:

Project	Approach
Applications Projects	
1. CCTS Release 1.5 incorporating Pilot Regional roll out	Bespoke
2. CCTS Phase 2.0 (includes eListing, links to Gardaí, prisons and CSSOs office)	Bespoke
3. CCTS Version 2	Bespoke
4. Gateway 2000	Package
5. Gateway 2001 (Replacement of Lotus Smartsuite)	Package
6. CvCTS Release 1.0 (Includes eFiling, eSubmission)	Bespoke
7. CvCTS Release 2.0 (Includes eStamping)	Bespoke
8. Courts Service Financials Release 1.0 (GL, AP)	Package
9. Courts Service Financials Release 2.0 (AR, FA)	Package
10.Courts Accounting - Fines & Bail	Package
11.Courts Accounting - Funds Accounting, Funds Monitoring and Funds Management	Package
12.Courts Accounting - Interfaces (CCTS, CvCTS, Courts Service Financials)	Bespoke
13.HRMS and Payroll Implementation project	Package
14.MIS/EIS	Bespoke
15.Knowledge Management and Dissemination (Including Intranet)	Bespoke
16.Jury Selection	Package
17.Project Monitoring and Control	Bespoke
18.Property Inventory and Control System	Package
19.Pilot eServices projects in eFiling,ePayment & Small Claims	Bespoke
Infrastructure Projects	
1. Courts Portal	Bespoke
2. Records Management System	Bespoke (Phoenix)
3. Design/selection of security architecture	Package

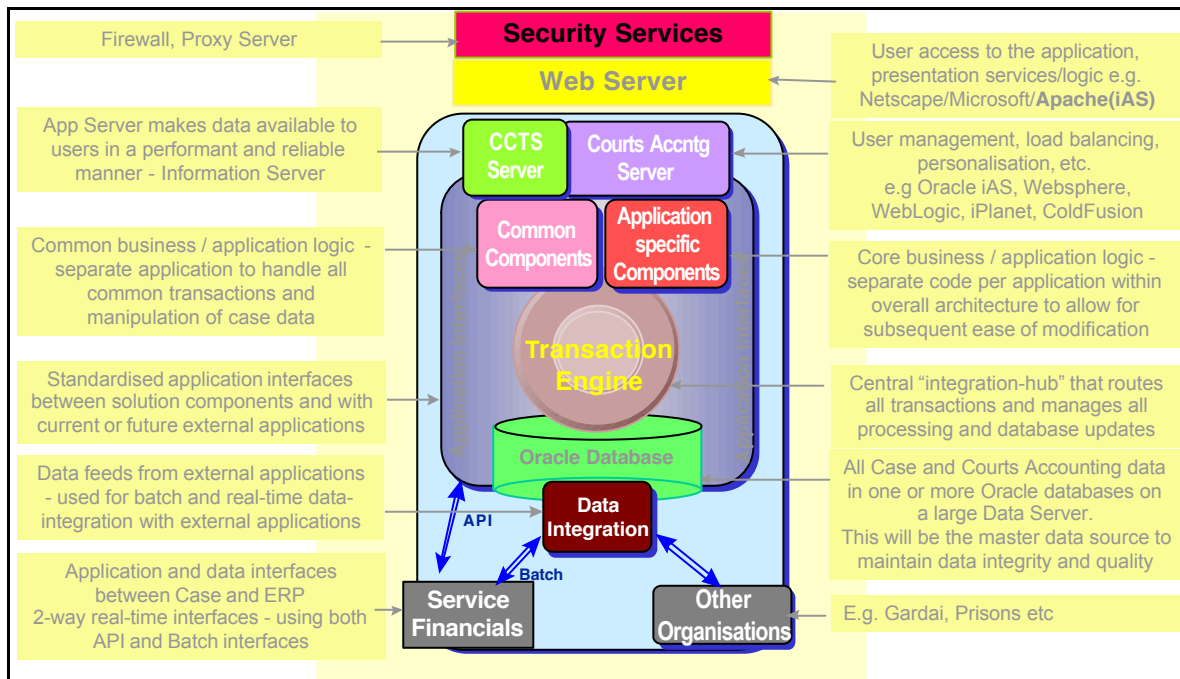
It should be noted that the HRMS and Financials projects are assumed to be sourced as part of the Civil Service wide shared service initiatives respectively.

Technology

The technology platform will continue to be the multi tier Unix environment currently established and will build on the existing communications infrastructure which is being rolled out under Project Gateway. There will be no loss of the investment recently made in technology. For external applications a three tier architecture is recommended while for internal applications either two or three tier, depending on purpose and source, may be deployed.

The technology includes the concept of a Transaction engine which allows different systems , such as the Civil Case Tracking System and the Funds Accounting System, to exchange data automatically without necessarily having to have them built by the same supplier.

This is depicted below using the Criminal case Tracking System and the Courts Accounting System as examples, along with examples of some of the technologies that are commonly used in such architectures elsewhere:



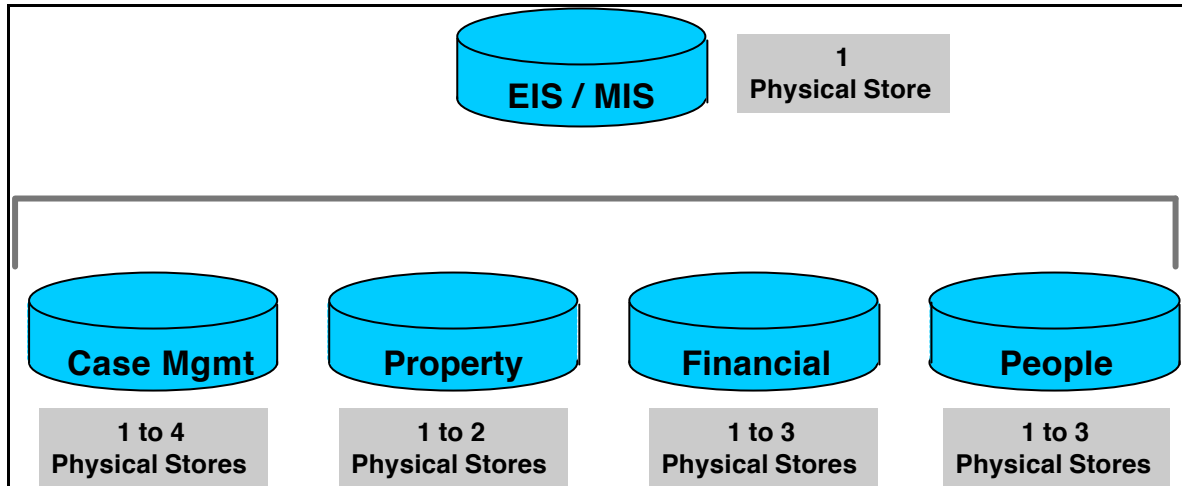
Data

A single unitary data store supporting all applications is not needed, nor is it desirable for resilience reasons.

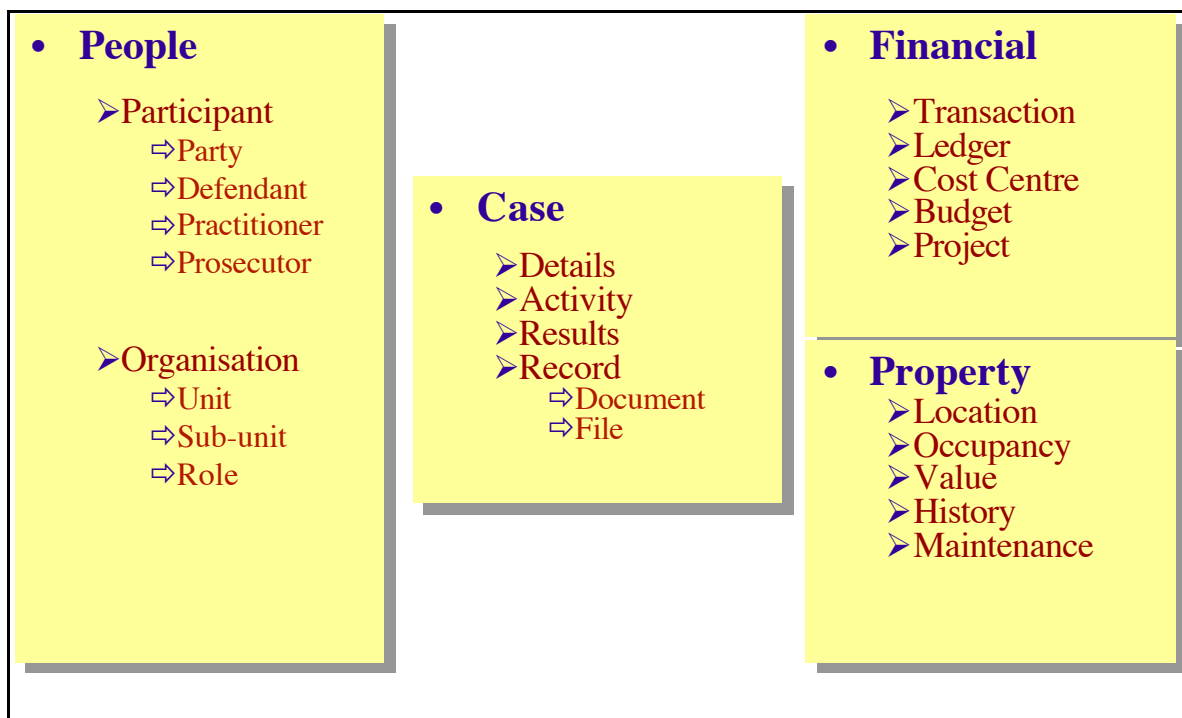
The data will, instead, be held on one or more RDBMS instances on an open platform environment, facilitating On-line Analytical Programming tools to be used to generate queries against the database. The data would be structured to allow maximum access to data between applications. Common data (e.g. code tables) will be shared between all relevant applications.

An MIS/EIS repository will be used for the aggregation of data for EIS reporting purposes but local operational MIS should be served directly off the underlying operational systems.

Logically this would be depicted as:



Each of these stores will hold the data relevant to the operational activities conducted by the applications using the data e.g.:



This would mean that all of the data relevant to a Case, while **logically** the same for any type of case, would physically be held in a number of data stores corresponding to, for example,

- the Criminal Case System
- the Civil Case System

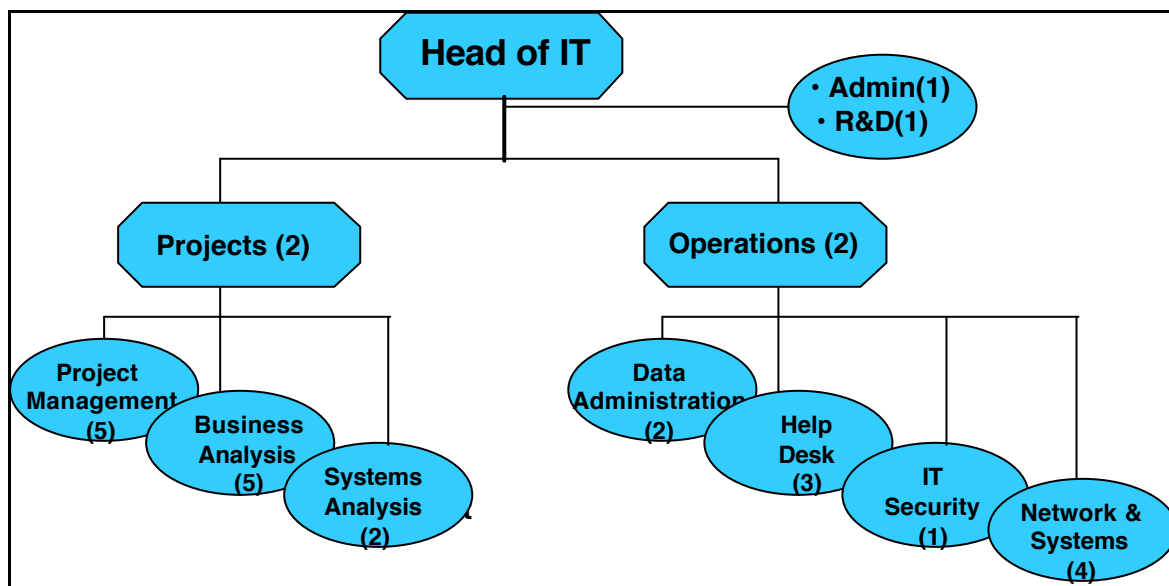
- the Courts Accounting System
- the Jury System

This approach yields a number of known benefits:

1. the development of the suite of applications can be undertaken on a functional area by functional area basis without having applications so tightly tied together at the data level that the whole Programme of Work is affected by a single project
2. each functional area or jurisdiction will see benefits within the timescale of the plan
3. the Service can react to budgetary or staffing limitations by reducing the number of projects without compromising the entire programme
4. the normal data benefits of elimination of re keying, duplication, inconsistency are still all achieved. In addition if the proposed inter agency links are implemented then these benefits will extend beyond the Courts Service alone.

People

The structure of the Information Technology Group in the Courts Service required to support the implementation of the Strategic Information Systems Plan and the support of the business after its implementation would differ from its current state as shown in the Future Information Architecture. The proposed permanent IT Unit Organisation is shown below:



During the program however, considerable additional resources would be required to handle the peak development periods. The following additional resources would be required for the management of the programme of work and subsequent support.



Strategy management (required full time for the duration of the 5 year program)

- Strategy Manager (Contract - 1)
- Knowledge Co-ordinator (Contract - 1)

The strategy manager will report directly to the CEO and will work closely with the Head of IT and the Management Team for the management of the Program of work including integration and reporting.

Strategy implementation

The following are the resources **ADDITIONAL** to the full time establishment shown above required at various times during the program

- Business users dedicated to the Programme full time as Business Analysts for the duration of the Programme (Courts staff seconded - 6)
- Project managers drawn from the business (Courts staff seconded - 2 - HRMS and Financials)
- Business users dedicated to the Programme as Business Analysts but only for specific projects (Courts staff seconded - 2 - HRMS and Financials)
- IT Project Management Staff (Contractors - variable but peaking in 2001/2002 at 4 and trailing off thereafter)
- IT Business Analysts (Contractors - variable but peaking in 2001/2002 at 6 and trailing off thereafter)
- IT Systems Analysts (Contractors - variable but peaking in 2001/2002 at 4 and trailing off thereafter)

Significant Work Elements

The key work elements in this approach are set out as series of project groups or Streams as follows:

Streams	Projects
<i>The Criminal Stream</i>	1. CCTS Release 1.5 incorporating Pilot Regional roll out
	2. CCTS Phase 2.0 (includes eListing, links to Gardaí, prisons and CSSOs office)
	3. CCTS Version 2

Streams	Projects
<i>The Civil Stream</i>	1. CvCTS Release 1.0 (Includes eFiling, eSubmission)
	2. CvCTS Release 2.0 (Includes eStamping)
	3. Jury Selection
<i>The Financial Stream</i>	1. Courts Service Financials Release 1.0 (GL, AP)
	2. Courts Service Financials Release 2.0 (AR, FA)
	3. Courts Accounting - Fines & Bail (including ePayment)
	4. Funds Accounting, Funds Monitoring and Funds Management
	5. Courts Accounting - Interfaces (CCTS, CvCTS, Courts Service Financials)
<i>The Support Stream</i>	1. HRMS and Payroll Implementation project
	2. Knowledge Management and Dissemination (Including Intranet)
	3. Project Monitoring and Control
	4. Property Inventory and Control System
<i>The Management Stream</i>	1. MIS/EIS
	2. BPI Project to address Rules, Terminology and Process Improvements
	3. BPI Project to develop archiving strategy and policies for the Courts Service
	4. Establish Inter Agency liaison group to monitor and control inter agency linkages
	5. Establish a Central Reporting group for production of EIS/MIS reports
	6. Establish a knowledge management policy for the Courts Service
	7. Establish a training policy for IT/IS training for the Courts Service.

Streams	Projects
<i>The Infrastructure Stream</i>	1. Gateway Phase 1
	2. Gateway Phase 2 (Replacement of Lotus Smartsuite)
	3. Courts Portal
	4. Records Management System
	5. Implementation of new M&O architecture
	6. Network Implementation project
	7. VPN/eBroker security infrastructure integration
	8. Design/selection of security architecture

The Strategic Plan for this is shown at appendix B. This plan shows the elapsed time for all projects based on the resources required in the Future Information Architecture being made available as per the organisation implementation project.

5 Strategy Maintenance

Introduction

The Strategic Plan is a living document which must be maintained in order to ensure its relevance over the next 5 years. The following recommendations are made in relation to this maintenance activity.

Strategy Maintenance

The two key documents, this report and the Future Information Architecture Report, position the Courts Service to commence the process of migration of the future state. It is recommended that this strategy be reviewed at the end of 2001 and annually thereafter.

The review should consist of the following steps:

- Update the assessment of the current systems with particular emphasis on user feedback and technical problems.
- Review technology trends and the state of play within the Courts sector, particularly in relation to eGovernment.
- Review the Future Information Architecture and revise it as appropriate.

Further similar reviews should be undertaken at the end of Years 2 and 3.

Strategy Planning

The next steps following on from the acceptance of this strategy require the Courts Service to:

- Establish the Program office
- Develop the first detailed annual plan covering the work to December 2001 in detail. This plan should take the form of a programme and project charters similar to the Strategy development phase.

This plan will then form the basis for the execution of the Year 1 (2001) program of work. In line with the Management and Organisation architecture the plan will form the basis for monitoring and controlling activity for the year.

The Strategy manager will be responsible for the management and control of this plan.

6 Benefits

Introduction

A key factor in relation to the benefits that would accrue from the proposed program of work is that the program is not discretionary - the timing is. The Courts Service will at some point have to address all the work elements outlined. Deferring the work will only increase costs.

The plan proposed is a balance of benefit realisation and risk management based on the expectation that there will be a significant lead time in the acquisition, training and deployment of new resources.

The benefits from the program arise in 6 key areas:

- Support of the business strategy
- Risk reduction
- Provision of access to data for operational and strategic planning
- Wholescale Process improvement
- Operational efficiency
- Improved service provision to users

Support of the Business Strategy

The primary benefit overall is that the IT Strategy directly addresses the requirements of the Courts Service business strategy as follows:

Mandate 1 - Manage the Courts

Strategy	Addressed by	Supported by
Professional management and administrative structures at central, regional and local area levels		<ul style="list-style-type: none"> • MIS/EIS • Financials • HRMS • Project management • Statistical analysis

Strategy	Addressed by	Supported by
<p>Devolve authority and responsibility to local managers Develop and implement a structure of business planning and performance management</p> <p>Develop and put in place a Human resources strategy including devolution of appropriate HRM tasks</p> <p>Develop and Implement plans for Family Law services</p> <p>Put in place a pilot Drugs Court</p> <p>Ensure competency in languages</p> <p>Foster a performance ethos</p> <p>Promote and develop good internal communications</p> <p>Promote a strong corporate identity</p>	<ul style="list-style-type: none"> • Web Site • eMail • Web Site • LDAP services 	<ul style="list-style-type: none"> • MIS/EIS • Financials • HRMS • Statistical Analysis • Project management • HRMS • Operational Case systems • Project management • Statistical analysis • Operational Case systems • Statistical analysis • HRMS • MIS/EIS • Statistical Analysis • Project management • Financials

Mandate 2: Provide Support services for Judges

Strategy	Addressed by	Supported by
<p>Develop a structured relationship with the DoJELR and DoF</p> <p>Develop an effective working relationship and communications system</p> <p>Ensure the judiciary are provided with the resources to conduct their work</p> <p>Continue to review and develop administrative case management procedures</p> <p>Provide appropriate training, development and familiarisation</p>	Support services	<ul style="list-style-type: none"> • MIS/EIS • Statistical analysis • Financials • eMail • Knowledge systems • MIS/EIS • Statistical analysis • eMail • Knowledge systems • Web site • Judges Intranet • Operational Systems • MIS/EIS • Statistical Analysis

Mandate 3: Information on the Courts Service

Strategy	Addressed by	Supported by
Develop an information strategy for the Courts Service		<ul style="list-style-type: none"> • Web Site • Intranet • MIS/EIS • Statistical analysis
Establish an Information Office		<ul style="list-style-type: none"> • Web site • Intranet • Knowledge systems
Continue to develop the website	<ul style="list-style-type: none"> • Web site • Knowledge systems 	
Produce an annual report		<ul style="list-style-type: none"> • Operational Systems • Financials • MIS/EIS • Statistical Analysis
Set up a statistical unit	<ul style="list-style-type: none"> • MIS/EIS • Statistical Analysis 	
Develop a high quality media liaison service		<ul style="list-style-type: none"> • Web site • eMail • Intranet
Put in place FOI systems	<ul style="list-style-type: none"> • Web site • Intranet • Knowledge systems 	

Mandate 4: Provide, manage and maintain buildings

Strategy	Addressed by	Supported by
Produce and implement a capital development program	<ul style="list-style-type: none"> • Property management system • Project management system 	<ul style="list-style-type: none"> • Financials • Project management & maintenance
Put in place a process whereby Court accommodation is vested in the Courts Service		<ul style="list-style-type: none"> • Financials • Property management system • Project management system
Take account of historical significance	<ul style="list-style-type: none"> • Property management system 	<ul style="list-style-type: none"> • Fixed Assets • Project management system
Develop essential requirements for Courts accommodation		<ul style="list-style-type: none"> • Operational Systems • MIS/EIS • Statistical Analysis • Financials
Devolve responsibility for project management	<ul style="list-style-type: none"> • Project Management system 	<ul style="list-style-type: none"> • Financials
Address the security, health & safety requirements for all buildings	<ul style="list-style-type: none"> • Outsource • Property management system 	<ul style="list-style-type: none"> • Fixed Assets

Mandate 5: Provide facilities for Court users

Strategy	Addressed by	Supported by
Develop a prototype of the optimum facilities	<ul style="list-style-type: none"> Public access kiosks Web site 	<ul style="list-style-type: none"> MIS/EIS Statistical analysis
Develop a programme for disabled court users	<ul style="list-style-type: none"> Infrastructure (Bobby standards) 	
Provide adequate facilities and conditions for jurors		<ul style="list-style-type: none"> Jury system Web site and multimedia
Provide media facilities	<ul style="list-style-type: none"> Public access kiosks Web site 	<ul style="list-style-type: none"> Operational Systems MIS/EIS Statistical Analysis
Ease of access	<ul style="list-style-type: none"> Public access kiosks Web site 	

Risk Reduction

The implementation of the plan will reduce the risks which the Courts Service currently faces in the execution of it's responsibilities. The major areas of risk reduction are:

- Policy and Project Management risk
- Financial risk
- Operational risk

Policy Risk

At present Courts Service policy making is conducted without the benefit of detailed, accurate , meaningful and timely data on work inputs and outputs. It is therefore very difficult for the Board and Management of the service to develop medium to long term policy with any degree of certainty.

These risks also apply to the setting of policy at operational or functional level (e.g. policy regarding placement of funds for example).

The proposed architecture addresses these risks by:

1. Providing management with real time data on all aspects of Courts Activity
2. Providing management with the tools to interrogate this data
3. Providing management with the tools to perform “what if” analysis to test the feasibility/effects of proposed policy decisions
4. Providing management with an organisational grouping to conduct this work

Financial Risk

The Courts Service is responsible for the management of it’s own finances in the normal way and the finances of others through the function of Courts Accounting.

The proposed architecture addresses these risks by:

1. Providing management with full information on the Financial Transactions relating to the Courts own budgets
2. Providing operational management with full information on the Financial Transactions relating to Third Party funds
3. Providing operational management with full information on the investment performance of Third Party funds
4. Providing operational management with information on other Financial benchmarks relevant to Third Party funds in order to inform decisions on Fund placement.

Operational Risk

The operations of the Courts are highly structured with a very high level of accuracy required , particularly in relation to the process by which Cases are conducted and the accuracy of the resulting outputs This leads to two categories of possible risk:

1. A failure of the process leading to the failure of a prosecution or Civil summons.
2. A failure of the accuracy of an output leading to the same results..

The proposed architecture addresses these risks by:

1. Providing Case Systems which are highly structured and which require personnel to follow structured processes to generate outputs which are then guaranteed to be complete and correct;
2. Providing Knowledge Management systems which leverage the knowledge of key personnel to assist other staff in decision making

Improved access to data

The existing data architecture is, as noted above, quite sparse in the areas of:

- Operational activity
- Operational costs
- Case management data

In addition it is virtually impossible to cross reference data in order to get a unified picture of the performance of the Courts service as an agency. This results from the historical development of tactical systems due to limitations on resources.

The proposed data architecture is an integrated one in which all pieces of data can be cross referenced through :

- Common data standards;
- Common technologies;
- Common maintenance policies.

Therefore the key weaknesses identified in the current data architecture in relation to data access would be addressed yielding benefits through:

- Single point of entry - data relating to an individual , for example , would be entered once and subsequently re-used if the subject appears before the courts again. This is further exemplified by the integration with the Gardai where offence data will be captured on the Pulse system and transferred electronically to CCTS and in return the case results would be captured in CCTS and transmitted electronically to Pulse thus halving the data entry load in both organisations.
- Single data stores - where data is common to multiple systems, e.g. details of solicitors and barristers they would be shared between systems rather than held multiple times.
- Cross correlation of all data allowing integration of data between systems and within systems - the use of EIS/MIS tools will allow the Courts to combine and aggregate data from both operational and support systems (e.g. CCTS and the Financials) to provide performance data such as average costs per case by location.

Process improvement

The Courts Service has inherited a set of operational processes and structures designed for the administration of Justice in a different era and without the benefit of Information Technologies. The new architecture is designed to enable the service to implement a wide range of process improvements.

For management and judicial reasons it is recommended that these process improvements be driven by a parallel project - the Business Process Improvement project , as well as by the individual

initiatives of the respective functional managers.

This will mean that the Management team will have two streams of work being reported. The Management team will be responsible for the selection of Business Process Improvements and tasking the IT enablers for those improvements.

The proposed architecture would pave the way for the implementation of significant process improvements in the areas of:

- Implementation of common shared processes - e.g. document management
- Implementation of common standards across all common processes
- Implementation of new case approaches by the judiciary
- Implementation of “outreach” processes - e.g. eFiling
- Streamlining of inter agency processes - e.g. Garda charge sheet entry
- Enabling process sharing - e.g. eProcurement

Operational efficiency

Significant benefits can be realised in the area of operational efficiency within the business divisions through:

- Reduction in manual activity
- Elimination of duplicate tasks in relation to one transaction through workflow
- Reduction in systems costs against existing systems architectures to achieve the same effect

Improved service provision to users

The Courts Service can, in line with it’s own strategy and general Government policy, improve service provision to it’s users and the public through the proposed investment in IT. Indeed many of the improvements can only be implemented effectively through IT. Examples include:

- One stop shop capability - reduction in multiple points of contact to 1
- eGovernment capability
- Utilisation of new technologies - digital TV, kiosks, mobile phone services
- Implementation of Customer Relationship Management approaches, e.g. implementation of a call centre for case and process queries



The Customer Relationship Management approach is intended to give the Courts Service a full client oriented view of all the interactions between a given customer and the Courts Service . This would be analogous to the changes in banking systems whereby the systems now give information on all your contacts with the bank as opposed to just one account at a time. For example in a Public Office a member of staff would be able to assist someone enquiring on a case by having access not only to the appropriate case management system but also to the details of the Fines and Bail or Funds systems (if appropriate) giving them a complete picture of all of the aspects of that case.

7 Costs

The program of work will cost approximately £53 million pounds over 5 years. The costs are based on best practice in the Public Sector over the past three years and also on prevailing market conditions.

These costs are derived based on a series of assumptions as follows:

- Software development will be conducted by external companies
- There will be a penetration of virtually 1 network workstation/PC per member of staff
- The Management & Organisation architecture will be implemented as per the Future Information Architecture
- A total of 650 PCs will be required to supplement the existing stock
- 1 File server will be required for every 20 PCs
- 1 Notes server will be required for every 20 PCs
- All PCs will be depreciated over 3 years
- Software support/maintenance will run at 17.5%
- The proposed eGovernment security infrastructure (i.e. the VPN) will be provided for the Courts Service
- Two additional high capacity Data servers will be required
- Full 24 x 7 day availability is required of the physical infrastructure

Projects	Capital Costs	Revenue Costs				
		2001	2002	2003	2004	2005
Applications Projects						
1. CCTS Release 1.5	IR£520,000	IR£ 182,000	IR£ 91,000	IR£ 91,000	IR£ 91,000	IR£ 91,000
CCTS 1.5 Pilot Rollout	IR£200,000	included above	included above	included above	included above	included above
2. CCTS Phase 2.0 (includes eListing, links to Gardaí, prisons and CSSOs office)	IR£1,500,000	IR£ 262,500	IR£ 262,500	IR£ 262,500	IR£ 262,500	IR£ 262,500
3. CCTS Version 2	IR£4,500,000	IR£ 78,750	IR£ 787,500	IR£ 787,500	IR£ 787,500	IR£ 787,500
4. Gateway Phase 1	IR£300,000	IR£ 30,000	IR£ 30,000	IR£ 30,000	IR£ 30,000	IR£ 30,000
5. Gateway Phase 2 (Replacement of Lotus Smartsuite)	IR£500,000	IR£ 50,000	IR£ 50,000	IR£ 50,000	IR£ 50,000	IR£ 50,000
6. CvCTS Release 1.0 (Includes eFiling, eSubmission)	IR£6,000,000	IR£ 105,000	IR£ 1,050,000	IR£ 1,050,000	IR£1,050,000	IR£ 1,050,000
7. CvCTS Release 2.0 (Includes eStamping)	IR£3,500,000	IR£ 61,250	IR£ 612,500	IR£ 612,500	IR£ 612,500	IR£ 612,500
8. Courts Service Financials Release 1.0 (GL, AP)	IR£500,000	IR£ 87,500	IR£ 87,500	IR£ 87,500	IR£ 87,500	IR£ 87,500
9. Courts Service Financials Release 2.0 (AR, FA)	IR£300,000	IR£ 52,500	IR£ 52,500	IR£ 52,500	IR£ 52,500	IR£ 52,500
10. Courts Accounting - Fines & Bail	IR£600,000	IR£ 105,000	IR£ 105,000	IR£ 105,000	IR£ 105,000	IR£ 105,000
11. Courts Accounting - Funds Accounting, Funds Monitoring and Funds Management	IR£500,000	IR£ 87,500	IR£ 87,500	IR£ 87,500	IR£ 87,500	IR£ 87,500
12. Courts Accounting - Interfaces (CCTS, CvCTS, Courts Service Financials)	IR£400,000	IR£ 70,000	IR£ 70,000	IR£ 70,000	IR£ 70,000	IR£ 70,000
13. HRMS and Payroll Implementation project	IR£300,000	IR£ 52,500	IR£ 52,500	IR£ 52,500	IR£ 52,500	IR£ 52,500
14. MIS/EIS	IR£480,000	IR£ 84,000	IR£ 84,000	IR£ 84,000	IR£ 84,000	IR£ 84,000
15. Knowledge Management and Dissemination (Including Intranet)	IR£270,000	IR£ 47,250	IR£ 47,250	IR£ 47,250	IR£ 47,250	IR£ 47,250
16. Jury Selection	IR£300,000	IR£ 52,500	IR£ 52,500	IR£ 52,500	IR£ 52,500	IR£ 52,500
17. Project Monitoring and Control	IR£150,000	IR£ 26,250	IR£ 26,250	IR£ 26,250	IR£ 26,250	IR£ 26,250
18. Property Inventory and Control System	IR£150,000	IR£ 26,250	IR£ 26,250	IR£ 26,250	IR£ 26,250	IR£ 26,250
19. Pilot eServices Project	IR£650,000	IR£ 113,750	IR£ 113,750	IR£ 113,750	terminated	terminated

Projects	Capital Costs	Revenue Costs				
		2001	2002	2003	2004	2005
Infrastructure Projects						
1. Courts Portal	IR£480,000	IR£ 84,000	IR£ 84,000	IR£ 84,000	IR£ 84,000	IR£ 84,000
2. Records Management System	IR£320,000	IR£ 56,000	IR£ 56,000	IR£ 56,000	IR£ 56,000	IR£ 56,000
3. Implementation of new M&O architecture	IR£30,000	IR£ -	IR£ -	IR£ -	IR£ -	IR£ -
4. Network Implementation project	IR£5,000,000	IR£ 875,000	IR£ 875,000	IR£ 875,000	IR£ 875,000	IR£ 875,000
5. VPN/eBroker security infrastructure integration	IR£400,000	IR£ -	IR£ -	IR£ -	IR£ -	IR£ -
6. Design/selection of security architecture	IR£200,000	IR£ -	IR£ -	IR£ -	IR£ -	IR£ -
Spin Off Projects						
1. BPI Project to address Rules, Terminology and Process Improvements	IR£40,000	IR£ -	IR£ -	IR£ -	IR£ -	IR£ -
2. BPI Project to develop archiving strategy and policies for the Courts Service	IR£45,000	IR£ -	IR£ -	IR£ -	IR£ -	IR£ -
Business Infrastructure Projects						
1. Establish Inter Agency liaison group to monitor and control inter agency linkages	IR£0	IR£ -	IR£ -	IR£ -	IR£ -	IR£ -
2. Establish a Central Reporting group for production of EIS/MIS reports	IR£40,000	IR£ -	IR£ -	IR£ -	IR£ -	IR£ -
3. Establish a knowledge management policy for the Courts Service	IR£35,000	IR£ -	IR£ -	IR£ -	IR£ -	IR£ -
4. Establish a training policy for IT/IS training for the Courts Service.	IR£0	IR£ -	IR£ -	IR£ -	IR£ -	IR£ -
Miscellaneous Costs						
1. Setting up, staffing and running the programme office	IR£0	IR£ 100,000	IR£ 220,000	IR£ 300,000	IR£ 300,000	IR£ 300,000
2. Contractors to supplement the IT staff	IR£30,000	IR£ 1,244,400	IR£ 900,000	IR£ 770,400	IR£ 330,000	IR£ -
3. Outsourcing Network and systems management	IR£50,000	IR£ 800,000	IR£ 800,000	IR£ 800,000	IR£ 800,000	IR£ 800,000
4. Outsourcing technical support to help desk	IR£30,000	IR£ 300,000	IR£ 300,000	IR£ 300,000	IR£ 300,000	IR£ 300,000



5. Outsourcing IT security support	IR£30,000	IR£ 180,000	IR£ 180,000	IR£ 180,000	IR£ 180,000	IR£ 180,000
Totals	IR£28,240,000	IR£3,935,901	IR£5,825,502	IR£5,775,903	IR£5,221,754	IR£4,891,755

Capital Costs by Year

Based on a baseline apportionment by year of the costs of each project the following is the Year on Year profile of the capital expenditure:

Year	Capital expenditure
2001	IR£3,555,001
2002	IR£13,069,002
2003	IR£8,254,003
2004	IR£3,306,004
2005	IR£2,005

Costs Exclusions

The costs above do not include:

- costs associated with backfilling for user staff involved in the programme
- costs associated with the support or maintenance of existing systems
- inflation
- costs associated with the additional full time personnel in either IT or the Central Reporting Group
- internal costs
- Business Process Reviews
- VAT

8 eServices

eGovernment

The proposed strategy will deliver a wide range of eGovernment services as part of the overall multi channel architecture. These services are across three dimensions:

- Business to Business (Inter agency eGovernment)
- Business to Consumer (Courts Service to citizen and legal practitioner)
- Business in Business (Intra Courts Service transactions)

The Strategy is based on the concept that the eServices will be deployed as part of the larger system to which they apply. However to test the feasibility of the approaches and technologies a pilot program of eServices is proposed in Years 1 & 2.

It should be noted that, in many instances, the citizen will derive as much benefit from B2B applications where agencies exchange data on behalf of the citizen, as they would from B2C applications.

The full range of services is listed below:

B 2 C (Business to Consumer)

- **eFiling:** the capability for legal practitioners and citizens to file documents electronically and to have them validated and verified for completeness online;
- **eStamping:** the capability to electronically “stamp” documents presented to the Courts. This is closely associated with both eFiling and ePayment;
- **eSubmission:** the capability for parties to a case (normally their legal practitioners) to submit documentation, pleadings etc to a Judge electronically prior to, or during, a Court sitting;
- **ePayment:** the capability for citizens or legal practitioners to make payments into Court electronically either directly or through agencies such as banks or the Post Office;
- **EFT:** the capability for the Courts service to move monies electronically between their accounts and related accounts on a discretionary basis;
- **Web site / Web portal:** the enhancement of existing Web facilities to become a portal onto the full range of courts service electronic services;
- **Case Activity access:** the capability for citizens and legal practitioners to access Case records directly to see the status of a case, the case history and the next scheduled events;
- **eListing (Passive):** the electronic publication, in real time, of information on the listing of cases including location, sitting Judge, times, parties etc.

B 2 B (Business to business)

- **Charge/Warrant/Result interchange with Gardaí:** the capability to conduct

electronic exchange of Charge/Warrant data from to the Courts from the Pulse system and to transmit Result data to the Pulse system;

- **Penalty point interchange:** the capability to exchange Case and result data with both the Garda Pulse and the Department of Environment and Local Government NVDF systems in relation to Penalty Points as and when this is enacted;
- **FOTS & FOTS II:** the capability to exchange data with the FOTS and FOTS II systems (FOTS II when available);
- **Committal/Attendance interchange with Prisons:** the capability to exchange case and personal data with the Prisons Records systems in relation to defendants committed to Prison;
- **Attendance information for Criminal Legal Aid:** the capability to derive attendance and case data in relation to CLA from the Case systems and exchange that with the Department of Justice in relation to payments and to the Criminal Legal Aid Board in relation to activity;
- **Case interchange with Insurers:** the capability to exchange case data with Insurers specifically in relation to Civil actions. This may be a subfunction of eFiling;
- **Case interchange with DPPs/CSS offices:** the capability to receive and transmit Case data electronically with both offices. The DPPs office may be an informational flow only;
- **eListing (Active) with Gardaí, Prisons, Insurers:** Proactive notification through the respective systems of each organisation of the listing of cases for hearing. This is an extension of the eListing service identified above.

B in B

- **Intranet access to Web site:** this will provide the capability for internal personnel to access all the facilities provided to external customers on the Web Site/Portal. This will eliminate duplication of systems and reduce administration overheads;
- **Self service HRMS:** the capability for local managers to access the HRMS for local personnel management as well as allowing staff to administer their own personal records, apply for courses, promotions and transfers as well as having access to the latest organisation information;
- **eProcurement:** provides the capability for local managers to order goods and services off centrally negotiated contracts subject to authorisation and budget limits.
- **KnowledgeWeb:** this provides the capability for all users to access common databases of knowledge relating to such things as judgements, standard operating procedures, case transcripts, statutes, international treaties etc.
- **eAppeal:** this would provide for the automatic “promotion” of case details and the automated generation of first cut listings for cases appealed to higher courts;
- **eReferral:** analogous to eAppeal.

Appendix A: Summary Project Charters

CCTS Release 1.5

Project	CCTS Release 1.5 incorporating Pilot Regional roll out
Objective	To add six additional modules to the Criminal Case Tracking System
Benefits	<p>Functionality provided for four additional tasks</p> <p>Eliminate manual processing of these tasks</p> <p>Test the feasibility of the countrywide deployment of CCTS</p> <p>Identify any process or systems changes needed to make it operational in a country office</p>
Constraints	
Scope:	AUD, Limerick, Swords, Dun Laoghaire
Time	8 months
Dependencies	<p>The system depends on the successful completion of the following projects :</p> <p>None</p>
Deliverables	Functional Specifications, Updated Logical Data Model
Cost	Already budgeted for
Organisation	Project Manager, 2 Business Analysts, 3 Testers, Development Company
Project Sponsors	John Coyle
Responsibilities	<p>IT Steering Committee agree and monitor project progress</p> <p>Project Manager ensures project milestones are met</p> <p>Business Users sign off on functionality / documentation</p>
Work Steps	<p>Agree Requirements <i>Completed</i></p> <p>Develop system</p> <p>Implement System</p> <p>Sign off system</p>

CCTS Phase 2.0

Project	CCTS Phase 2.0 (including eListing, links to Gardai, Prisons. CSSO office)
Objective	To develop the Criminal Case Tracking System to cater for the needs of the Circuit Court, the Circuit Criminal Court and the Special Criminal Court
Benefits	<p>Providing the same functionality operational in a number of District Courts to higher Court offices</p> <p>Reduce the amount of manual duplication involved in appeals and arraignment to higher courts</p> <p>Reduce the amount of manual effort involved in listing cases</p> <p>Reduce the amount of manual input by the use of electronic interface from Gardai</p>
Constraints	
Scope:	Circuit Court, Special Criminal Court, Circuit Criminal Court
Time	12 months
Dependencies	<p>The CCTS Phase 2.0 system depends on the successful completion of the following projects :</p> <ul style="list-style-type: none"> • Implementation of CCTS release 1.5 • Agreement on interfaces to Gardai, Prisons & CSSO • Agreement on rules for Criminal Legal Aid Payments System
Deliverables	User Requirements Document, Prioritised Requirements, Gap Analysis, Updated Logical Data Model, Updated CCTS User Manual
Cost	£1.0 million
Organisation	Project Manager, 2 Business Analysts, 4 Testers, Development Company
Project Sponsors	

Responsibilities	<p>IT Steering Committee agree and monitor project progress</p> <p>Project Manager ensures project milestones are met</p> <p>Business Users sign off on functionality / documentation</p>
Work Steps	<p>Agree Requirements</p> <p>Develop system</p> <p>Implement System</p> <p>Sign off system</p>

CCTS Version 2

Project	CCTS Version 2 (Re-engineered CCTS)
Objective	To Re-engineer the Criminal Case Tracking System for Case Initiation and Case Activity and E-Enabled functionality
Benefits	<p>The ability to track and monitor activity levels within the Courts Service leading to more informed management decisions</p> <p>Reduced volumes of paper and manual effort as a result of eFiling, eListing, eSubmission, ePayment</p>
Constraints	
Scope:	District Court, Circuit Court, Special Criminal Court, Circuit Criminal Court
Time	18 months
Dependencies	<p>The CCTS Version 2.0 system depends on the successful completion of the following projects :</p> <ul style="list-style-type: none"> • Implementation of CCTS release 1.5
Deliverables	User Requirements Document, Prioritised Requirements, Gap Analysis, Updated Logical Data Model, Updated CCTS User Manual
Cost	£4.0 million
Organisation	Project Manager, 3 Business Analysts, 4 Testers, Development Company
Project Sponsors	
Responsibilities	<p>IT Steering Committee agree and monitor project progress</p> <p>Project Manager ensures project milestones are met</p> <p>Business Users sign off on functionality / documentation</p>
Work Steps	<p>Agree Requirements</p> <p>Develop system</p> <p>Implement System</p> <p>Sign off system</p>

Gateway Phase 1

Project	Gateway Phase 1
Objective	To roll out Lotus Notes functionality (e-mail [internal and Internet]and Smartsuite applications) to all Dublin area offices. To provide desktop co-existence with CCTS 1.0
Benefits	e-mail and office productivity tools to provide better communications capability and to provide a platform for current and future applications (e.g. CCTS, interim civil systems) Benefits of shared data.
Constraints	
Scope:	All Dublin area offices
Time	10 months from project start-up
Dependencies	LAN infrastructure in place WAN infrastructure in place.
Deliverables	User Requirements Document, Prioritised Requirements, Project Plan, Functional Description (by references to Lotus Notes, Smartsuite etc.), User / Desktop Descriptions, Support Plan (including Helpdesk procedures)
Cost	£0.3 million
Organisation	Project Manager, 3 Business Analysts, 5 Trainers / Testers, Implementation Company
Project Sponsors	
Responsibilities	IT Steering Committee agree and monitor project progress Project Manager ensures project milestones are met Business Users sign off on functionality / documentation
Work Steps	Agree Requirements Design Environment and Desktop

	Test Co-Existence Pilot Implement Office Roll-out to remaining offices Sign off system
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Gateway Phase 2

Project	Gateway Phase 2
Objective	To roll out Lotus Notes functionality (e-mail [internal and Internet]and office productivity applications) to all remaining offices of the Courts Service. To provide desktop co-existence with CCTS 1.0.
Benefits	e-mail and office productivity tools to provide better communications capability and to provide a platform for current and future applications (e.g. CCTS, interim civil systems) Benefits of shared data.
Constraints	
Scope:	All Courts Service offices not covered by Project Gateway (2000). "Retrofit" Microsoft functionality to offices covered by Project Gateway (2000).
Time	6 - 10 months
Dependencies	LAN infrastructure in place WAN infrastructure in place. Evaluation and determination of issues related to implementation, initial- and ongoing training and support of Office Applications in "remote" offices.
Deliverables	User Requirements Document, Prioritised Requirements, Project Plan, Functional Description (by references to Lotus Notes, Smartsuite / Microsoft Office etc.), User / Desktop Descriptions, Support Plan (including Helpdesk procedures)
Cost	£0.5 million
Organisation	Project Manager, 2 Business Analysts (part of project), 2 Trainers / Testers, Technologist / Technical Analyst (part of project), Implementation Company (team / teams)
Project Sponsors	
Responsibilities	IT Steering Committee agree and monitor project progress

	<p>Project Manager ensures project milestones are met</p> <p>Business Users sign off on functionality / documentation</p>
Work Steps	<p>Agree Requirements</p> <p>Design Environment and Desktop (functional and technology reviews)</p> <p>Test Co-Existence</p> <p>Pilot Implement Office</p> <p>Roll-out to remaining offices</p> <p>Sign off system</p>

CvCTS Release 1

Project	CvCTS Release 1
Objective	To analyse, design, develop and implement the Civil Case Tracking System, covering Case Initiation, Case Activity and Case Resulting, and to provide E-enabled functionality to comply with the e-Government initiative.
Benefits	<p>The ability to track and monitor activity levels within the Courts Service leading to more informed management decisions.</p> <p>The basis for effective and efficient monitoring and management of cases in Civil and Family Law courts.</p> <p>Reduced volumes of paper and manual effort as a result of eFiling, eSubmission.</p>
Constraints	Tendering process
Scope:	District Court, Circuit Court, High Court
Time	24 - 30 months from project start-up
Dependencies	<p>LAN infrastructure in place</p> <p>WAN infrastructure in place.</p>
Deliverables	User Requirements Document, Prioritised Requirements, Logical Data Model, CvCTS User Manual, Support Plan
Cost	£4.0 million
Organisation	Project Manager, 3 Business Analysts, Systems Analyst (part of project), 4 Testers, Development Company (part of project), Technologist (part time)
Project Sponsors	
Responsibilities	<p>IT Steering Committee agree and monitor project progress</p> <p>Project Manager ensures project milestones are met</p> <p>Business Users sign off on functionality / documentation</p>

Work Steps	<p>Agree Requirements</p> <p>Design system</p> <p>Develop system</p> <p>Implement system</p> <p>Sign off system</p>
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CvCTS Release 2

Project	CvCTS Release 2
Objective	To design, develop and implement the remaining functional areas (Wards of Court, Office of the General Solicitor, Examiner's Office, Official Assignee's Office, Taxing Masters' Office) of the Civil Case Tracking System, covering Case Initiation, Case Activity and Case Resulting, and to provide E-enabled functionality to comply with the e-Government initiative.
Benefits	<p>The ability to track and monitor activity levels within the Courts Service leading to more informed management decisions.</p> <p>The basis for effective and efficient monitoring and management of cases in Civil and Family Law courts.</p> <p>Reduced volumes of paper and manual effort as a result of eFiling, eSubmission, eListing and eStamping.</p>
Constraints	Completion of CvCTS Release 1.
Scope:	District Court, Circuit Court, High Court
Time	20 to 24 months from project start-up
Dependencies	<p>LAN infrastructure in place</p> <p>WAN infrastructure in place.</p> <p>CvCTS Release 1</p>
Deliverables	User Requirements Document, Prioritised Requirements, Logical Data Model, CvCTS updated User Manual, Support Plan
Cost	£4.0 million
Organisation	Project Manager, 3 Business Analysts, Systems Analyst (part of project), 4 Testers, Development Company (part of project), Technologist (part time)
Project Sponsors	
Responsibilities	IT Steering Committee agree and monitor project progress

	<p>Project Manager ensures project milestones are met</p> <p>Business Users sign off on functionality / documentation</p>
Work Steps	<p>Review and Agree Requirements</p> <p>Review and Update System Design</p> <p>Develop system</p> <p>Implement system</p> <p>Sign off system</p>

Courts Service Financials 1.0

Project	Courts Service Financials 1.0 (GL, AP)
Objective	To provide the Courts Service with General Ledger and Accounts Payable functionality
Benefits	Management information on General Ledger and Accounts Payable data Improved Cash Flow management capability
Constraints	
Scope:	All Court Offices
Time	8 months
Dependencies	The Financials 1.0 system depends on the successful completion of the following projects : <ul style="list-style-type: none"> • Implementation of the FMS in Killarney
Deliverables	User Requirements Document, Prioritised Requirements, Gap Analysis
Cost	£0.5 million
Organisation	Project Manager, 2 Business Analysts, 4 Testers, Implementation Company
Project Sponsors	
Responsibilities	IT Steering Committee agree and monitor project progress Project Manager ensures project milestones are met Business Users sign off on functionality / documentation
Work Steps	Agree Requirements Gap Analysis against package Implement System Sign off system

Courts Service Financials 2.0

Project	Courts Service Financials 2.0 (AR, FA)
Objective	To provide the Courts Service with Accounts Receivable and Fixed Asset functionality
Benefits	Management information on Accounts Receivable and Fixed Assets Improved Cash Flow management capability Provide eProcurement
Constraints	
Scope:	All Court Offices
Time	8 months
Dependencies	The Financials 2.0 system depends on the successful completion of the following projects : <ul style="list-style-type: none"> • Implementation of the FMS in Killarney • Implementation of Financials 1.0 (GL & AP)
Deliverables	User Requirements Document, Prioritised Requirements, Gap Analysis
Cost	£0.3 million
Organisation	Project Manager, 2 Business Analysts, 4 Testers, Implementation Company
Project Sponsors	
Responsibilities	IT Steering Committee agree and monitor project progress Project Manager ensures project milestones are met Business Users sign off on functionality / documentation
Work Steps	Agree Requirements Gap Analysis against package Implement System Sign off system

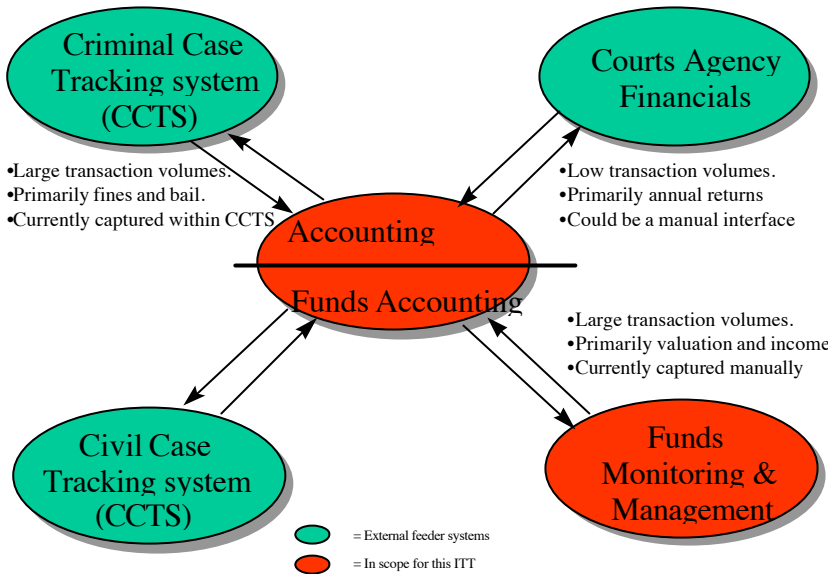
Courts Accounting - Fines, Bail, Family Law & Civil Case Debtors

Project	Courts Accounting - Fines, Bail, Family Law & Civil Case Debtors
Objective	To provide the Courts Service with an accounting system which will process the Debtor & Creditor Accounting, Cheque Issueing, Official Assignee proceeding, Stamp Office Accounting, Bank Reconciliation, Cash Receipting, Account Enquiries & Standard Reporting
Benefits	<p>Provide Information to the MIS system to inform management decisions</p> <p>Produce standard reports and enhanced cash flow management</p> <p>Easy account enquiry handling</p> <p>Reduce the effort involved in writing manual cheques</p> <p>Implement electronic payment of Fines</p>
Constraints	
Scope:	All Court Offices where Courts are sitting
Time	12 months
Dependencies	<p>The Courts Accounting System (Excl. Funds Management) depends on the successful completion of the following projects :</p> <ul style="list-style-type: none"> • Implementation of the FMS in Killarney
Deliverables	User Requirements Document, Prioritised Requirements, Gap Analysis
Cost	£0.6 million
Organisation	Project Manager, 1 Business Analyst, 3 Testers, Implementation Company
Project Sponsors	
Responsibilities	<p>IT Steering Committee agree and monitor project progress</p> <p>Project Manager ensures project milestones are met</p> <p>Business Users sign off on functionality / documentation</p>
Work Steps	Agree Requirements

	Gap Analysis Implement System Sign off system
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Courts Accounting - Funds Accounting, Monitoring and Management

Project	Courts Accounting - Funds Accounting, Funds Monitoring and Funds Management
Objective	<p>To implement an integrated system which will:</p> <ul style="list-style-type: none"> • Provide full accounting capability across all funds held by the Courts on behalf of 3rd parties (including the State) • Provide full access to up to date information on funds held on a case by case basis for clients and case managers • Provide benchmarking capability to ensure that funds are managed optimally • Provide the interfaces to allow the courts to take relative data feeds from their external funds managers and global custodian.
Benefits	<ul style="list-style-type: none"> • Full accountability and traceability of funds • Improved returns on funds placed • Capability to unify funds • Case management of funds in advance of full CvCTS implementation

Scope:	<p>Implementation of three modules as depicted :</p>  <p>The following capabilities would be supported:</p> <ul style="list-style-type: none"> • Accounts ledger(s) • Funds tracking • Case data • Performance of funds held (download in agreed format from external funds managers on a periodic basis) • Valuation of funds held (download in agreed format from external funds managers on a periodic basis) • Valuation of equities held (download in agreed format from external funds managers or from external equity valuation service on a periodic basis) • Performance of equities held (download in agreed format from external funds managers or from external equity valuation service on a periodic basis) • Receipt and reporting of external benchmark data in respect of funds and equities from a third party benchmark service or custodian • Recording and reporting of funds held by case by institution • Tracking and receipt of funds income • Placement history
Time	19 months elapsed
Constraints	Availability of resources within the Finance function

Dependencies	<p>Courts Accounting - GL</p> <p>CvCTS - full system</p> <p>CvCTS interim systems assumed excluded</p>
Deliverables	<ul style="list-style-type: none"> • Package software • Interfaces • Implementation • Training
Organisation	<p>Director of Finance - Project Sponsor</p> <p>1 Project manager - Finance</p> <p>1 Business Analyst - Finance</p> <p>1 Technical Analyst - IT</p>
Project Sponsors	<p>Business Unit</p>
Responsibilities	<p>IT Steering Committee agree and monitor project progress</p> <p>Project Manager ensures project milestones are met</p> <p>Business Users sign off on functionality / documentation</p>
Work Steps	<p>Agree Requirements</p> <p>Gap Analysis</p> <p>Procure system</p> <p>Implement System</p> <p>Sign off system</p>

Courts Accounting - Interfaces (CCTS, CvCTS, Courts Service Financials)

Project	Courts Accounting - Interfaces (CCTS, CvCTS, Courts Service Financials)
Objective	<p>To provide the interfaces over time to and between:</p> <ul style="list-style-type: none"> • Courts accounting modules • Courts Service Financials • Criminal Case System • Civil Case System
Benefits	<ul style="list-style-type: none"> • Improved timeliness of transactions • Realtime integration of all Case relevant data • Elimination of manual records • Elimination of rekeying
Scope:	<p>Specification, development and implementation of each of the functional interfaces as outlined</p> <p>Development of the Transaction engine to support integration.</p>
Time	<p>42 months elapsed.</p> <p>Much of this work will be done on a project by project basis and will not take the full 42 months.</p>
Constraints	None
Dependencies	<ul style="list-style-type: none"> • CvCTS • CCTS • Courts Accounting • Courts Service Financials
Deliverables	<p>Developed software</p> <p>Data conversion</p> <p>Training</p> <p>Implementation</p>

Organisation	Sponsored by Director of Finance Executed by the IT Projects unit.
Project Sponsors	Business Unit
Responsibilities	IT Steering Committee agree and monitor project progress Project Manager ensures project milestones are met Business Users sign off on functionality / documentation
Work Steps	Identify requirements for each interface Agree Requirements Design System interfaces Develop System interfaces Implement System

HRMS and Payroll

Project	HRMS and Payroll
Objective	To implement self-service HRM functions of the PeopleSoft package, adopted for the Civil Service, and to implement the CorePay payroll functions (also adopted by the Civil Service).
Benefits	<p>Consistent, structured staff and training records, facilitating transfer in and out from other public service organisations giving the ability to track and monitor staff development within the Courts Service, and giving the required MIS.</p> <p>Timely maintenance of personal and training records, through use of self-service functionality, leading to reduction in effort and error.</p>
Constraints	<p>Priority in the list for implementation or separate implementation project, specific to the Courts Service.</p> <p>Implementation of business process changes for devolved management and self-service.</p>
Scope:	All staff within Courts Service (HRMS), HR and Finance (Payroll)
Time	6 to 9 months from project start-up
Dependencies	<p>LAN infrastructure in place</p> <p>WAN infrastructure in place.</p> <p>BPRs for devolved management and self-service</p>
Deliverables	User Requirements Document, Prioritised Requirements, System Enhancements Report, Support Plan
Cost	£0.3 million
Organisation	Project Manager, 2 Business Analysts, Implementation Company
Project Sponsors	
Responsibilities	<p>IT Steering Committee agree and monitor project progress</p> <p>Project Manager ensures project milestones are met</p> <p>Business Users sign off on functionality / documentation</p>

Work Steps	<p>Review and Agree Requirements</p> <p>Design system modifications (parameters) and process changes.</p> <p>Develop system modifications</p> <p>Implement pilot roll-out</p> <p>Roll-out to all offices</p> <p>Sign off system</p>
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MIS/EIS

Project	MIS/EIS
Objective	To provide Executive and Operational management with a full portfolio of performance and activity information in relation to the operations of the Courts Service.
Benefits	Improved planning capability Improved management capability Improved resource targeting capability
Scope:	<ol style="list-style-type: none"> 1. Procurement of suitable MIS/EIS tools 2. Development and implementation of operational MIS capability within each Function by deploying the MIS tools on top of the core Operational system for that function. 3. Development and implementation of cross functional MIS capability in support each Function by deploying the MIS tools to cross reference data from more than one functional system e.g. matching case activity and financials data to produce operational cost data. 4. Development and implementation of fully integrated EIS capability in support of the business as a whole by deploying the MIS tools to cross reference data in balanced scorecard form drawing from all the functional systems to produce an integrated view of the performance of the Courts Service as an integral entity.
Time	47 months elapsed
Constraints	Availability of the functional systems Full EIS capability cannot be delivered until all the functional systems are in place.
Dependencies	CCTS CvCTS Financials HRMS Courts Accounting Establishment of the Central Reporting Group

Deliverables	<p>Specification and selection of appropriate tools</p> <p>Development and implementation of functional reporting</p> <p>Development and implementation of cross functional reporting</p> <p>Development and implementation of balanced scorecard based EIS reporting</p> <p>Training</p>
Organisation	<p>Project Sponsor - CEO</p> <p>Project manager - IT</p> <p>Business Analyst - Central reporting Group</p>
Project Sponsors	Business Unit
Responsibilities	<p>IT Steering Committee agree and monitor project progress</p> <p>Project Manager ensures project milestones are met</p> <p>Business Users sign off on functionality / documentation</p>
Work Steps	<p>Identify requirements</p> <p>Agree Requirements</p> <p>Procure tools</p> <p>Design Systems 1, 2, 3</p> <p>Develop Systems 1, 2, 3</p> <p>Implement Systems 1, 2, 3</p>

Knowledge Management and Dissemination

Project	Knowledge Management and Dissemination
Objective	To make multiple external and internal data sources available throughout the organisation with cross source search capability
Benefits	Single point of access to all reference material Improved utilisation of the intellectual capital of the organisation Development of a potentially sellable product
Scope:	Development of an Intranet Development of a Search engine infrastructure Integration over time of multiple data sources Training
Time	24 months elapsed to create the initial architecture
Constraints	Availability of the data sources Copyright issues
Dependencies	Project Gateway Implementation of the network infrastructure Development of a knowledge management policy for the Courts Service
Deliverables	Context Search engine Intranet net Training Implementation
Organisation	Project Sponsor - Director Corporate Services Project manager - IT Business Analyst - IT
Project Sponsors	Corporate Services

Responsibilities	<p>IT Steering Committee agree and monitor project progress</p> <p>Project Manager ensures project milestones are met</p> <p>Business Users sign off on functionality / documentation</p>
Work Steps	<p>Identify requirements</p> <p>Agree Requirements</p> <p>Design Intranet</p> <p>Develop or procure System</p> <p>Implement System</p>

Jury Selection System

Project	Jury Selection System
Objective	To provide the Courts Service with an automated Jury Selection System
Benefits	Reduce the effort involved in producing Jury lists Implement the statutory rules automatically
Constraints	
Scope:	All Court Offices where Courts are sitting V Central Office
Time	9 months
Dependencies	The Jury Selection System depends on the successful completion of the following projects : <ul style="list-style-type: none"> • Agreement on interfaces to the Electoral Register
Deliverables	User Requirements Document, Prioritised Requirements, Gap Analysis, User Manual
Cost	£0.3 million
Organisation	Project Manager, 1 Business Analyst, 3 Testers, Development Company
Project Sponsors	
Responsibilities	IT Steering Committee agree and monitor project progress Project Manager ensures project milestones are met Business Users sign off on functionality / documentation
Work Steps	Agree Requirements Develop System Implement System Sign off system

Project Monitoring and Control

Project	Project Monitoring and Control
Objective	To provide the Courts Service management with the capability to monitor and track the performance of capital projects against timescale and budget
Benefits	Improved management capability Improved planning capability Early warning of budget/performance impacts
Scope:	Development and implementation of a system which will: <ul style="list-style-type: none"> • Create projects • Create project schedules • Identify deliverables • Track milestones and budgets • Provide reports
Time	6 months
Constraints	Nil
Dependencies	Courts service financials (partial)
Deliverables	Specifications Systems development/selection Implementation Training
Organisation	Project Sponsor - Director Project manager - IT Business Analyst - IT

Project Sponsors	Business Unit
Responsibilities	IT Steering Committee agree and monitor project progress Project Manager ensures project milestones are met Business Users sign off on functionality / documentation
Work Steps	Identify requirements Agree Requirements Design System Develop System Implement System

Property Inventory and Control System

Project	Property Inventory and Control System
Objective	To provide a single repository of data of all properties owned/occupied by the Courts Service
Benefits	<p>Better planning capability for building and maintenance</p> <p>Improved utilisation of accommodation</p> <p>Improved tracking of physical assets</p> <p>Improved compliance with statutory responsibilities in respect of historical buildings</p>
Scope:	System specification, development and implementation
Time	6 months
Constraints	Nil
Dependencies	Courts Service Financials (Fixed assets)
Deliverables	<p>System specification</p> <p>System procurement/development</p> <p>Implementation</p> <p>Data capture</p> <p>Training</p>
Organisation	<p>Project Sponsor - Director of Estates & Buildings</p> <p>Project Manager - IT</p> <p>Business Analyst - IT</p>
Project Sponsors	Business Unit

Responsibilities	<p>IT Steering Committee agree and monitor project progress</p> <p>Project Manager ensures project milestones are met</p> <p>Business Users sign off on functionality / documentation</p>
Work Steps	<p>Identify requirements</p> <p>Agree Requirements</p> <p>Design System</p> <p>Develop System</p> <p>Implement System</p>

eServices Pilot

Project	eServices Pilot
Objective	To pilot a range of e Services in order to test their feasibility and the market acceptance of the concepts.
Benefits	Achievement of Government objectives for eServices Early prototyping of critical technologies Development of market awareness Testing of internal user acceptance of new processes
Scope:	System specification, development and implementation for: <ul style="list-style-type: none"> • eFiling • ePayment • eSmall Claims
Time	9 months
Constraints	Nil
Dependencies	Availability of funding from the Information Society initiative
Deliverables	System specification System procurement/development Implementation Data capture Training Evaluation of technologies, processes, market
Organisation	Project Sponsor - CEO Project Manager - IT Business Analyst - IT (3)

Project Sponsors	Business Units
Responsibilities	IT Steering Committee agree and monitor project progress Project Manager ensures project milestones are met Business Users sign off on functionality / documentation
Work Steps	Identify requirements Agree Requirements Design System Develop System Implement System

Courts Portal

Project	Courts Portal
Objective	To provide regulated secure access to the courts information and applications functionality.
Benefits	<p>Provide wider access to the Courts Applications</p> <p>Provide secure and traceable access</p> <p>Enable other projects to achieve full benefit</p> <p>Provide usage information</p>
Constraints	Dependant / Related Projects, Available skilled resources, Budget
Scope:	All Citizens
Time	3.5 years
Dependencies	<p>The courts depends on the successful completion of the following projects :</p> <ul style="list-style-type: none"> • All e-Enabled solutions including CCTS, CVCTS, Listing and Calendering, Financials & Courts Accounting • Government VPN • Government e-Broker
Deliverables	Project Initiation Document; Requirements Document, Detailed Project Plan including project dependencies impact analysis; Design Document; Implementation Plan (including test plan); implemented Courts Portal
Cost	£300,000
Organisation	1 Project Manager, 1 Technical Analysts, Analysts associated with dependant projects, Development Company
Project Sponsors	IT Steering Committee
Responsibilities	<p>IT Steering Committee agree and monitor project progress</p> <p>Project Manager ensures project milestones are met</p> <p>Business Users & Security Audit sign off on functionality / documentation</p>
Work Steps	Produce PID

	<p>Agree & prioritise requirements</p> <p>Produce detailed project plan including project dependencies impact analysis</p> <p>Produce Design</p> <p>Produce Implementation Plan</p> <p>Build system</p> <p>Implement System</p> <p>Sign off system</p>
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Record Management Solution

Project	Record Management Solution
Objective	To enable efficient management of Courts records
Benefits	<p>Provide efficient management and control of records</p> <p>Enable ease of search, retrieval, tracking & monitoring of records</p> <p>Reduce risk of non-conformity to FOI queries</p> <p>Reduction in document handling workload and issues</p> <p>Increase in record accessibility, availability, appropriateness, currency, security & integrity</p>
Constraints	Dependant / Related Projects, Available skilled resources, Budget
Scope:	All Court Offices where records and maintained
Time	3.5 years
Dependencies	<p>The records management system depends on the successful completion of the following projects :</p> <ul style="list-style-type: none"> • CVCTS • Office Information systems • Courts Network • Government VPN • Courts Portal • Knowledge Management & Dissemination
Deliverables	Project Initiation Document; Requirements Document, Detailed Project Plan including project dependencies impact analysis; Design Document; Implementation Plan (including test plan); implemented Records Management Solution
Cost	£1,000,000
Organisation	1 Project Manager, 2 Business Analysts, External Development/Implementation Company, Analysts from interfacing solutions e.g. CVCTS analysts, Knowledge Management & Dissemination analysts
Project Sponsors	IT Steering Committee
Responsibilities	IT Steering Committee agree and monitor project progress

	<p>Project Manager ensures project milestones are met</p> <p>Business Users sign off on functionality / documentation</p>
Work Steps	<p>Produce PID</p> <p>Produce and Agree requirements</p> <p>Produce detailed project plan including project dependencies impact analysis</p> <p>Produce Design</p> <p>Produce Implementation Plan including test plan</p> <p>Build system</p> <p>Test</p> <p>Implement System</p> <p>Sign off system</p>

Implementation of new M&O architecture

Project	Implementation of new M&O architecture
Objective	To develop and implement the structure for a new IT Organisation together with the necessary policies and procedures for IT governance
Benefits	Implementation of the strategy
Scope:	Development of the new IT organisation Obtaining approval from Dept of Finance Recruitment of staff Training of staff Implementation of new governance structures Establishment of a Programme office for implementation of the Strategy
Time	12 months
Constraints	Finance
Dependencies	Nil
Deliverables	New IT Organisation Trained staff New policies & procedures
Organisation	Project Sponsor - CEO Project manager - Head of IT Director of HR
Project Sponsors	Business Unit
Responsibilities	IT Steering Committee agree and monitor project progress Project Manager ensures project milestones are met

Work Steps	<p>Identify requirements</p> <p>Develop model</p> <p>Define roles & responsibilities</p> <p>Obtain DOF approval</p> <p>Recruit staff</p> <p>Train staff</p>
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Network Implementation Project

Project	Network Implementation Project
Objective	To enable all systems to inter operate and provide countrywide access to systems.
Benefits	Enable other projects to achieve desired benefits
Constraints	Budget
Scope:	All Court Offices
Time	4 years
Dependencies	<p>The records management system depends on the successful completion of the following projects :</p> <ul style="list-style-type: none"> • Government VPN
Deliverables	Requirements Document; Detailed Project Plan including project dependencies impact analysis; Design Document; Implementation Plan (including test plan); implemented Network
Cost	£8,000,000
Organisation	1 Project Manager, External Implementation Company
Project Sponsors	IT Steering Committee
Responsibilities	<p>IT Steering Committee agree and monitor project progress</p> <p>Project Manager ensures project milestones are met</p> <p>IT sign off on functionality / documentation</p>
Work Steps	<p>Produce requirements</p> <p>Produce detailed project plan including project dependencies impact analysis</p> <p>Produce Design</p> <p>Produce Implementation Plan including test plan</p> <p>Implement & test</p> <p>Sign off</p>

VPN / e-Broker Security Infrastructure Integration

Project	VPN / e-Broker Security Infrastructure Integration
Objective	<p>To migrate access security to the standards of the VPN.</p> <p>To migrate the physical infrastructure and access from "channelised leased lines"</p> <p>To adopt the PKI management facilitated by the VPN.</p> <p>To e-nable the Courts Service's applications and system functionality.</p>
Benefits	<p>Allow deployment of secure citizen-centred transactions.</p> <p>"Economies of scale" in relation to management of security and standardised access to applications through e-Broker</p> <p>Reduction in cost of management of PKI environment</p>
Constraints	
Scope:	Any and all Courts Service systems and all Courts Service locations.
Time	6 to 8 months
Dependencies	<p>Implementation of the VPN.</p> <p>Adoption and implementation of e-Broker services</p>
Deliverables	<p>Infrastructure and access migration reports</p> <p>Performance management / reporting requirements and mechanisms</p> <p>PKI management requirements and procedures</p> <p>Application / functionality enablement standards and procedures</p>
Cost	£0.37 million
Organisation	Project Manager, Business Analyst, Technologist, Technical Analyst (2), Development / Implementation Company
Project Sponsors	<p>Project Sponsor: Chief Executive</p> <p>Project Manager: Head of I.T.</p>
Responsibilities	
Work Steps	

	<p>Review DoJELR policy and standards for security</p> <p>Determine variances with reference to policy and standards</p> <p>Draft, discuss and agree the policy, procedures and guidelines</p> <p>Develop an implementation plan</p>
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Design / Select Security Architecture

Project	Design / Select Security Architecture
Objective	<p>To design a security architecture covering all aspects of access security (access to data, applications access control, remote access and Internet / Intranet and "Extranet" access.</p> <p>To develop structures for contingency planning, covering resilience / availability, capacity management, disaster recovery and business continuity planning.</p>
Benefits	<p>Ensure accessibility to data and systems and the security and protection of the data and systems from unauthorised access, intrusion or interference.</p> <p>Provide a structure for the initial development and ongoing maintenance of plans and procedures for capacity management, resilience and availability management, computer system disaster recovery and business continuity planning.</p>
Constraints	
Scope:	All Courts Service Offices and all systems and data.
Time	3 to 4 months
Dependencies	
Deliverables	<p>Data access policy</p> <p>Applications access policy and procedures</p> <p>Remote access policies and procedures</p> <p>Intrusion prevention policies, procedures and mechanisms</p> <p>Capacity management policies and procedures</p> <p>Resilience / availability requirements</p> <p>Disaster recovery policy / guidelines</p> <p>Business continuity planning guidelines and parameters</p>
Cost	£0.16 million
Organisation	Project Manager, Business Analyst, Technologist, Technical Analyst
Project Sponsors	

Responsibilities	<p>Business Analyst to develop policy with input from Courts Service management and business users</p> <p>Business Analyst, Technologist and Technical Analyst to develop procedures</p>
Work Steps	<p>Agree parameters / bounds for:</p> <ul style="list-style-type: none"> • data access • applications access • remote access • intrusion risk profiles • capacity planning • risk levels and exposure for business continuity <p>Review DoJELR policy and standards for security</p> <p>Determine variances with reference to policy and standards</p> <p>Draft, discuss and agree the policy, procedures and guidelines</p> <p>Develop an implementation plan</p>

BPI Project to address Rules, Terminology and Process Improvements

Project	BPI Project to address Rules, Terminology and Process Improvements
Objective	<p>To review, modernise and standardise the Rules and terminology prior to systems implementation.</p> <p>To identify opportunities for process improvements both independently and in concert with line management</p>
Benefits	<p>Reduced software development costs</p> <p>Improved return on investment</p> <p>Greater efficiency</p> <p>Improved business performance</p>
Scope:	Standardisation of the processes , rules & terminology.
Time	42 months
Constraints	<p>Availability of personnel to participate in the project</p> <p>Speed of the participating bodies to agree to rules and terminology changes</p>
Dependencies	<p>CCTS</p> <p>CvCTS</p> <p>Courts Accounting</p>
Deliverables	<p>Future vision report</p> <p>Standard lexicon and thesaurus for the Courts Service</p> <p>Agreed rules changes</p>
Organisation	<p>Project manager - 1 (Business)</p> <p>Business Analysts - 2 (Business)</p>
Project Sponsors	CEO & Judicial representative

Responsibilities	<p>IT Steering Committee agree and monitor project progress</p> <p>Project Manager ensures project milestones are met</p> <p>Business Users sign off on functionality / documentation</p>
Work Steps	<p>Collate existing material</p> <p>Develop future vision</p> <p>Revise existing rules</p> <p>Obtain approval</p>

BPI Project to develop archiving strategy and policies for the Courts Service

Project	BPI Project to develop archiving strategy and policies for the Courts Service
Objective	To develop a policy for the implementation of an integrated archiving policy for the Courts Service capable of handling a multi media future state
Benefits	Compliance with statute Access to all records both manual and automated for operational and FOI requirements
Scope:	Development of archiving strategy Development of archiving policy Development of archiving guidelines for systems development
Time	6 months
Constraints	Nil
Dependencies	Nil
Deliverables	Strategy document Policy documents
Organisation	Project sponsor - Director Project manager - Business Business analyst - Business
Project Sponsors	Business Unit

Responsibilities	<p>IT Steering Committee agree and monitor project progress</p> <p>Project Manager ensures project milestones are met</p> <p>Business Users sign off on functionality / documentation</p>
Work Steps	<p>Identify requirements</p> <p>Collation of legal and policy material</p> <p>Sizing and data collection</p> <p>Develop policy</p>

Establish Inter Agency liaison group to monitor and control inter agency linkages

Project	Establish Inter Agency liaison group to monitor and control inter agency linkages
Objective	To provide a forum for the exchange of project dependency information and agreement on inter agency data exchange
Benefits	Improved co-ordination Reduced costs of re-engineering Implementation of eGovernment initiatives
Scope:	Creation and establishment of the forum
Time	3 months
Constraints	Nil
Dependencies	Nil
Deliverables	Running forum
Organisation	Head of IT
Project Sponsors	CEO
Responsibilities	CEO agrees policy Head of IT attends forum
Work Steps	Establish liaison with DoJELR Establish forum

Establish a Central Reporting group for production of EIS/MIS reports

Project	Establish a Central Reporting group for production of EIS/MIS reports
Objective	To create and train a team who can use the MIS/EIS tools and systems to provide consistent, coherent and meaningful management reports on a scheduled and ad-hoc basis
Benefits	Improved management reporting Improved policy and decision making
Scope:	Creation of the unit Approval for posts Training of the staff
Time	12 months
Constraints	Nil
Dependencies	Implementation of the M&O architecture MIS/EIS Project
Deliverables	Recruited and trained staff
Organisation	Project Sponsor - CEO Project manager - Director of corporate affairs Director of HR
Project Sponsors	Business Unit
Responsibilities	CEO obtains/provides sanction Director Corporate Affairs establishes team Head of IT provides training and tools

Work Steps	Identify requirements Agree Requirements Design team Recruit/train staff Implement System
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Establish a Knowledge Management Policy

Project	Establish a Knowledge Management Policy
Objective	To allow the Courts Service to take full advantage of its Knowledge, Expertise and Experience in a structured way.
Benefits	<p>Increase the value of Knowledge Management as an asset to the Courts Service</p> <p>Training of staff will be more comprehensive</p>
Constraints	
Scope:	All Court Offices
Time	2 months
Dependencies	<p>The Knowledge Management Policy depends on the successful completion of the following projects :</p> <p>None</p>
Deliverables	Knowledge Management Policy Document
Cost	£0.03 million
Organisation	1 Business Analyst (Knowledge Manager)
Project Sponsors	
Responsibilities	<p>Knowledge Manager develops policy</p> <p>Courts Business users provide input</p>
Work Steps	<ul style="list-style-type: none"> • Appointment of a Knowledge Manager • Agree Knowledge Management Objectives for Operations, Communications, Relationships & Personal Development • Develop a High Level Policy Statement • Establish and agree procedures and protocols for Knowledge Management • Communicate procedures and protocols • Encourage feedback and develop detailed Knowledge Management Policy

Establish a Training Policy for IS/IT training

Project	Establish a Training Policy for IS/IT training
Objective	To ensure Courts Service IT staff are adequately trained to meet performance targets
Benefits	Training of staff will be more comprehensive
Constraints	
Scope:	All Court Offices
Time	2 months
Dependencies	<p>The Training Policy depends on the successful completion of the following projects :</p> <p>None</p>
Deliverables	Policy Document
Cost	£0.03 million
Organisation	1 Business Analyst
Project Sponsors	
Responsibilities	<p>Training Officer to develop policy</p> <p>Courts IT staff provides input</p>
Work Steps	<ul style="list-style-type: none"> • Agree overall training objectives • Consider training options (e.g. Internal V External etc.) • Communicate and feedback from staff • Develop training policy



Appendix B: Program Plan

Application Projects	Start	Finish
CCTS Release 1.5	Mar-00	Jul-01
CCTS Phase 2.0 (includes eListing, links to Gardaí, prisons and CSSOs office)	May-01	Aug-02
CCTS Version 2	Apr-02	Jul-03
Gateway 2000	Jul-00	Apr-01
Gateway 2001 (Replacement of Lotus SmartSuite)	May-01	Jun-02
CvCTS Release 1.0 (Includes eFiling, eSubmission)	Oct-01	Dec-03
CvCTS Release 2.0 (Includes eStamping)	Oct-02	Sep-04
Courts Service Financials Release 1.0 (GL, AP)	Feb-01	Jul-02
Courts Service Financials Release 2.0 (AR, FA)	Jul-02	Jul-03
Courts Accounting - Non funds management	Jan-01	Jul-02
Courts Accounting - Funds Accounting, Funds Monitoring and Funds Management	May-01	Jul-02
Courts Accounting - Interfaces (CCTS, CvCTS, Courts Service Financials)	Sep-01	Jan-05
HRMS and Payroll Implementation project	Sep-01	Feb-03
MIS/EIS	Mar-01	Aug-05
Knowledge Management and Dissemination	Jan-03	Nov-04
Jury Selection	Jan-04	Dec-04
Project Monitoring and Control	Jun-02	Nov-03
Property Inventory and Control System	Jul-03	Jan-04
Pilot eServices project including eFiling, ePayment and e-enabling Small Claims	Mar-01	Feb-02
Infrastructure Projects		
Courts Portal	Jul-01	Sep-04
Records Management System	Oct-01	Nov-04
Implementation of new M&O architecture	Apr-01	Nov-01
Network Implementation project	Feb-01	Dec-04
VPN/eBroker security infrastructure integration	Jan-02	Sep-02
Design/selection of security architecture	Jul-01	Mar-02

Application Projects	Start	Finish
Spin Off Projects		
BPI Project to address Rules, Terminology and Process Improvements	Apr-01	May-03
BPI Project to develop archiving strategy and policies for the Courts Service	Jan-02	Jul-02
Business Infrastructure Projects		
Establish Inter Agency liaison group to monitor and control inter agency linkages	Feb-01	Apr-01
Establish a Central Reporting group for production of EIS/MIS reports	Feb-01	Feb-02
Establish a knowledge management policy for the Courts Service	Sep-01	Nov-01
Establish a training policy for IT/IS training for the Courts Service.	Oct-01	Nov-01