Digital Transformation
The Courts Service of Ireland

Nov 2023

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An tSeirbhís Chúirteanna
Courts Service

3 Years of Digital Transformation

- The Courts Service of Ireland

- Landscape in 2020

- Foundations for Transformation

- ICT Transformation

- Digital Transformation

- Data Transformation

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The Courts Service of Ireland
About Us

- Manage over 1 million court appearances annually
- Across 3 areas of law
  - Civil
  - Family
  - Criminal
- Across 5 jurisdictions
  - District
  - Circuit
  - High
  - Court of Appeal
  - Supreme
- 106 buildings across the country
- 1250 staff
- 180 judges

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2020 Landscape
An ICT View

- Chronic under funding
- Limited staff and budget
- Fragmented & legacy digital tech
  - ~140 different case management systems
- Citrix thin clients
- No remote work capability
- Paper based processes for almost 100% of court activity
- Manual and limited data collection and use
- No access to cloud
- Limited investment in security & DR
- Traditional view of ICT function
 - New CIO = Chief Printer Fixer?
  - ICT leading service design … ?

- Ambitions for ICT – very supportive CEO
- Supportive Ministerial Department
- Digital First pillar to corporate strategy

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Foundations for Transformation
Making the case

- Proposal
  - Org structure
    - ICT; Digital; Data
    - Culture change
    - Lots of recruitment!!

- Good blend of Civil Servants & Contractors
  - Contractors generally techie's
  - Challenging IT Market in Ireland



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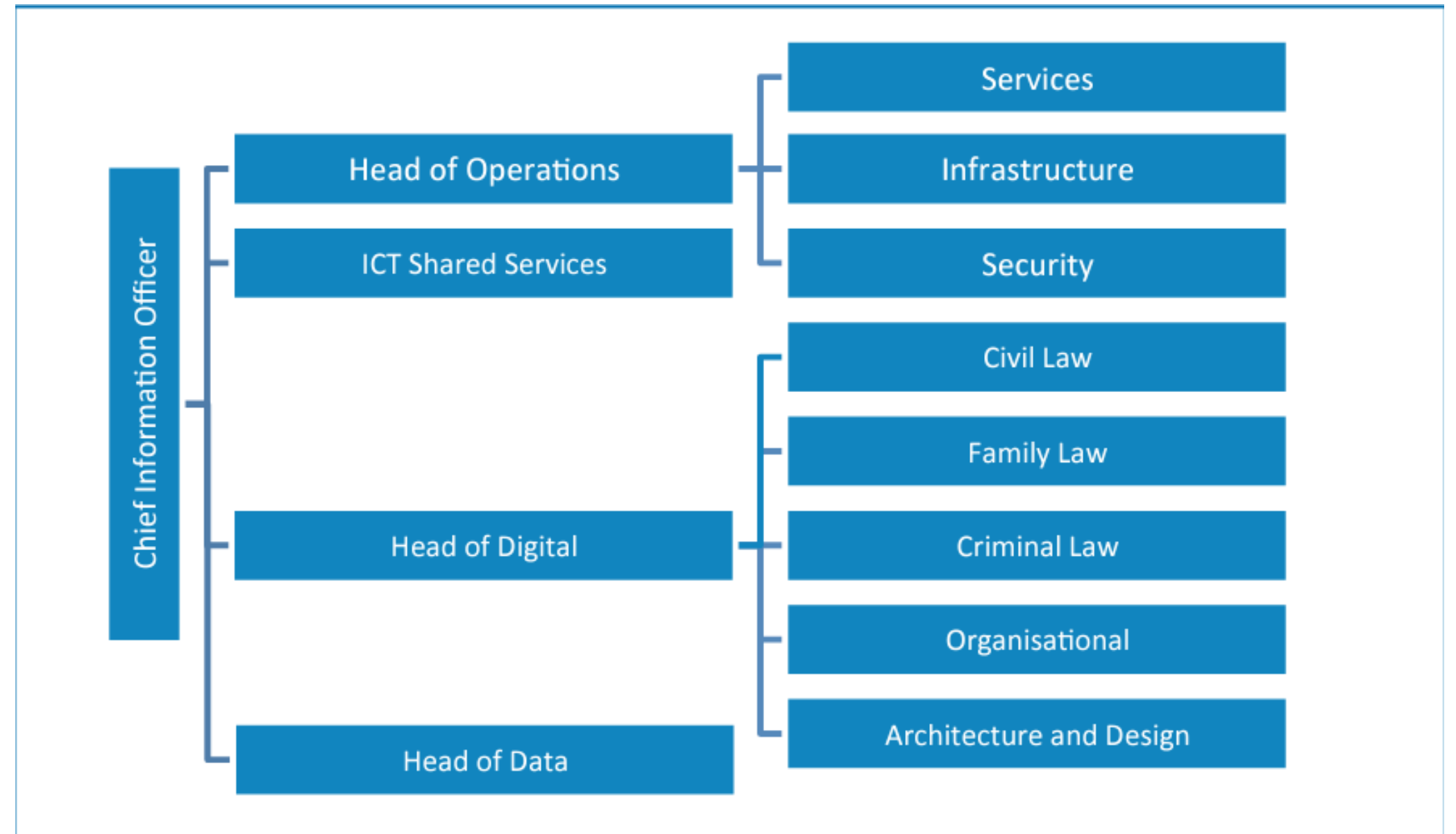
Strategies
At a Glance

- October 2021: ICT Strategy 2021 – 2024
  - Courtroom Technology
  - Unified Case Management Platform
  - Desktop and Infrastructure Modernisation
  - Security and Resilience
  - Capacity & Capability

- December 2021: Data Strategy 2021 – 2024
  - Data access
  - Utilisation of data
  - Data sharing
  - Data Governance

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Foundations for Transformation
First changes – ways of working

- Vendor Relationships
  - Over the wall to direct managed
- Procurement changes
  - Access to capability
  - Access to technology
  - Coherent technology landscape
- Project governance
  - Pipeline management & prioritisation
  - Agile
- Who does what clarity
  - One document with every team's roles and responsibilities

PLACING THE CUSTOMER AT THE CENTRE OF PRODUCT AND SERVICE DELIVERY
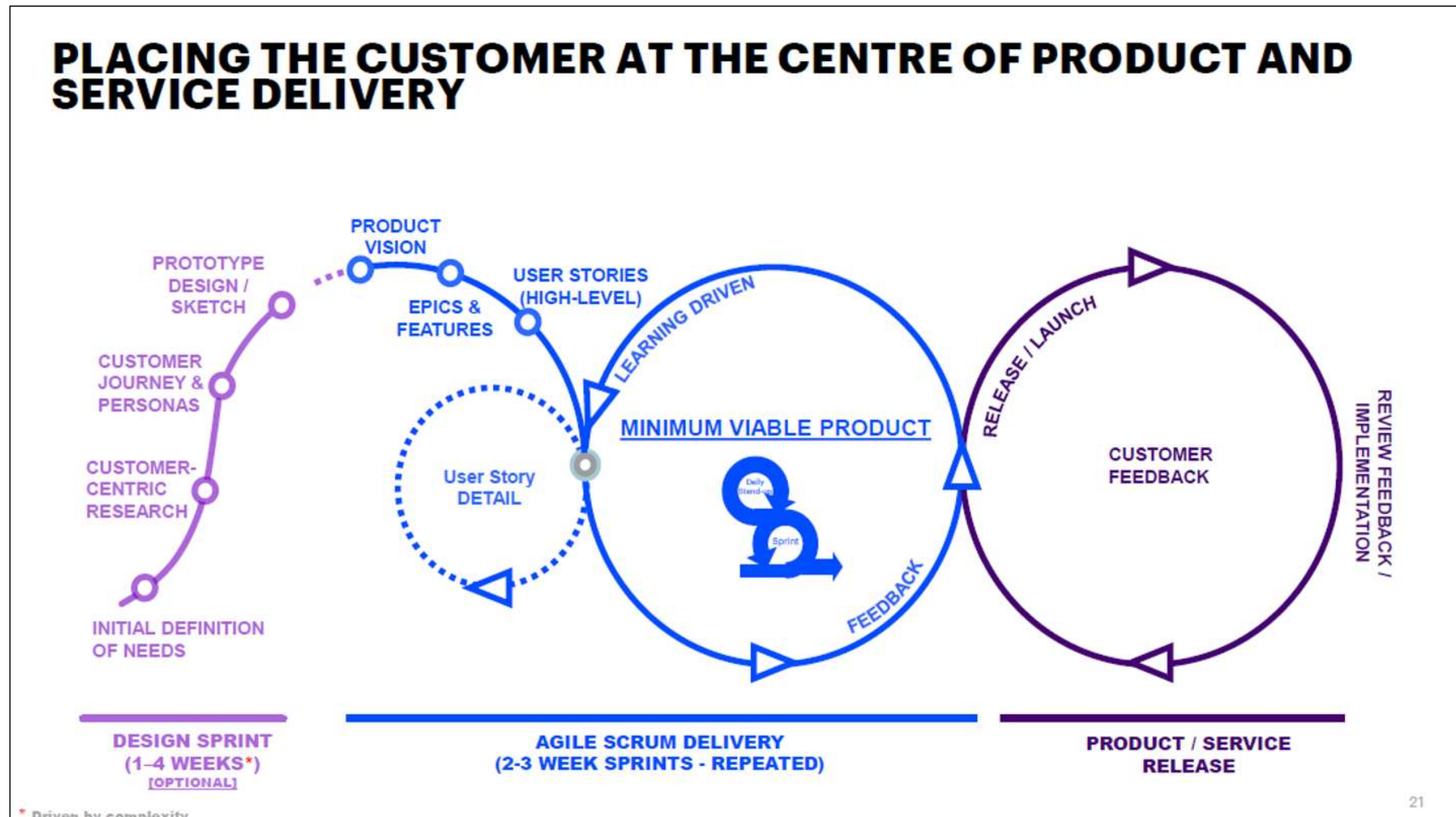
ICT Transformation
Improving the core

- M365
- Laptops & headsets by default
- PCs in fixed venues (courtrooms)
- Upgraded Helpdesk Portal
- Mobile Phones
- Improved service delivery model
  - Charm offensive
  - Hypercare support

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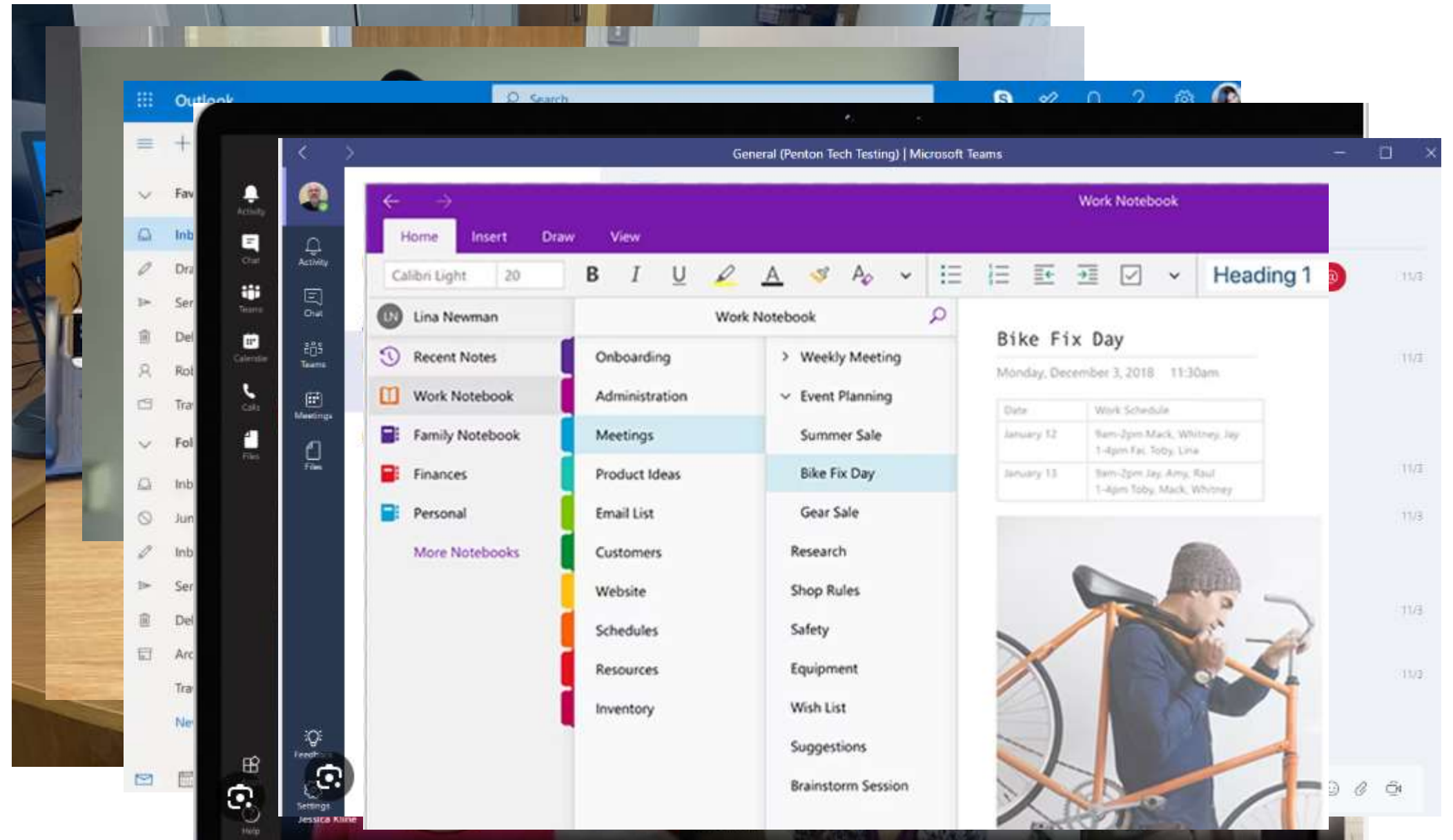
Digital Transformation
Build from ground up

- Recruitment of talented individuals – contract BAs & Devs
- Direct managed
- In-house understanding
- ICT led and managed change
- Service design / agile methodology

- Vision
  - Consolidated & Coherent Case Management System - **UCMS**
  - Online portal to support Filing, Payments, Scheduling, Tracking, Serving
  - Microsoft Power Platform
  - PowerApps internal CMS
  - Power Pages external Portals
  - Power BI for dashboarding
  - Self 'build' – low code
  - You still need high code!

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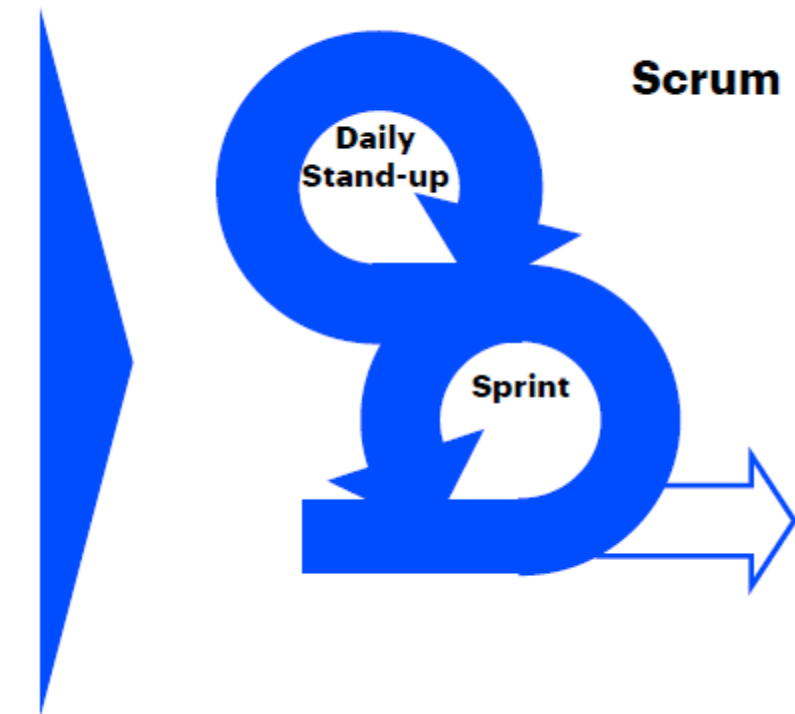
Digital
Coherent and Integrated
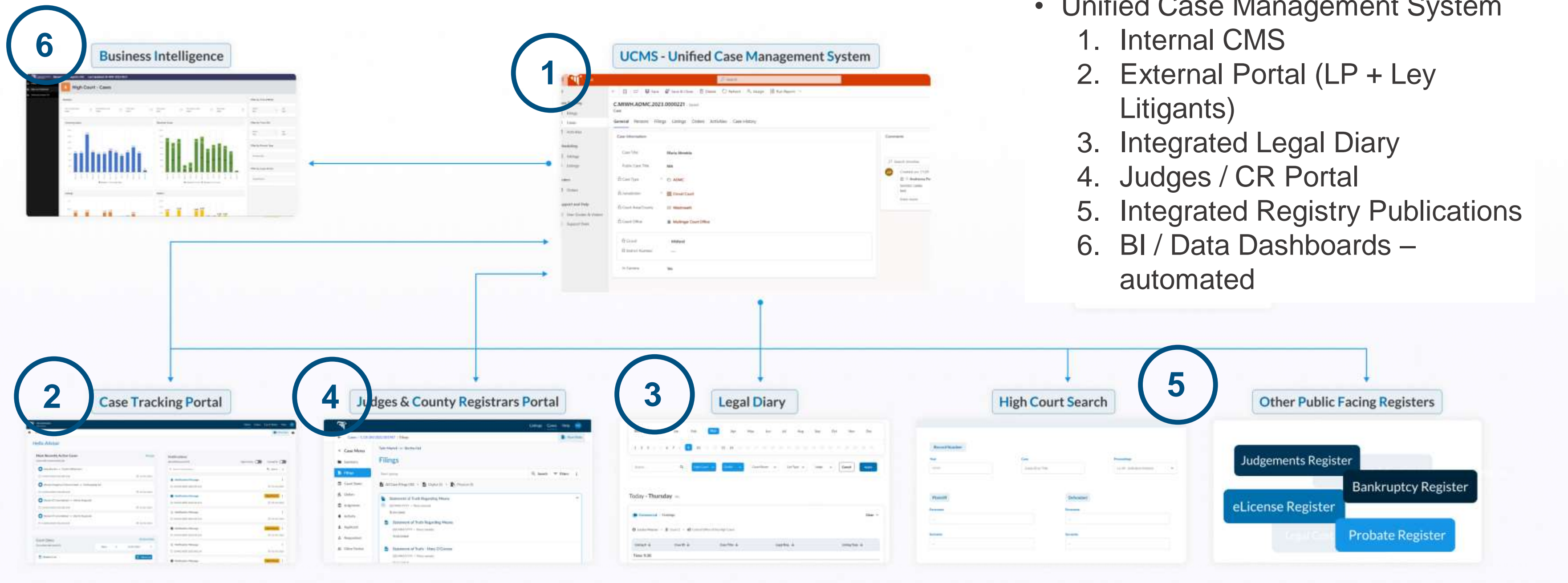
- Unified Case Management System
  1. Internal CMS
  2. External Portal (LP + Ley Litigants)
  3. Integrated Legal Diary
  4. Judges / CR Portal
  5. Integrated Registry Publications
  6. BI / Data Dashboards – automated

Digital
Progress

- UCMS 1st Go Live
  - Jury System
  - ~200k summons per year
  - Nationwide since SOY
  - QR Codes
  - 45% responses online
 - Internal CMS
  - External Portal
  - BI Dashboards

Digital
Progress

- UCMS 2nd Go Live
  - April 2023
  - ADMC
  - Internal / Staff CMS for now
- UCMS 3rd Go Live
  - High Court Internal CMS
  - October 2023
- UCMS 4th Go Live
  - Circuit Family CMS
  - October 2023
  - Nationwide rollout into 2024
- UCMS External Portal Go Live
  - SOY 2024
  - Debt HC
  - Divorce
  - ADMC

Digital
Progress

- Advancing point solutions
  - New website - incremental
  - BTS Apps eFOI, eSubmissions, JitBit, Intranet
  - New eRecruit system
  - New GSO LPMS

- Next
  - More UCMS Go Lives (eProbate, DCCMS; CCCMS; DCFL…)
  - Website reform
  - Online portals
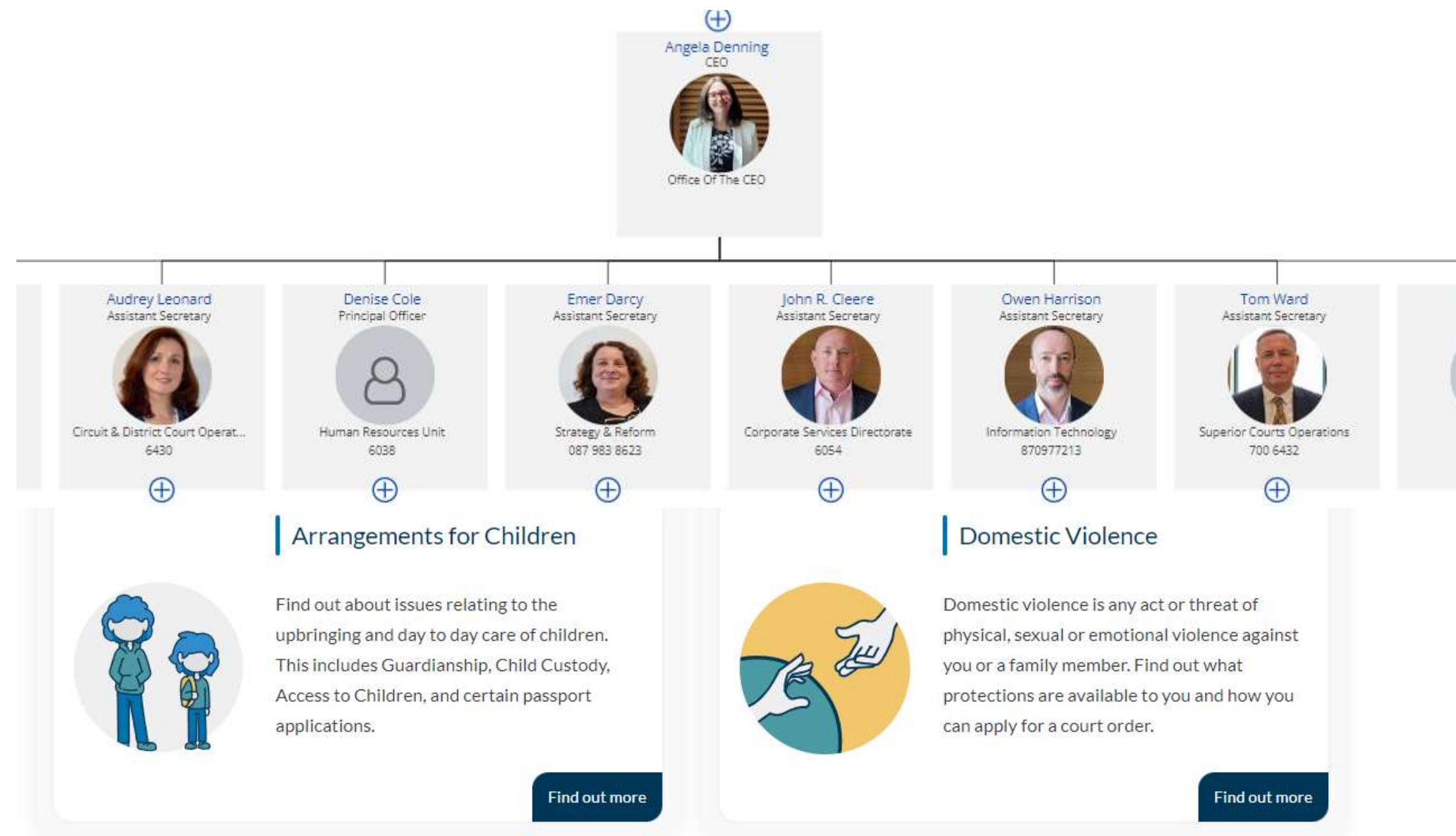
Data Transformation
Data Governance

- Data Governance
  - Data Governance Committee
  - Data Maturity Assessment – 2021
  - Data Catalogue – 2022
  - Data Dictionary – 2022 – 2023 Q4
  - Policies and Procedures – 2022 & 2023
  - Data Sharing Catalogue – Q2 2023
  - Data Retention Schedule – Q2 2023
  - Data Retention Pilot – Q2 & Q3 2023
  - Records Management Policy – Coming

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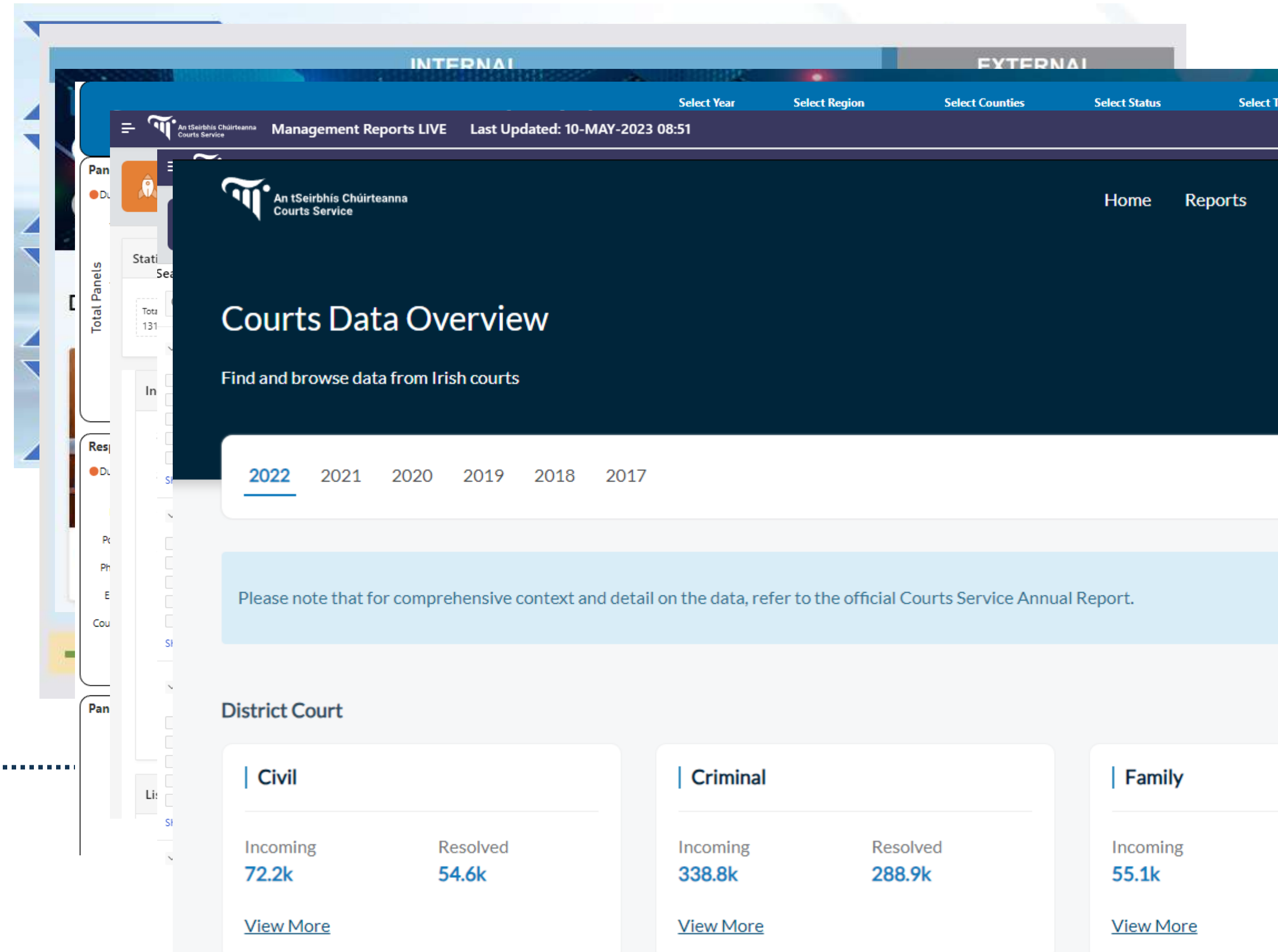Courts Service

Data Transformation
Data Engineering

- Data Engineering
  - Extraction of data from existing system
  - New Data Architecture in place
  - Incrementally move to Power BI
  - Data Sharing projects

- Business Intelligence Service
  - Dashboards and Reports
  - Jury Dashboard
  - HC Central Office Dashboard
  - District Court Sentencing
  - Lots more reports
  - Open Data Portal - coming

Thank You

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