

Innovation strategy

2021 - 2023



An tSeirbhís Chúirteanna
Courts Service

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FOREWORD

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I am delighted to introduce the Courts Service inaugural 3 year Innovation Strategy setting out our vision, priorities and goals to make innovation real for the Court Service.

Our vision is to 'harness innovation to improve the way we work and deliver services for all users'. This approach is at the heart of the of the Modernisation Programme which aims to better support access to justice in a modern digital Ireland. This strategy sets out how we will support the development of new services based on user needs, working in collaboration with users by;

- **Adopting a user centric approach, putting citizens at the centre of our innovation efforts, to make their lives easier through seamless service delivery.**
- **Creating a culture where staff are inspired, empowered and equipped to innovate.**
- **Harnessing collaboration and connections to scale innovation and optimise efficiency across both the Courts Service and more broadly with Civil and Public Service colleagues**

There is no doubt that the impact of the current pandemic has in some ways provided the Courts Service with an opportunity to rapidly modify and change the way we work to meet the needs of our users. This has highlighted the adaptability and resourcefulness of our staff and I am confident that this strategy will ensure that these skills will be harnessed and supported into the future. By empowering our leadership, teams and staff to bring forward new ideas, continuously improving capabilities, collaborating with our partners, we will create value, and transform our services and delivery models to meet the emerging needs of our stakeholders and truly "make innovation real."

Audrey Leonard
Director of Strategy & Reform

INNOVATION IN THE COURTS SERVICE

INNOVATION IN THE COURTS SERVICE

Innovation: “the creation of a new, viable offering that adds value”

Innovation has been defined as “*the creation of a new, viable offering that adds value*” and is deemed a critical requirement for all Public Service organisations to progress the development and delivery of services both today and for tomorrow, as per Our Public Service 2020 and the report for the Structural Reform Support Service of the European Commission & Department of Public Expenditure and Reform Ireland ‘Enabling Innovation in the Irish Public Service’.

This Innovation Strategy reflects this need to continuously improve, deliver best in class services and to tackle the major challenges facing both the Courts Service and Ireland in the years to come. The Courts Service is supporting the innovation vision set out in the “**Innovation Strategy for the Irish Public Service**” and will join its Civil and Public Service colleagues in aspiring “**to unlock the power of innovation and deliver world-class public services in Ireland today and for generations to come**”. Whilst supporting the national vision we, the Courts Service, will also aim to “Harness innovation to improve the way we work and deliver services for all users”.



This document sets out the priorities for innovation within the Courts Service, the actions under each priority and concludes with a path to “*make innovation real*” through an implementation and high-level governance plan.



FOCUS FOR INNOVATION IN THE COURTS SERVICE

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This Innovation Strategy is developed to support the national vision, deliver on our Modernisation Programme and to tackle the strategic challenges and opportunities facing the Courts Service. These challenges and opportunities include:

	
KEY CHALLENGES	KEY OPPORTUNITIES
1. I.T. Infrastructure	1. Adaptive approach from Covid-19
2. Legislation restrictions	2. Enhance digital service offering
3. Reducing paper documents	3. Greater ecosystem engagement

This Innovation Strategy is developed to enhance and embed a culture of innovation. This is to empower our leadership, teams and staff to bring forward new ideas, to continuously improve capabilities, to collaborate with our partners, to create value, and to transform our services and delivery models to meet the emerging needs of our stakeholders and truly “make innovation real”.

Taking account of the Modernisation Programme, the Innovation Strategy has been developed by the Courts Service Innovation Team, supported by the innovation network, and has been approved by the SMT.

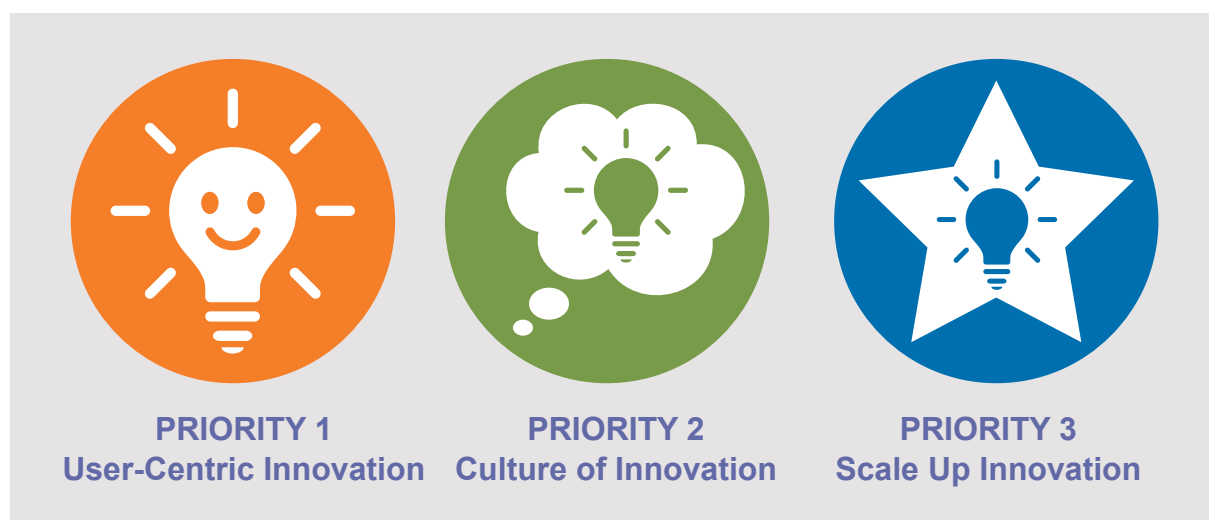


The background is a solid blue color with a complex pattern of white and light blue lines, dots, and shapes. Overlaid on this are several semi-transparent silhouettes of people in professional attire, some facing forward and others in profile. The silhouettes are layered, creating a sense of depth. The overall aesthetic is modern and technological, suggesting a focus on innovation and data.

INNOVATION PRIORITIES FOR THE COURTS SERVICE

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Reflective of the “Innovation Strategy for the Irish Public Service” the Courts Service will progress three priorities for innovation to support the realisation and alignment to the vision and our ambitions.





PRIORITY 1 USER-CENTRIC INNOVATION

This priority will put citizens at the centre of our innovation efforts, to make their lives easier through seamless service delivery. Under this priority the Courts Service will progress three distinct goals with actions under each of them.

1.1 Listen and engage with our users

- Conduct service reviews and customer feedback surveys on service delivery
- Include stakeholder consultation as part of all new service design and existing service reviews.

1.2 Design for inclusion

- Review the accessibility of services, and improve and enhance those which are not fully inclusive or reflective of user needs.

Further to the newly identified actions, we will continue to progress the ongoing actions;

- Create user personas based on key user types and groups to ensure inclusion in existing and future service delivery and design
- Capture data insights to track and measure service accessibility and usage
- Collaborate with the Reform Programme teams to promote an agile innovative approach.

1.3 Deliver seamlessly integrated and easy to use services

- Use customer journey mapping to identify and confirm the needs, wants and pain points of users to inform service design and delivery
- Identify and improve online service facilities to enhance service delivery reflective of user needs and expectations

Further to the newly identified actions, we will continue to progress the ongoing actions;

- Partner with other Public Service organisations to create an integrated end to end service for the user.



PRIORITY 2 CULTURE OF INNOVATION

This priority seeks to create a culture where staff are inspired, empowered and equipped to innovate. To create this culture and to empower staff the Courts Service will progress three goals with several associated actions.

2.1 Lead with vision and challenge the norm

- Provide innovation training to leaders to equip them to enable innovation across the organisation
- Set ambitious challenges to tackle norms, encourage creative thinking and develop future-focused services in line with the Modernisation Programme e.g. Innovation network collaboration with the Reform programme teams
- Set checkpoints to review innovation progress in line with Modernisation Project.

Further to the newly identified actions, we will continue to progress the ongoing actions;

- Report innovation progress to the Modernisation Programme Board
- Appoint a dedicated Innovation leader who will champion innovation across the organisation.

2.2 Empower staff with the skillset and mindset to innovate

- Build in innovation training programme in collaboration with L&D
- Adopt an agile approach within the organisation to encourage piloting, iteration and failing fast.

Further to the newly identified actions, we will continue to progress the ongoing actions;

- Hold innovation events and internal awards to recognise key innovators/ projects within the organisation and provide an opportunity for networking.

2.3 Equip staff with the resources, tools and pathways to innovate

- Assign a dedicated innovation budget to support with facilitation of innovation events
- Create a multi-disciplinary innovation team from across all grades and departments within the organisation who will tackle issues of strategic importance.

Further to the newly identified actions, we will continue to progress the ongoing actions;

- Establish an Innovation Network to drive innovation within the organisation and to connect with the broader Public Service innovation network
- Promote and support engagement with Irish Public Service resources such as the fund, network and OPS website
- Articulate and encourage the internal pathways to innovate (including but not limited to organisational resources: such as competitions, collaboration tools, processes for bringing ideas forward).





PRIORITY 3 SCALE UP INNOVATION

This priority focuses on harnessing collaboration and connections to scale innovation and optimise efficiency across both the Courts Service and more broadly with Civil and Public Service colleagues as well as external stakeholders where appropriate. To develop this collaborative ecosystem both internally and externally, the Courts Service will progress actions under three goals.

3.1 Cultivate connections and collaborate across the ecosystem

- Encourage internal cross-departmental collaboration on projects and initiatives
- Hold a cross-sectoral innovation event with other organisations to ideate and co-create a joint solution to shared challenges or opportunities
- Collaborate with our justice partners to develop applications for Public Service Innovation Fund

Further to the newly identified actions, we will continue to progress the ongoing actions;

- Develop eco-system through partnerships with public and private organisations

3.2 Share insights, knowledge and lessons learnt

We will continue to progress the ongoing actions;

- Identify innovations in our organisation and share these with the wider Public Service
- Review successful innovation projects completed in the organisation to identify scaling opportunities both internally and externally to the organisation's eco-system
- Set up an innovation portal to house all innovation related content in one place and mailbox to encourage engagement and share innovation across the organisation
- Adopt collaboration tools such as Mural, VMR, SharePoint, Alfresco and video capabilities across the organisation

3.3 Scale successful innovations

- Scan the wider Public Service and international networks to identify existing projects or innovation initiatives which map to the organisation's immediate requirement and can be leveraged to inform its approach

MAKING INNOVATION REAL IN THE COURTS SERVICE

MAKING INNOVATION REAL IN THE COURTS SERVICE

To make innovation real and to implement the goals and actions in this strategy, the Courts Service will leverage and align to existing initiatives within the organisation including; the Modernisation Programme and developments in the justice Sector such as technology and data sharing.

To progress innovation and collaboration within the Courts Service it has been recognised that teams and staff will need access to enhanced tools and technology infrastructure.

It is also recognised that continuous learning and development for staff are central to the overall ability of our organisation to respond and react to change. This is particularly apparent when we consider trends such as digitalisation and the emergence and adoption of new exponential technologies. To reflect this the Courts Service will focus on training and developing staff in relevant areas such as Agile, Design Thinking, communication capability and user insights capability.



In addition to the above goals and actions both the Innovation and Leadership Teams have recognised and agreed that the next best actions to progress this Innovation Strategy, and to position for success, are to:

- **Develop Innovation team resources**
- **Have a clear roadmap and vision, aligned to our Corporate Strategic priorities and reflective of the Modernisation Programme**
- **Senior Leadership to socialise strategy**

Success will lead to the following outcomes;

- **Users have been listened to, feedback has been included in the design of integrated and easy to use services**
- **Leaders and staff have been equipped with training, tools and pathways to empower their skillset and mindset to innovate**
- **Sharing of insights and knowledge through collaborations and connections with other organisations**

To affect the changes and implement the key goals, priorities and actions in our Innovation Strategy, we will adopt a project management approach and leverage key tools to ensure our actions are effectively monitored and delivered on time. The innovation team will actively plan, manage and monitor the action roadmap and we will report regularly to the innovation sponsor. The Courts Service Senior Management Team will monitor this strategy, and its implementation, on an annual basis, ensuring that we are working to plan, identifying and sharing our successes as well as overcoming any challenges to achieving our ambition.



