

## **Peer Review - Mandatory Review Stage One Report**

### **Up Front Check on the Business Case and the Adequacy of Arrangements.**

**(To be completed before any market exercise).**

**Project Title:** Digital Audio Recording (DAR)

**Project Sponsor:** Courts Services

**Sponsor Contact:** Mr. John Coyle

**Project Team:** Darach Green, Project Manager  
Diarmaid MacDiarmada

#### **Guide to completing Report:**

This report should be completed in electronic form only. All questions should be answered by the review team by providing a tick in the appropriate box and by outlining the review team's comments in relation to a particular question directly below that question. While it is not necessary for the review team to qualify all of their responses a high degree of qualification is generally expected.

For some questions, no answer boxes will be provided. In such instances the comments of the review team are essential. The review team is also asked to include its **General Comments** and **Overall Findings** in the spaces provided at the end of the report.

### **1. Policy and Organisational Context: preconditions for success**

1.1. Does the project reflect the current policy and organisational environment?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.2. Is there commitment to key roles and responsibilities for this project within current corporate priorities and is there clear accountability?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.3. Does the review team feel that the strength of governance structures being proposed for the project under review is adequate?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.4. Are the review team satisfied that there is a clarity of vision in terms of policy, business or customer needs that will be met?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.5. Does the review team believe that the project may be too big and beyond the organisations current development or operational capacity?

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

1.6. Does the review team consider that the project fits with other projects and with existing cultures and architectures?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.7. Does the review team consider that the new processes will fit with other projects and existing cultures?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 2. The Business Case: scope and stakeholders

2.1. Does the scope of the project fit with the Department's business strategy?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.2. Is there a clear understanding within the organization of the scope of the project to ensure successful delivery?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.3. Does the review team consider the project objectives and requirement specifications to be complete?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### Comments on 2.3

There seems to be a reticence to identify clear benefits and as such may be a risk to the overall success, ie the project may succeed but without clear identified targets and benefits, it will be impossible to quantify the success. The Courts Service have indicated that this issue will be addressed during Phase 3 review, once the evaluation of tenders is complete and a solution selected, at which stage they will be in a much better position to define the actual benefits which will accrue and the approach which will be adopted to the delivery of the benefits

2.4. Is there a clear and agreed understanding of business goals and how the project will deliver these?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.5. Is the Business Case presented acceptable in terms of its contribution to customer service?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.6. Is the Business Case presented acceptable in terms of its contribution to fulfilling the organisations ICT strategy?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.7. Have all the relevant stakeholders who will be impacted by the development and implementation of the project been identified?

Yes	No	N/A
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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2.8. Have all likely stakeholders needs been clearly understood?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.9. Are all relevant stakeholders bought-in to the project?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Comments on 2.9**

Need to clearly identify the stakeholders and identify progress with Garda, Judiciary and HR talks through the project.

2.10. Does the review team consider the project requirements to be stable?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.11. Is there any evidence in the business case presented of:

ambiguity/incomplete specification?

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

creeping user requirements?

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

changing user requirement?

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

2.12. Does the review team believe that each of the following has been identified?

All critical success factors

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

All major constraints

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

All major dependencies

Yes      No      N/A

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**Comments on 2.12 (as in 2.3 above)**

There seems to be a reticence to identify clear benefits and as such may be a risk to the overall success, ie the project may succeed but without clear identified targets and benefits, it will be impossible to quantify the success. Benefits Realisation? The Courts Service have indicated that this issue will be addressed during Phase 3 review, once the evaluation of tenders is complete and a solution selected, at which stage they will be in a much better position to define the actual benefits which will accrue and the approach which will be adopted to the delivery of the benefits

2.13. Have all the resources needed for long term support been factored in?

Yes      No      N/A

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2.14. Will they have any implications for existing arrangements?

Yes      No      N/A

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2.15. Does the review team agree with the conclusions reached in the business plan on cost effectiveness, value for money and the adequacy of the financial case, including affordability? (Review Teams Comments required here)

Yes      No      N/A

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**Comments on 2.15**

The business case presents 5 options and makes a compelling case for chosen option.

2.16. Does the review team consider the outline implementation plan and associated schedule including expected costs to be adequate? (Details on how these costs were derived should also be provided here).

Yes      No      N/A

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**Comments on 2.16**

Costs may have to be revised based on tenders received.

2.17. How and how often will these expected costs be monitored when they occur?  
(Comments of Review Team only required here)

**Comments on 2.17**

The Project line management and the budgetary management was clarified by the courts services team. Monthly reports with Monthly Review, ongoing costs monitoring based on revised tender estimates.

### 3. Management of intended outcomes

3.1. Does the review team believe that there is a clear understanding of the outcomes needed from the project?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.2. Does the review team feel that these are soundly based?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.3. Have the main outcomes been identified?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.4. Does the review team believe that the planned outcomes are achievable?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.5. Is there a plan for achieving the required outcomes?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.6. Are the principal stakeholders confident that outcomes will be achieved when expected?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

#### 4. Project Management, Leadership and support

4.1. Does the review team believe that Senior Management is committed to and willing to accept and lead the necessary change?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.2. Is there any evidence of a lack of user involvement or executive support?

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

4.3. Has the team and its leadership a history of making things happen and achieving results?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.4. Have the individual responsibilities of the project stakeholder roles, owner, key project board members and other essential roles been clearly defined?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.5. Does the review team consider that all financial, time, HR, IR or legal constraints have been adequately addressed?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.6. Does the review team consider that the proposed project management arrangements are adequate?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.7. Does the review team believe that the proposed project plans and timescales are achievable?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.8. Does the review team believe that the target business area has the ability to implement and run the solution in a live operational environment?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.9. Is the review team satisfied with the numbers and experience levels of the in-house team, its resilience to staff losses, staff transfers, promotions or more urgent work?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.10. Does the review team believe that there is proper and effective communication and co-ordination of activities between the various internal authorities associated with the project?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 5. Risk Management

5.1. Does the review team feel that sufficient emphasis has been placed on the identification of risks?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5.2. Does the review team consider the project risk and contingency plans, allowances and fallback plans to be adequate?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5.3. Are there processes to identify, assess, allocate and monitor current, anticipated and emerging risks?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 6. Readiness for next stage – procurement strategy

6.1. Does the project require external procurement?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6.2. Is the review team satisfied with the expected approach to this procurement?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6.3. Is a draft tender document (RFT) currently available?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



6.4. Is the review team satisfied that there is a clear understanding within the organisation of the scope of what is being proposed in terms of its magnitude, forecasted cost and difficulty?

Yes

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No

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N/A

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**Comments on 6.4**

The Courts team clearly outlined the organizational buy-in to the process and the need for the DAR. The costs and risks as outlined to us are acceptable to the organization and are achievable.

6.5. Does the review team believe that the project being proposed is too ambitious, too big, too complex and too reliant on new technologies?

**Comments on 6.5**

No, what is being proposed is new to Ireland, but has been achieved in other jurisdictions, there is however not a huge market for such systems and Courts may be at the mercy of a small number of suppliers.

6.6. Does the review team believe that the project should be re-phased as a programme of smaller related projects that are individually less risky?

Yes

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No

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N/A

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**Comments on 6.6**

No, the initial phase of carrying out a fully stand alone pilot with the supplier taking the risks before successful signoff will certainly allow the Courts Service to have an introduction to the complexities and risks of the project.

General comments of Peer Review Team:

The Business Plan , project management and tender phase all seem in order.

Overall Findings of Peer Review Team:

The Business Plan, project management and tender phase all seem in order.  
The courts service need to identify clear business benefits for the system,  
rather than the perceived benefits that came out at the briefing session.

