



COURT SECURITY SERVICE

STRATEGY

2024-2026

OBJECTIVE

DEFINITION OF STRATEGIC PRIORITIES AIMED AT ENHANCING THE CAPABILITIES OF THE COURT SECURITY SERVICE TO ENSURE THE IMPROVEMENT OF ITS EFFECTIVENESS

GOALS



MAINTAINING A SAFE ENVIRONMENT IN COURTS



ENSURING HIGH EFFICIENCY OF THE COURT SECURITY SERVICE SUBDIVISIONS



DEEPENING INTERNATIONAL PARTNERSHIPS



STRENGTHENING PUBLIC TRUST IN THE COURT SECURITY SERVICE



PRIORITIES

SECURITY IN JUDICIAL INSTITUTIONS

MAINTAINING A SAFE ENVIRONMENT IN COURTS, AGENCIES, AND COURT SYSTEM INSTITUTIONS



01

02



DIGITAL TRANSFORMATION

DIGITAL DEVELOPMENT (DIGITIZATION, CYBERSECURITY)

HUMAN RESOURCE DEVELOPMENT

ENSURING THE DEVELOPMENT OF HUMAN RESOURCES AND SOCIAL PROTECTION OF COURT SECURITY SERVICE EMPLOYEES

04

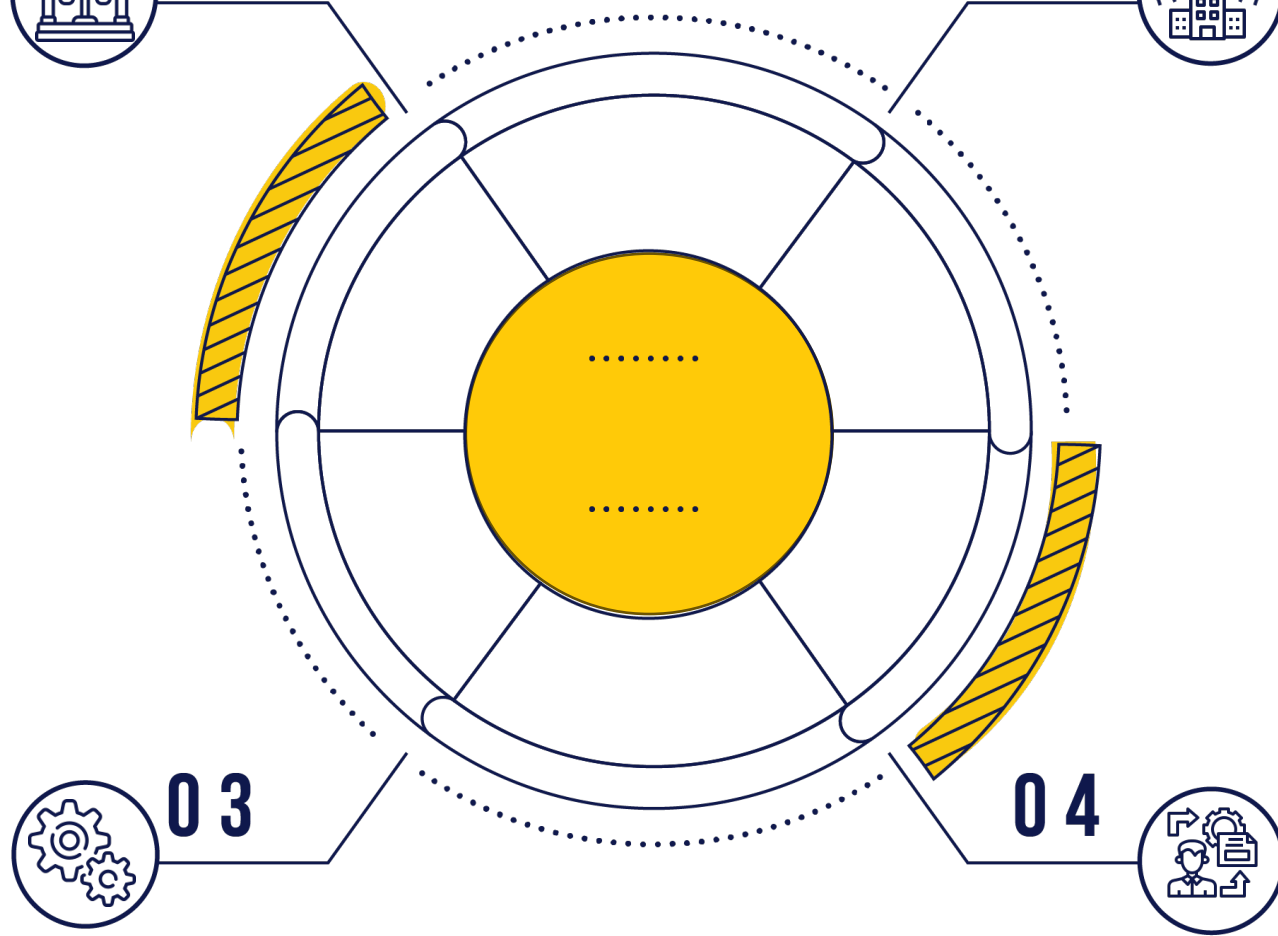


03



EFFECTIVE MANAGEMENT AND TRANSPARENCY

EFFECTIVE MANAGEMENT, TRANSPARENCY, AND OPENNESS



01 MAINTAINING A SAFE ENVIRONMENT IN COURTS, AGENCIES, AND JUDICIAL SYSTEM INSTITUTIONS

IT ENTAILS MAINTAINING A SAFE ENVIRONMENT IN COURTS, AGENCIES, AND COURT SYSTEM INSTITUTIONS, WHICH IS ENSURED THROUGH ORIENTED ACTIVITIES OF THE COURT SECURITY SERVICE TO MEET THESE NEEDS, ITS PROMPT AND COMPETENT RESPONSE TO BREACHES OF PUBLIC ORDER IN THE COURT AND OTHER EVENTS THAT THREATEN THE SAFETY OF JUDGES, COURT PERSONNEL, AND PARTICIPANTS IN JUDICIAL PROCEEDINGS.

MAIN CHALLENGES:



- Limited capabilities of forces and resources for effective response to emergencies at security facilities.
- Irrational approaches to organizing security of security facilities during nighttime, weekends, and holidays.
- Absence/dysfunction/obsolescence of video surveillance and security alarm systems.
- Low network capacity and lack of communication channels between court buildings and territorial units of the Service.
- The necessity to take under protection buildings of judicial system institutions not included in the lists determined by the Cabinet of Ministers, the security of which is temporarily carried out by units of the National Police and the National Guard of Ukraine.
- Absence of units in 15 regions of Ukraine responsible for providing personal security to judges and their family members, as well as court employees.
- Imperfection of legislative, regulatory, and internal regulatory acts regulating and affecting the performance of the Court Security Service's duties.



MAIN STEPS:



- Improvement of legislative regulation and enhancement of the Service's capabilities in maintaining public order in court and ensuring the safety of participants in legal proceedings, prevention of disrespect towards the court, protection of court premises, bodies, and institutions of the judicial system, performing functions regarding the state security of judges and their family members, court employees.
- Gradual transition from physical to technical security during nighttime, weekends, and holidays of premises of local general courts equipped with security alarm systems.
- Establishment in the staff of each Territorial Unit of the Service of units responsible for providing personal security to judges and their family members, court employees.
- Improvement of internal regulatory acts regarding the determination of the list of security measures applied by the Service to judges and their family members, court employees, and employees of the Court Security Service, as well as the means and methods of their application.

02 DIGITAL DEVELOPMENT (DIGITIZATION, CYBERSECURITY)

MAIN CHALLENGES:



- Imperfection of the organizational structure for achieving a proper level of digitization and cybersecurity.
- Damaged digital infrastructure in territories affected by armed conflicts.
- Insufficient funding level for the Service to purchase information technology tools, specialized software, hardware and software complexes, and technical support services for server equipment.
- Insufficient level of security technical means and communication channels in court buildings of the State Judicial Administration of Ukraine.
- Insufficient level of digital literacy.



MAIN STEPS:



- Creating conditions for intensifying the implementation of information technologies in the activities of the Service as an integral component of the judicial system, ensuring automation of its work in line with global IT standards.
- Restoration of digital infrastructure in territories affected by armed conflicts.
- Ensuring sustainable functioning of application software systems, software and hardware complexes, and information infrastructure of the Service.
- Modernization and expansion of information and communication infrastructure, ensuring cybersecurity of the Service.
- Integration into the national electronic governance infrastructure in directions ensuring the security of the judicial process, etc.
- Electronic governance in directions improving access to justice and ensuring the security of the judicial process, etc.

03 EFFECTIVE MANAGEMENT, TRANSPARENCY, AND OPENNESS

ENTAILS: THE CREATION OF A RESILIENT, WELL-MANAGED, TECHNOLOGICALLY ADVANCED COURT SECURITY SERVICE SYSTEM CAPABLE OF ADDRESSING MODERN CHALLENGES AND THREATS; IMPLEMENTATION OF THE ORGANIZATIONAL STRUCTURE OF STRATEGIC COMMUNICATIONS TO COORDINATE COMMUNICATION ACTIVITIES AT THE STRATEGIC, OPERATIONAL, AND TACTICAL LEVELS TO SUPPORT STRATEGIC COMMUNICATION POLICY AND COORDINATION OF COMMUNICATION ACTIVITIES; ZERO TOLERANCE FOR CORRUPTION, TRANSPARENCY, ACCOUNTABILITY, AND INFORMATIONAL TRANSPARENCY; DEVELOPMENT OF CAPABILITIES FOR INTERNATIONAL COOPERATION.

MAIN CHALLENGES:



- Lack of regulation regarding the application of disciplinary measures to Service employees.
- Imperfection in organizing strategic communications to coordinate communication activities at the strategic, operational, and tactical levels to support strategic communication policy with other bodies of the judicial system, as well as other bodies within the security and defense sector, the existence of different approaches to performing common tasks.
- Probability of employees not adhering to integrity standards, presence of corruption risks.
- Absence of a systemic approach to cooperation with international institutions and organizations to ensure the further development of the Service.



MAIN STEPS:



- Implementation of best management practices and piloting innovative approaches.
- Creation of a balanced organizational and staff structure taking into account the needs of strategic communications and international activities, with the restoration of lost functions of the press office and the international affairs and protocol unit within the central management body, as well as press secretaries within territorial administrations.
- Development and enhancement of relations with media, public, and international organizations through proactive communication to increase understanding of the Service's activities by Ukrainian society.
- Development and implementation of a unified approach to communication regarding the clarification of tasks, goals, and current issues of the Service's activities.
- Implementation of a systemic approach to cooperation with international institutions and organizations to ensure the further development of the Service.

04 ENSURING THE DEVELOPMENT OF HUMAN RESOURCES AND SOCIAL PROTECTION OF COURT SECURITY SERVICE EMPLOYEES

IMPLIES THE IMPLEMENTATION OF THE SERVICE'S FUNCTIONS IN ACCORDANCE WITH THE PRINCIPLES OF NON-DISCRIMINATION AND GENDER EQUALITY, ADHERENCE TO THESE RIGHTS IN THE COURT SYSTEM, ESPECIALLY IN THE CONTEXT OF FULL-SCALE INTERVENTION AND POST-CONFLICT RECONSTRUCTION; FORMATION OF A STABLE AND HIGHLY PROFESSIONAL PERSONNEL, CAPABLE OF PROPERLY RESPONDING TO CHALLENGES AND THREATS IN DEFINED AREAS

MAIN CHALLENGES:



- Entry into the Service, as well as further activity of individuals who have committed official crimes or have hidden motivations for entering public service, as well as persons cooperating with foreign intelligence services or having ties with fictitious authorities in temporarily occupied territories;
- Lack of an optimal balance in the ratio of average and junior staff of territorial units of the Service;
- Insufficiency of the practical component in the training and qualification improvement of employees;
- Insufficient level of work with Service employees to acquire knowledge, develop skills, and abilities to ensure human rights and fundamental freedoms;
- Absence of procedures regarding involving the Service in ensuring the social adaptation of participants of military operations, including persons with disabilities;
- Lack of a mechanism for engaging in international, national, and regional social protection programs for Service workers affected by military actions, social assistance, and adaptation of internally displaced persons, etc.;
- Insufficient material and technical support of the Service.



MAIN STEPS:



- Conducting transparent and unbiased selection for the Service, observing the principles of political independence, professionalism, integrity, and ensuring equal opportunities for those willing to work in public service;
- Integrating gender aspects into work and improving organizational mechanisms to ensure the implementation of gender policy in the Service's activities;
- Development of procedures and determination of procedures regarding the provision of social adaptation by the Service to participants in military operations, including persons with disabilities;
- Development of a departmental system of personnel training and continuous professional development that meets the professional needs of the Service personnel and contributes to the formation of its common values;
- Development of partnership between the Service and international organizations and state institutions regarding their involvement in the training process of Service employees;
- Development and implementation of appropriate anti-corruption measures related to the performance of Service functions;
- Development of material and technical support of the Service to ensure proper and sustainable performance of the tasks and functions of the Service.

IMPLEMENTATION MECHANISM



A PLAN OF MEASURES IS BEING DEVELOPED, AGREED WITH THE STATE COURT ADMINISTRATION OF

UKRAINE

THE PLAN OF MEASURES ENTAILS SPECIFIC TASKS, ACTIONS, INDICATORS OF GOAL ACHIEVEMENT, AND DESIGNATES RESPONSIBLE PARTIES FOR THEIR IMPLEMENTATION, TAKING INTO ACCOUNT THE ALLOCATIONS ALLOCATED FOR THE MAINTENANCE OF THE JUDICIAL SECURITY SERVICE FOR THE RESPECTIVE PERIOD



THE SOURCES OF FINANCING THE STRATEGY IMPLEMENTATION ARE:

- FUNDS FROM THE STATE BUDGET OF UKRAINE;
- INTERNATIONAL TECHNICAL ASSISTANCE, AS WELL AS OTHER SOURCES NOT PROHIBITED BY LAW.

THE STRATEGY IS A DOCUMENT THAT MEETS THE REQUIREMENTS OF THE TIME AND MAY BE REVIEWED IF NECESSARY



FINAL PROVISIONS



THE STRATEGY SERVES AS A BASIS

for the development of regulatory acts on the activities of the Court Security Service

DIRECTIONS AND METHODS OF IMPLEMENTING

may be adjusted taking into account changes in the principles of state policy in the field of national security, state information policy, strategic communications of the security and defense sector of the state, priorities and plans of activities of the Court Security Service and reforming the justice sector



COURT SECURITY SERVICE

#ТВОЯ БЕЗПЕКА – НАША РОБОТА