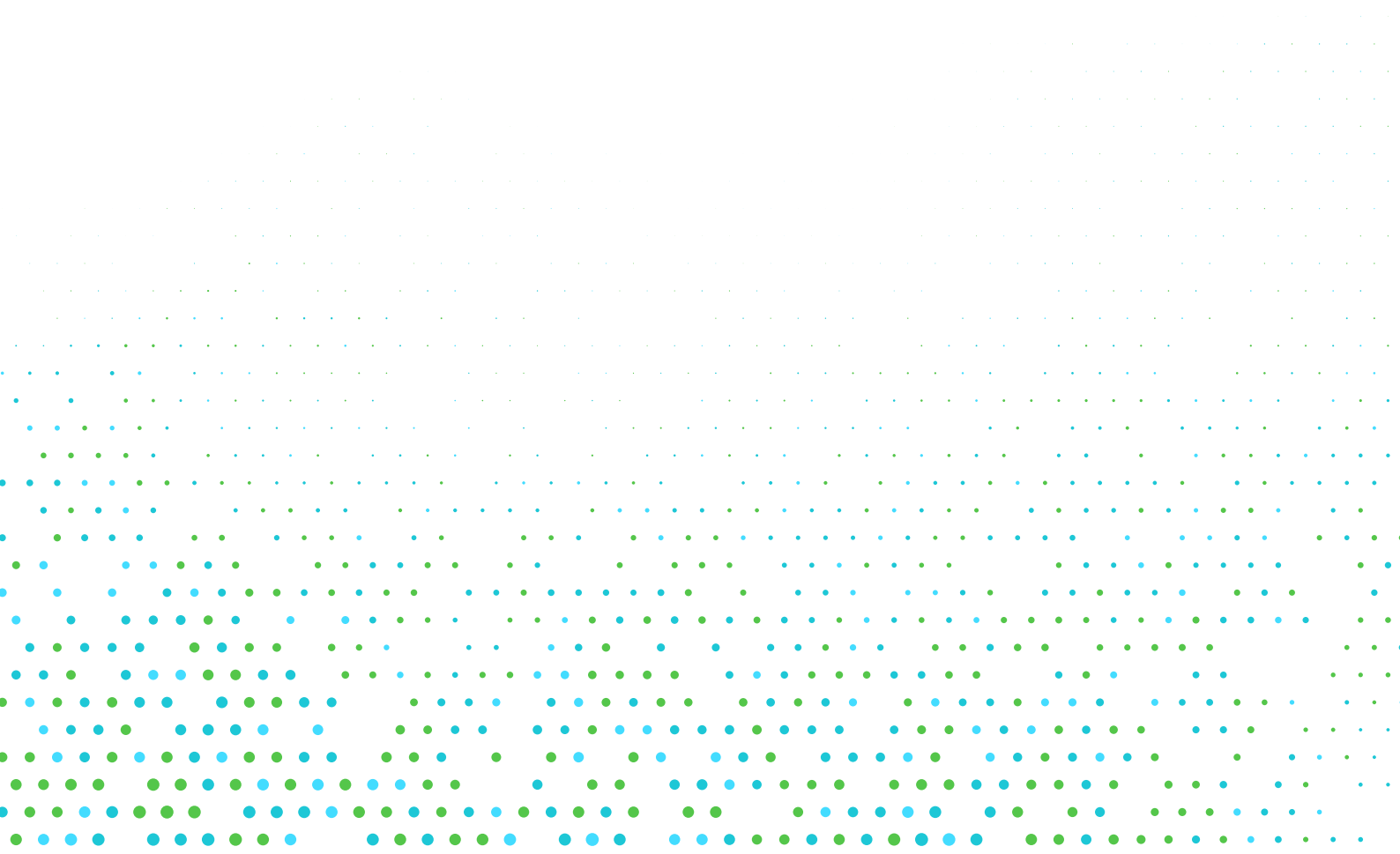




Justice Reimagined
Exploring opportunities to
help transform justice systems

Contents

Executive Summary	3
The Change Factors Affecting Justice Systems	5
The Top Opportunity Areas to Reimagine	8
Next Steps	14
Contacts	15
Endnotes	16



Executive Summary

“Justice Reimagined” follows our publication, “The Future of Criminal Justice” (2021), which explored how the COVID-19 pandemic has impacted the global criminal justice system landscape. We reported on the ways the pandemic served as a catalyst for conversations about the priorities of criminal justice systems and how those considerations could be transformed to better address the demands of the modern world. We also explored the need to balance rehabilitation and restorative justice with traditional approaches to sentencing, while ensuring a system that safeguards communities and provides fairness and dignity.¹

Three years later, we are launching “Justice Reimagined” to revisit these insights and provide an ongoing opportunity to rethink and re-evaluate the foundations of global criminal justice systems. While “The Future of Criminal Justice” explored the immediate/short-term consequences of COVID-19, this series aims to explore potential longer-term impacts, which were both helped and hindered by the pandemic, among other matters.

Change Factors and Opportunities: A Framework

To tackle the many connected pieces of reimagined justice systems, we’ve developed a framework which takes into account two key considerations.

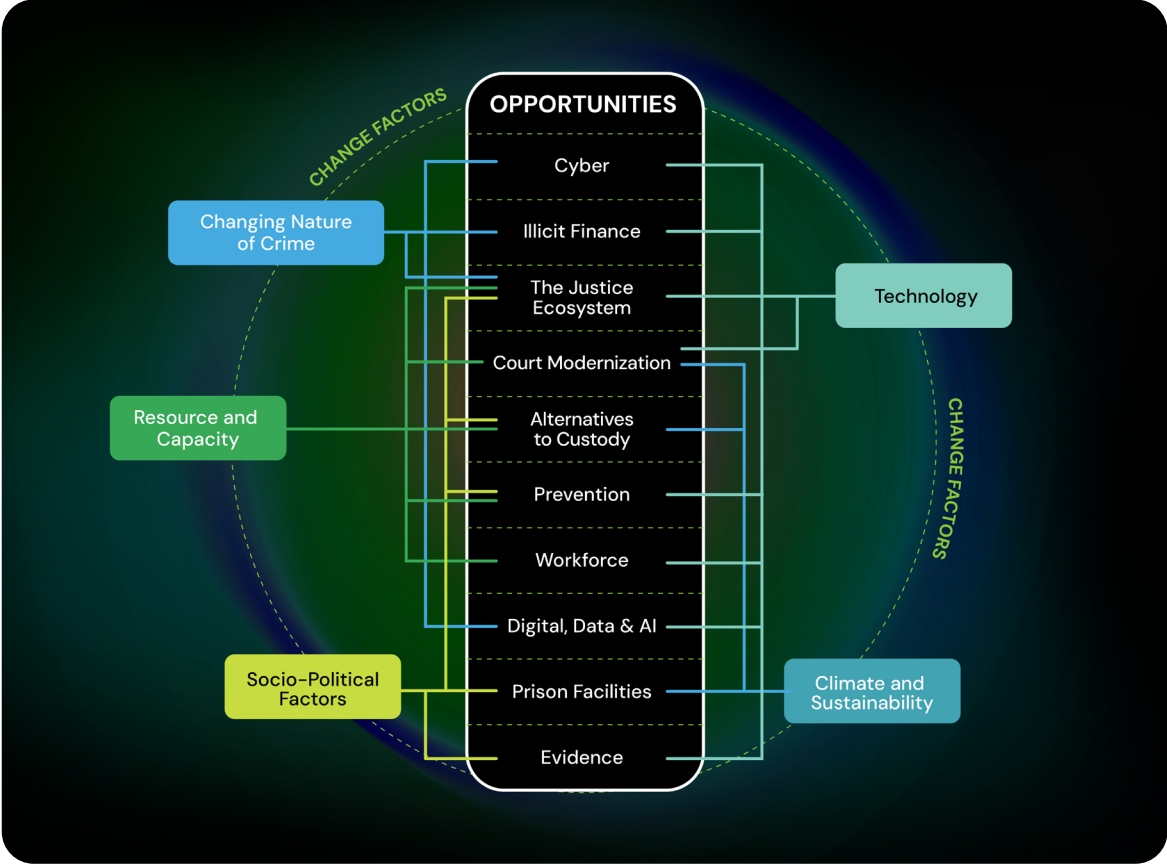
First is an overview of critical variables impacting the justice systems in their current state—change factors that should be studied to understand the needs of justice systems. Crucially, they have ramifications for specific crime types and how best to address them. Furthermore, the rise of large-scale and complex crime types calls for a multi-agency, private/public, and sometimes global response.² In addition, against a backdrop of heightened interest in social justice and topics around climate and sustainability, these concerns need to be considered when assessing such matters as how to operate both ethically and in line with public expectations while working in favor of the public good.

These change factors can be disruptive to current ways of working within criminal justice systems. But they also provide opportunities for a second consideration—providing a service that is more holistic, rehabilitative, and makes use of advanced capabilities such as AI and automated processes.

Each change factor also ties to multiple opportunities. For example, as cybercrime becomes more prevalent, there’s a greater need for law enforcement to keep pace with technological advances.



Mapping Change Factors to Opportunities



Ultimately, through our Justice Reimagined series, we hope to create a platform for justice practitioners from across Deloitte’s global member firms to share new and imaginative solutions that can enable safer and more prosperous communities. More than ever, there is a need to look at the journey through justice systems as a single continuum and to enable collaboration across departments and organizations working as part of the system, as well as incorporating the skills and knowledge held by external entities and the private sector.

The Change Factors Affecting Justice Systems

Change factor #1: The nature of crime is changing.

During the COVID-19 pandemic, traditional offences, such as burglaries, thefts, robberies, and knife crime, declined in many countries due to lockdown measures. In the UK, for example, overall crime decreased by 8% from March 2020 to June 2022.³ In the US, violent crimes fell between 2021 and 2022.⁴

However, an increase in organized, technology-enabled, and transnational crime is evolving the criminal landscape. In 2023, 83% of the world's population lived in conditions of high criminality, up from 79% in 2021.⁵ Financial crime is the most widespread and predominant form of organized criminal activity, targeting victims and organizations across the socioeconomic spectrum. However, crimes such as terrorism, cybercrimes, and drug trafficking also continue to pose growing threats. Cybercrimes are seen as high or very high threats by 60% of Interpol members, with 70% believing they will increase significantly in the coming years. These types of crimes also present challenges to legal systems in their nontraditional victim-to-perpetrator ratios: they can be “many to one”—for example, in fraud or cybercrime—or “one to many,” as in organized or gang-related crime.⁶

Each year, organized crime becomes increasingly innovative and complex, with reduced barriers to entry, increased competition, mature and globally integrated organizational structures, and enhanced technological sophistication. Criminal services are also being used by others for a fee, known as crime as a service, furthering their momentum. Urgent adoption of new methods could help prevent these crimes, pursue perpetrators, protect victims, and build sustainable resilience. This includes greater collaboration between state institutions and non-state actors, enhanced coordination worldwide among governments and law enforcement agencies, and more training of law enforcement officers. Agility and flexibility are also needed to adapt to evolving criminal tactics. However, country cooperation often still reflects existing legal, geopolitical, social, and economic divisions.

Change factor #2: Prison populations are growing, demand on justice systems is higher than ever.

The global prison population has increased by 24% since 2000, with the US leading the world in incarceration rates. As a result, overcrowding in prisons has become a major problem worldwide, with 121 countries operating above 100% capacity as of 2022.⁷ This problem has significant economic impacts on the quality of public services and budgets as well as on prisoner and staff health. Furthermore, while many jurisdictions are building more prison space to address the issue, they have largely abandoned decongestion policies brought on by the pandemic. At the same time, workforce challenges, including recruitment, retention, selection and training (especially in correctional facilities) continue to increase the risk of violence against staff, turnover and burnout.⁸

These factors are prompting an interest in alternative models of custody, placing less of a strain on public resources, and wider reform.⁹ Measures under consideration include policy changes to reduce overcriminalization and programs to promote restorative justice processes and reduce the rate of recidivism. These efforts involve such steps as education initiatives, including entering a dialogue with the perpetrator, and support systems that work in conjunction with traditional criminal justice approaches. Norway and Iceland, for example, have shown promise with localized rehabilitative approaches to incarceration.¹⁰ These approaches prioritize community-driven solutions and family connections, in contrast to traditional punitive methods.

Change factor #3: Criminal justice systems face a complex sociopolitical environment with conflicting expectations of justice.

A stable and effective justice system relies heavily on political stability and public endorsement. But public trust in justice systems can be influenced by a variety of factors, including political narratives and demographics. In today's world, however, justice systems must navigate a complex and often contradictory sociopolitical landscape. On one hand, high-profile events have sparked calls for justice systems to become more fair, transparent, and equitable. On the other hand, shifting public opinion has led to tough stances on justice, public spending, and policy. With many democracies going to the ballot box this year, justice systems will need to navigate this complex narrative and its impact on public trust. That will require remaining steadfast in their commitment to fairness and equity, while also being responsive to the needs and concerns of the public they serve.

Social justice movements world-wide have been instrumental in advocating for criminal justice reform. The Black Lives Matter movement, originating in the US more than 10 years ago, for example, has highlighted racial bias within criminal justice systems globally. Such movements have called for drug, youth justice, and other reforms, and addressing well-reported systemic disparities in incarceration rates. There's also greater political support across ages, ethnicities, and genders for alternatives to imprisonment, especially for younger people, women, and perpetrators of non-violent crimes. Broad advocacy for alternative measures has been identified in such countries as Australia, the US, and Cambodia.

Conversely, the rise of populism in Europe, the US, Brazil, and other countries has led to tougher law and order stances. These governments and movements have typically sought to increase penalties for criminal activity, enact stricter immigration laws, and reduce spending on social programs.

Change factor #4: Technology continues to reshape many aspects of the criminal justice system.

Criminal justice systems around the world are increasingly integrating technology into their operations. Cloud infrastructure, automation, artificial intelligence (AI), data analytics, and digital communication platforms can not only optimize efficiency and enhance investigative processes, but also foster a more inclusive and accessible experience.

Technology adoption in criminal justice systems, in many cases accelerated during the COVID-19 pandemic to allow operations to continue despite physical restrictions. Taking courts as an example, this has led to structural shifts in court operations, including virtual technology, automation of routine tasks, and electronic filing. In the US, for example, such changes have resulted in expedited legal processes, reduced case backlogs, and increased court participation.¹¹ Early data suggests that such technological shifts have the potential to improve efficiency, affordability, and accessibility for participants in the legal process.¹²

As crime increasingly incorporates a digital element, driven by the widespread use of smartphones and the growth of online platforms, law enforcement agencies worldwide face escalating challenges in managing the growing volume and complexity of digital evidence. This is worsened by inadequate infrastructure, a shortage of skilled professionals, and inconsistent implementation of new technologies, which in turn risks regional disparities in justice delivery, and is resulting in a growing backlog of devices awaiting forensic analysis. Policing acknowledges the potential of digital forensic technology, artificial intelligence, cloud solutions and biometric technology to address these issues, especially in the prosecution of sexual offences and CSAM, but a coordinated national approach will be essential to realize these improvements.¹³

However, the integration of technology also presents risks and challenges, including concerns relating to cybersecurity, privacy, and ethics as well as the rapid rate of change. Criminal justice systems need to be agile and responsive in integrating technology into their operations. This requires a skilled workforce with the necessary processes and capabilities to take advantage of the opportunities presented by technology. Law enforcement

professionals also face a difficult imperative: striking a balance between harnessing the potential of technology while protecting individual rights and mitigating the risks of growing and complex datasets, technology misuse, and ethical concerns.

Change factor #5: Criminal justice systems will need to adapt to manage the climate crisis.

The pandemic served as a reminder of the importance of preparedness. However, critical dialogue on preparing justice systems for the impact of the climate crisis on justice outcomes and health remain relatively muted.

Natural hazards and climate change pose significant challenges to the criminal justice system. Some 30% of the prison population lives in the 12 countries most exposed to natural hazards, and recent weather events have disrupted criminal justice processes.¹⁴ As the global climate crisis escalates, disruptions could create novel challenges for law enforcement worldwide.

Climate change has the potential to affect criminal justice globally in several ways. Aging, environmentally sensitive infrastructure, coupled with the increased frequency of climate-related incidents, pose not only a direct threat to lives, but also an additional financial burden on justice systems. Even under normal circumstances, the existence of disease, substance dependency, and mental illness in global prisons is higher than the general population. But health risks from heat-related illnesses caused by rising temperatures are likely to become more prevalent.

Climate change has also been increasingly linked to various forms of environmental crime, including fraud, and illegal deforestation and trafficking.¹⁵ For example, environmentally friendly technology requiring rare earth elements has resulted in organized crime groups exploiting such demand. Demand for land and resources has also led to increasing illegal deforestation. This also undermines efforts to mitigate climate change by reducing the capacity of forests to absorb carbon dioxide. The environmental degradation is often coupled with violence, as these criminal organizations target land defenders and local communities.¹⁶

Promoting environmentally sustainable practices in criminal justice systems can be achieved through the development of climate-resilient prison estates, innovative prison designs that prioritize rehabilitation, greater localization of prison facilities, and proximity of court buildings to allied institutions. Drawing inspiration from the nimble responses to the pandemic, the lessons learned can guide justice systems to align with international sustainability goals while enabling safer, more secure communities around the world.



The Top Opportunity Areas to Reimagine

Responding to New Crime Types and Trends

Opportunity #1: Cyber—With cybercrime becoming more prevalent, implementing measures using technological advances to mitigate the impact of these crimes and keep pace are more important than ever.

Cybercrime caused US\$8 trillion in losses last year, but cybercriminals' rapidly evolving level of sophistication makes them hard to catch.¹⁷ As a result, law enforcement efforts should become more technologically savvy and focused on identifying and quashing cyber threats at an earlier stage.¹⁸ In line with this need, the UN Cybercrime treaty, currently in development, seeks to establish a legal framework on a global scale to encourage international cooperation aimed at tackling cybercrime and prosecuting criminals.¹⁹ The rise of impersonation and deep fakes and their threat to data privacy and intellectual property matters have increased the urgent need for such responses. But to succeed, law enforcement agencies will require upskilling in advanced technology and tooling aimed at combatting fast-changing complex crime types, as well as the funding to finance these activities.

Opportunity #2: Illicit finance—The criminal justice and finance sectors should pursue an ecosystem-level, digital response to combat fraud.

Illicit finance, which involves illegally earned or transferred money, or instances where money is used to enable crime, is a large-scale criminal activity spanning borders and sectors. It also has had a significant impact on the global economy, encompassing corruption, money laundering, and terrorist financing. According to the United Nations Office for Drugs and Crime, the estimated amount of money laundered was 2% to 5% of global GDP in 2022, equating to approximately US\$1.9 trillion to US\$4.9 trillion, and accounts for 41% of all recorded crime in the UK.²⁰ But despite the US\$1.28 trillion spent by governments globally to combat illicit finance threats, less than 1% of proceeds are recovered annually.²¹

Because of its cross-border and cross-sector reach, an effective response requires a multi-industry effort. An effort that includes building up long-term strategies, systems, and measures which require more aggressive information and intelligence-sharing activities across the public-private sector and encourage an increased level of collaboration between them. Also important is upskilling criminal justice system professionals to understand and combat this form of crime as well as investing in the tools and technologies needed to foil increasingly sophisticated and complicated methods of attack. Sitting above these efforts is the critical need for clear cross-system leadership across sectors that can bring together industries, skillsets, and countries involved to form a considered and universal approach that encourages cooperation for the public good.

In the UK, for example, the Economic Crime Plan for 2023–26, which builds on the existing Economic Crime Plan for 2019–2022, sets out a variety of programs, including an enhanced unit aimed at gathering financial intelligence about money laundering.²²

Reforming the System

Opportunity #3: The justice ecosystem—The criminal justice system could benefit from transforming into one continuum linking involved organizations.

While the criminal justice system currently works as a collection of agencies, it could benefit from becoming a single continuum with greater collaboration between internal and external stakeholders. This increased interaction could help fill skillset gaps in such areas as data and reduce siloes between organizations and across multiple sectors.

In the UK, for example, there is an ongoing drive to create a continuum of internal collaboration and sharing of data—building up a view of perpetrators across the components of the justice system, from police to courts to probation. In 2022, the Ministry of Justice (MOJ) announced its three-year Data Improvement Strategy aiming to transform the management of its data, build data capability, and change how users engage with this information.²³ Underlying the effort is an understanding that undergoing data transformation and leveraging data-driven insights can improve justice outcomes. But doing so requires greater collaboration among the components of the criminal justice system, as well as an increased understanding across MOJ workers, of the critical role that organizational data plays in enabling this linkage to work. Ultimately, developing such a system can reap rewards in the form of early intervention and prevention, a full view of a perpetrator's journey, and a holistic understanding of a victim's experience throughout the system. These insights have the potential to create the visibility across the whole justice ecosystem that is necessary to manage the needs of the system and improve justice outcomes for victims and perpetrators.

A further critical element in building successful collaborations among criminal justice organizations lies in harnessing external stakeholders, including the private sector, to enhance public sector delivery of justice. While such public-private partnerships (PPPs) are still in their infancy, they are already widely in use in other areas. In the public healthcare sector, for example, collaborations have provided the backbone of projects ranging from the redevelopment of hospitals to the procurement of medical supplies. Harnessing such public-private relationships in criminal justice could result in improved efficiency, greater innovation, and the ability to access expertise to better identify and combat threats. Interpol's Global Crime Trend Report in 2022 highlighted the value that timely information sharing between public and private entities could create, especially if placed at the heart of the overall criminal justice ecosystem, rather than having each component of the system working in its own silo.²⁴

Opportunity #4: Court modernization and sentencing —That means modernizing the court system, including a focus on rehabilitation vs. punishment.

The introduction of more modern methods of operation during the COVID-19 pandemic, such as remote proceedings, highlighted the potential for court modernization and the ability to streamline a person's journey through the justice process. Justice systems can build on this momentum to continue streamlining and automating repetitive processes within the courts, especially to address the growing volume of cases and the backlog from the pandemic. Innovations in low-tech are providing faster and broader access to justice for many citizens, and courts around the world are harnessing technology in new ways to simplify and enhance the experience. For example, in recent years both Estonia and Singapore have launched chatbots/guided questionnaires to help citizens navigate their legal systems.²⁵

But court modernization also requires a re-evaluation of the purpose of the court system itself. In family and civil cases, online dispute resolution often provides an efficient and effective alternative to court, with digital solutions in use in the Netherlands and Israel.²⁶ In criminal cases, while the approach is still punitive in many countries, there are examples where delivering justice focuses instead on the rehabilitation of prisoners and perpetrators and their reintegration into society.

Norway is one such example where there is a greater focus on rehabilitation over punitive action. The country has a decentralized system of small, community-based facilities created to help the rehabilitation and reintegration process. Prisons are in areas that allow incarcerated individuals to be geographically close to their homes, helping them maintain relationships with friends and family and, as a result, have a strong support system after they leave the justice system.²⁷

Also important is redirecting funding towards rehabilitation and ensuring that investment extends to organizations, including health and social care, that can help ensure long-lasting results.

Opportunity #5: Alternatives to custody—There are other options besides incarceration.

A corollary to an emphasis on rehabilitation is the use of noncustodial alternatives, including community service, fines, and other appropriate steps. Such measures could address the rate of recidivism and reduce work and resource burdens in overcrowded prisons. The UK, for example, recently introduced the Sentencing Bill, which, among other provisions, would place a duty on the courts to suspend sentences of 12 months or less in most cases.²⁸ In 2019, Scotland extended its Presumption Against Short Sentences (PASS) legislation to cover sentences of less than 12 months, up from its previous 3 months.²⁹

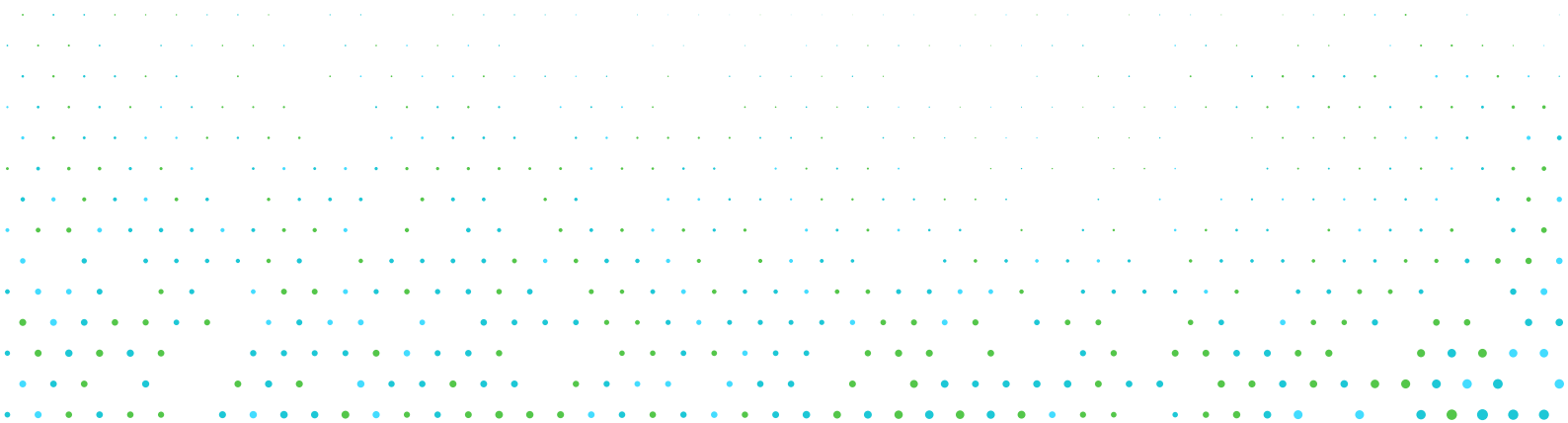
Another approach is to reevaluate sentences in line with the crime type and severity. Australia provides one example. There, the Police Drug Diversion Initiative (PDDI) mandates that police steer adults guilty of simple drug possession offenses to health service providers, rather than the criminal justice system.³⁰ And a recent report from researchers at the University of Bristol recommended that, for certain infractions, criminal justice systems rely more on such steps as fines and diverting individuals to health services, instead of locking them up.³¹

Opportunity #6: Prevention—Criminal justice and other organizations need to intervene before criminal activity occurs.

The positive impact of social and welfare programs on crime prevention is well established. Programs that prioritize education, employment, housing, and mental health not only offer support to vulnerable and underserved populations, but also contribute to reducing the risk of criminal activity and the need for justice system activity. Youth engagement initiatives can divert young people from crime involvement by providing mentorship, skills training, and positive social networks.³² Similarly, mental health and substance abuse programs can decrease instances of drug-related crimes and violence by offering treatment and rehabilitation services. Conversely, recent research has uncovered the negative effect of austerity measures on crime, preventative approaches, and welfare programs.³³

Ultimately, governments should think beyond the boundaries of criminal justice systems to focus more on prevention and on the conditions experienced by individuals before they become justice-involved that might lead to criminal conduct. Doing so means coming to terms with unmet social needs that can contribute to crime—such as poverty, mental illness, homelessness, and substance abuse—and investing in services, like programs mentoring at-risk youth that can help reduce the risk of criminal involvement. Similar focus must be given to resettlement activities on release from prison—promoting reintegration and preventing future criminal behavior.

That will require not just collecting data within the criminal justice system, but also working with other social service and health care organizations to gain insights into the experiences of individuals before their involvement with the justice system. For example, research shows that those who have experienced four or more adverse childhood experiences are over 20 times more likely to be incarcerated during their lifetime than others.³⁴



Investing in Enablers of Justice

Opportunity #7: Workforce—There is a need to address challenges around mental health and upskilling among the criminal justice workforce.

With a combination of factors, from exposure to trauma and violence to long hours and staff shortages, employees within criminal justice systems face a tough working environment and challenges to their mental health that need to be addressed.³⁵ A 2019 UK study of emergency services personnel found that 70.4% of police officers reported experiencing mental health problems.³⁶

Solutions include reducing manual workloads using tools and technologies that automate repetitive processes as well as rethinking funding in the justice space to ensure there are sufficient resources devoted to staffing. To help create more efficiencies, organizations can identify ways in which to collaborate with other criminal justice entities to identify areas of duplication.

In the short term, justice systems may also need to consider reducing service levels through, for example, increased triage. They can also look to alternative resolutions that avoid litigation or other burdens on courts to avoid workforce burnout, dissatisfaction, and low levels of engagement.

Also important is providing personnel with the training and support needed to handle the high volumes of crime and the more complex crime types they face.³⁷ That might require providing incentives to workers to receive upskilling.

Opportunity #8: Digital, data, and AI —They can be leveraged to deliver better justice outcomes and efficiencies.

While data and AI are contributing to increasingly complex criminal activity, they also present opportunities for law enforcement.

Justice systems around the world are underpinned by legacy technology systems that are difficult to use and create information siloes. Staff may be required to use many of these systems, along with emails, phone calls, and offline processes, in a single workflow. But digitalization is allowing exemplar organizations in the UK and Canada to reengineer these systems and processes, replacing them with agile digital services that can also reduce reliance on large technology suppliers.³⁸ AI and automation can streamline tasks throughout case management, including workflow automation, and report generation, and is showing promise in helping officers across the public sector.³⁹ Additionally, these tools can improve decision-making and monitoring by linking individuals to specific programs or social service agencies and tracking their progress towards rehabilitation goals. This allows organizations to redeploy their personnel to focus on more complex projects. Research suggests that 44% of legal tasks could be automated by using AI in the US and Europe.⁴⁰ Such efforts would expand on the use of online court appearances introduced during the pandemic.

More ambitious is linking criminal justice departments and organizations through shared technological ecosystems, infrastructures, and architectures, governed by common standards. This would enable cross-system analytics, including predictive analytics and forecasting, and a holistic view of cases, defendants, victims, and outcomes. Quality data underlies the success of technology implementations in justice systems. However, despite the recognition of data as a critical strategic asset, initiatives to optimize data practices remain limited.⁴¹ Common unique identifiers and data-sharing practices—supported by robust data governance, culture, and management



practices—can simplify and improve justice data landscapes. This, in turn, can pave the way for new digital services and improve decision-making at both the practitioner and system leader levels. By overcoming these siloes, justice systems can unlock the full potential of technology and improve outcomes for stakeholders. Finland, for example, has implemented unique identifiers for both victims and defendants⁴² and frequently ranks highly in international comparison indices measuring the quality of justice systems.

Ultimately, the ability to minimize human error and bias from some justice activities may also prove to be a revolutionary opportunity. Steps will need to be taken to mitigate potential errors from data, including work around data quality, ethics, and ensuring that data is ‘fair’, and is well-governed and modelled.

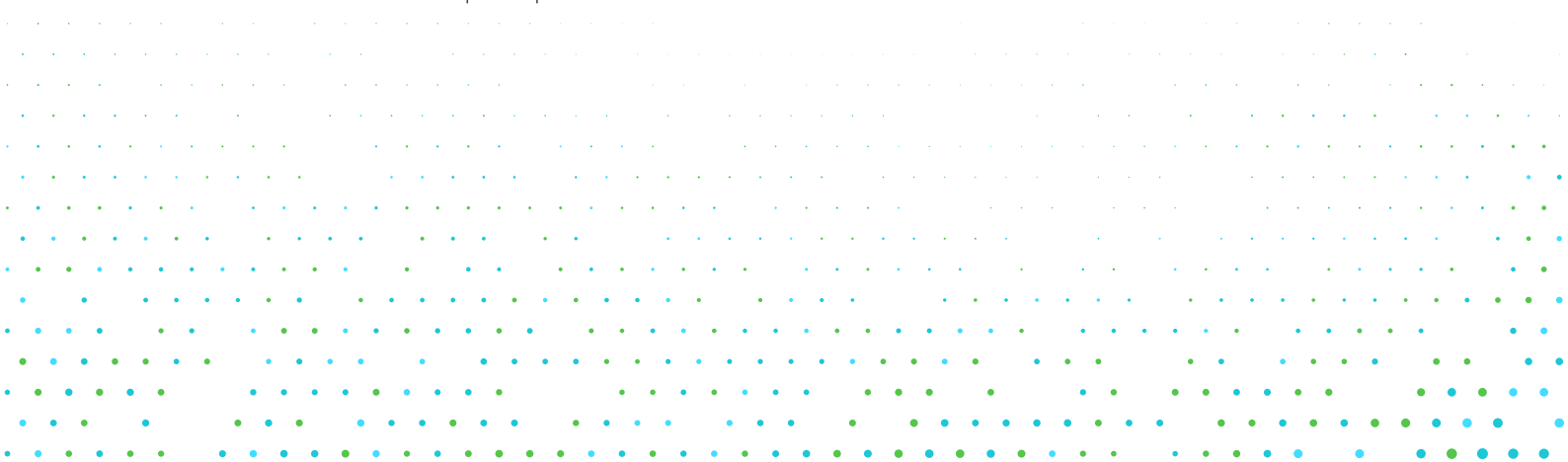
Opportunity #9: Prison facilities—Criminal justice systems can reimagine prison environments.

The climate crisis could challenge our prison estates in their current guises, with aging infrastructure vulnerable to the increase in natural disasters and adverse weather forecasted by 2030. For example, in the UK’s third Climate Change Risk Assessment (2021), prison services were identified as a new specific risk given the vulnerability of prisons to high ambient temperatures.⁴³ This risk presents a chance to reimagine prison architecture by adopting designs focused on rehabilitation and sustainability. By integrating principles of ethical architecture—emphasizing humane treatment and providing positive environmental stimuli—justice system personnel can create facilities that offer an alternative to traditional forms of custody and improve the interaction between staff and inmates, reduce workplace stress, and lower recidivism rates. Scandinavian examples, like Denmark’s Storstrøm Prison and Norway’s Halden Prison, demonstrate the potential of such designs to mimic the outside world, promoting rehabilitation and reducing future reincarceration levels. Such initiatives have contributed to Scandinavia’s comparatively low recidivism rates—20% in Norway vs 70% in the US.⁴⁴ This shift towards more humane, rehabilitative prison environments not only supports the well-being of inmates but also aligns with broader societal goals of effective reintegration and sustainability.

Ideally, building a prison system that emphasizes rehabilitation should start with rethinking its physical design and environment as well as the programs it offers. HMP Berwyn, which opened in 2017 in Wrexham, North Wales, is perhaps the flagship example.⁴⁵ Built for 2,100 inmates, the low-rise buildings include an education block, multi-use game areas, space for meetings between inmates and reintegration advisors, and a laptop and phone in every cell (called “rooms”), among other features. While there has been some controversy about the facility,⁴⁶ it still shows great promise, according to recent reports.⁴⁷ Another noteworthy example is the system in Norway, where each prisoner has their own cell. There’s a higher inmate-to-staff ratio than is typical in other countries, and prisoners can access educational, mental health, and job training services.⁴⁸

Research also shows a potential relationship between having more green space in prisons and a reduction in violence. A 2021 study by researchers at the University of Birmingham and Utrecht University identified the prevalence of trees, lawns, and other greenery at prisons in England and Wales and compared the data with incidents of assaults and other information.⁴⁹ The results showed that facilities with more green space had lower levels of violence.

The financial and economic case is clear: Investments in rehabilitation and prevention (Opportunities #5 and #6), enabled by modern and purpose-built facilities (Opportunity #9), will likely result in lower recidivism rates and the need for fewer prisons. In the UK, research shows that recidivism costs £18 billion per year,⁵⁰ while building 20,000 additional prison places will cost £4 billion.⁵¹ There is a dual saving to addressing recidivism through investing in rehabilitative programmes. Through increased spending on rehabilitation, recidivism will likely lower, which therefore reduces the need for more prison places.

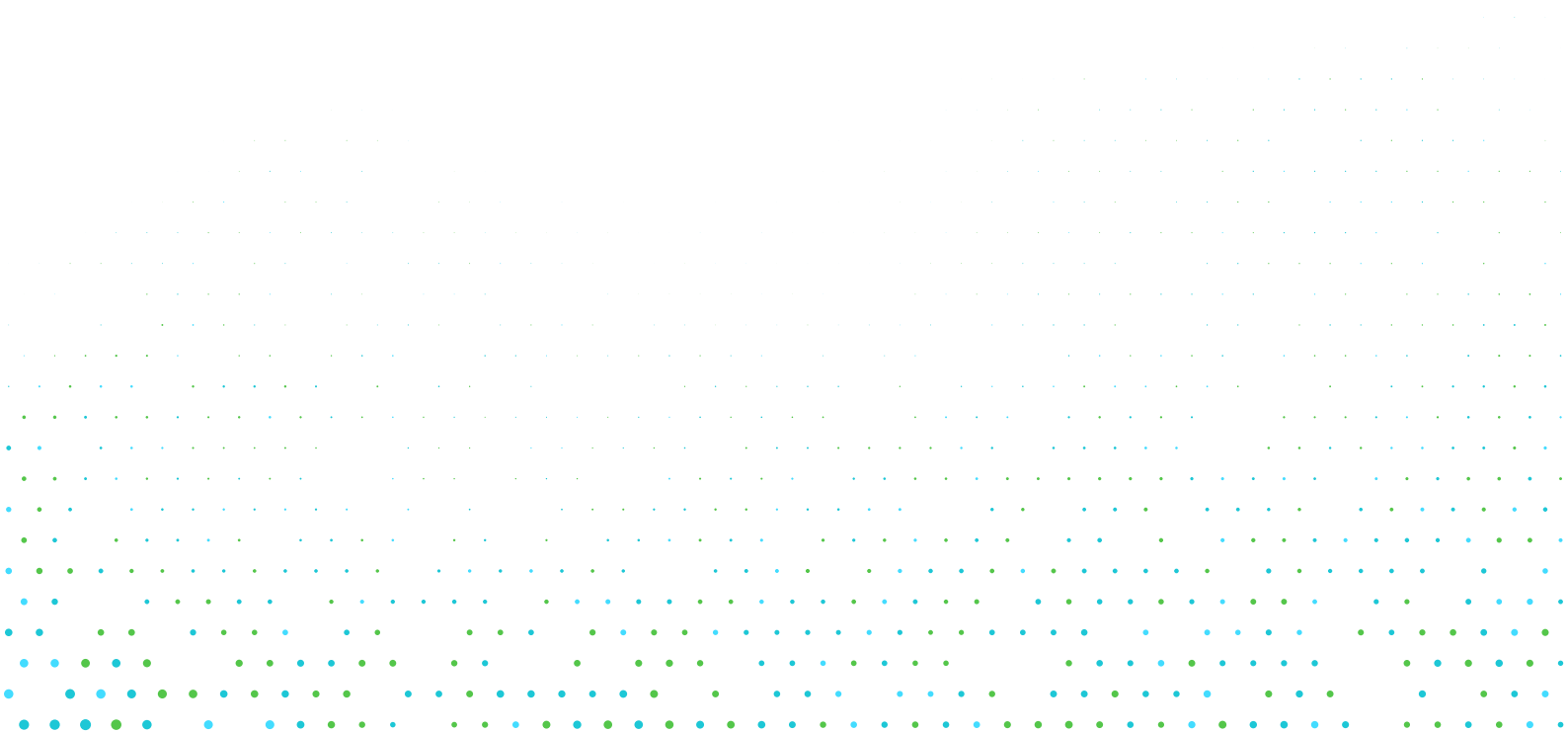


Opportunity #10. Evidence—Understanding the steps required to navigate the complexity of change will call for a stronger global justice evidence base, gathered through new techniques and global collaboration.

Policymakers desire evidence that making these changes to systems leads to better outcomes. It is therefore critical that justice systems commit to generating proof of their success as they transform—and that they share this information so others can benefit from their learning.

To that end, justice systems can leverage the significant advances in data processing power and techniques brought about by cloud computing, data science, and AI by committing to collecting the right data about a policy on conception. With an effective data strategy, departments can undertake a far higher number of evaluations and longitudinal studies. As a result, the global justice evidence base could see an explosion in an understanding of what works and for whom.

Generating evidence also requires a cultural/mindset shift through which policymakers can become more comfortable piloting solutions in situations where there is a gap in the current evidence base, using such methods as randomized controlled trials and A/B testing, and rapidly evaluating results. In these situations, carefully designed pilots can save the high cost of failure associated with national rollouts that fail to meet their intended goals. For inspiration, the justice sector could look to the health and technology industries, where leading practices include A/B testing product changes, and failure enabling lessons to be learned more rapidly, to better innovate justice systems that fit in today's world.



Next Steps

Our objective is to ignite broader sector conversations, encourage transformation of our global justice landscape into one that better values fairness, efficiency, and equity. We are advocating for bold changes that align with the modern world, helping ensure justice systems are fit for purpose, future-ready, and are supported by safe, thriving societies.



Contacts



Beth McGrath
Global Government & Public Services Leader
Deloitte Global
bmcgrath@deloitte.com



Richard Hobbs
Global Justice Leader
Deloitte Global
rhobbs@deloitte.co.uk



Karen van Monsjou
Partner
Deloitte Netherlands
KvanMonsjou@deloitte.nl



Claire Gibson
Director
Deloitte UK
clgibson@deloitte.co.uk



Paul McCarthy-Christofides
Senior Manager
Deloitte UK
paulchristofides@deloitte.co.uk



Samar Mahmud
Manager
Deloitte UK
sammahmud@deloitte.co.uk



Anna Chandrakanthan
Senior Consultant
Deloitte UK
apchandrakanthan@deloitte.co.uk



Endnotes

1. Lawrence Kershen, [“Making justice systems more restorative—a view from the bench,”](#) The Law Society Gazette.
2. Interpol, [2022 Interpol Global Crime Trend Summary Report](#), October 2022.
3. Joseph Lee, [“Crime drops by 8% during year of lockdowns, says ONS,”](#) BBC News, May 13, 2021.
4. FBI National Press Office, [“FBI Releases 2022 Crime in the Nation Statistics,”](#) FBI, October 16, 2023.
5. Global Initiative Against Transnational Organized Crime, [The Global Organized Crime Index 2023](#), September 26, 2023.
6. Interpol, [“Financial and cybercrimes top global police concerns, says new INTERPOL report,”](#) October 19, 2022.
7. Penal Reform International, [Global Prison Trends 2022](#).
8. Shannon Heffernan and Weihua Li, [“New Data Shows How Dire the Prison Staffing Shortage Really Is,”](#) The Marshall Project, January 10, 2024.
9. Jaqueline Beard, [Research briefing: Sentencing Bill 2023-24](#), House of Commons Library, December 4, 2023.
10. University of Portsmouth, [“Reimagining rehabilitation: Iceland’s open prisons offer a blueprint for UK’s foreign national prisoners”](#) January 15, 2024.
11. United States Courts, [“As Pandemic Lingers, Courts Lean Into Virtual Technology,”](#) February 18, 2021.
12. Pew, [“How courts embraced technology, met the pandemic challenge, and revolutionized their operations,”](#) December 1, 2021.
13. National Police Chiefs’ Council, Association of Police and Crime Commissioners, [National Policing Digital Strategy: Digital, Data And Technology Strategy 2020–2030; Digital Forensic Science Strategy, July 2020](#); HMICFRS, [“Police forces overwhelmed and ineffective when it comes to digital forensics, new report finds,”](#) December 1, 2022.
14. Russell Webster, [Why is the whole world building new prisons?](#) May 11, 2022.
15. United Nations Office on Drugs and Crime, [“UNODC at COP28: Addressing illegal deforestation and illegal mining to reduce climate change,”](#) December 2023.
16. Ulrich Eberle and Bram Ebus, [“Crimes against the Climate: Violence and Deforestation in the Amazon,”](#) International Crisis Group, December 8, 2023.
17. Morgan, Steve, [“Cybercrime to Cost the World 8 Trillion Annually in 2023,”](#) Cybercrime Magazine, October 17, 2022.

18. Esentire, [2022 Official Cyber Crime Report](#).

19. United Nations: Regional Information Centre for Western Europe, [“A UN Treaty on cybercrime en route,”](#) May 4, 2022.

20. United Nations Office on Drugs and Crime, [“Money Laundering”](#); House of Lords Fraud Act 2006 and Digital Fraud Committee, [“Fraud represents 41% of all crime against individuals in England and Wales,”](#) November 12, 2022.

21. Interpol, [“International crackdown on West-African financial crime rings,”](#) October 14, 2022.

22. HM Treasury and Home Office, [Economic crime plan 2023-2026](#), March 30, 2023; HM Treasury and Home Office, [Economic crime plan 2019 to 2022](#), July 12, 2019.

23. Richard Price, [“Becoming a Truly Data Led Justice System,”](#) Justice Digital, Gov.UK, August 30, 2022.

24. Interpol, [2022 Interpol Global Crime Trend Summary Report](#), October 19, 2022.

25. Anett Numa, [“AI chatbot to replace and improve governmental e-services,”](#) e-Estonia, October 21, 2020; Ministry of Law Singapore, [Guide to iLab](#).

26. Ministry of Justice, [“Managing and resolving legal disputes between neighbors in condominiums”](#); Laura Kistemaker, [Rechtwijzer and Uitelkaar.nl. Dutch Experiences with ODR for Divorce](#), April 2, 2021.

27. First Step Alliance, [“What we can learn from Norway’s prison system: rehabilitation and recidivism,”](#) January 3, 2022.

28. UK Parliament, [Sentencing Bill](#), June 4, 2024.

29. Scottish Government, [“Presumption against short sentences extended,”](#) June 26, 2019.

30. Government of South Australia, [Police Drug Diversion Initiative](#).

31. Josh Torrance, Jasmine Khouja, and Emily Crick, [“Bristol in Brief: Drugs in the South West,”](#) University of Bristol, June 2020.

32. Australian Institute of Criminology, [What works in reducing young people’s involvement in crime, AIC Report and Literature Review](#), May 2020.

33. Kerry Bray, Nils Braakmann, and John Wildman, [“Austerity, welfare cuts and hate crime: Evidence from the UK’s age of austerity,”](#) Journal of Urban Economics 41, February 18, 2022.

34. Kat Ford, Emma R. Barton, Annemarie Newbury, Karen Hughes, Zoe Bezeczyk, Janine Roderick, Mark A. Bellis, [Understanding the prevalence of adverse experiences \(ACEs\) in a male offender population in Wales: The Prisoner ACE Survey](#), Public Health Wales, Bangor University, 2019.

35. Andrew J. Clements, Jessica Woodhams, Joseph K. Young, Fazeelat Duran, [“Editorial: The wellbeing of criminal justice personnel,”](#) Frontiers in Psychology 14, July 13, 2023,.

36. Mind, [Mental Health in the Emergency Services](#), 2019.

37. Theresa Redmond et al., [“How we can protect the protectors: learning from police officers and staff involved in child sexual abuse and](#)

exploitation investigations," *Frontiers in Psychology* 14, May 10, 2023.

38. Department of Justice Canada, [Digital Transformation Strategy 2021-24, 2022](#); Ministry of Justice, [Moj Digital Strategy 2025](#).

39. UNESCO, "AI and the Rule of Law: Capacity Building for Judicial Systems."

40. Steve Lohr, "A.I. is coming for lawyers, again," *The New York Times*, April 10, 2023.

41. Stergios Aidinlis, Hannah Smith, Abi Adams-Prassl, and Jeremias Adams-Prassl, [Building a Justice Data Infrastructure](#), University of Oxford, September 2020.

42. Natalie Byrom, "Victims are getting lost in the justice system – IDs could help," *Financial Times*, January 14, 2024.

43. HM Government, [UK Climate Change Risk Assessment 2022](#), January 17, 2022; Ministry of Justice, "Climate change adaptation strategy 2024: MOJ," April 22, 2024.

44. BBC News, "How Norway turns criminals into good neighbours," BBC News, July 7, 2019.

45. Lucy Ballinger, "HMP Berwyn: Inside Britain's new super-prison," BBC News, February 27, 2017.

46. Sarah O'Connor and Cynthia O'Murchu, "What went wrong at Britain's prison of the future?" *Financial Times*, March 7, 2019.

47. HM Inspectorate of Prisons, "HMP Berwyn – strong leadership but more to be done to rehabilitate," September 6, 2022.

48. BBC News, "How Norway turns criminals into good neighbours."

49. Dominique Moran, "Greenspace outside prison walls has a positive effect on prisoner wellbeing," University of Birmingham, January 13, 2022.

50. Ministry of Justice, [Economic and social costs of reoffending](#), Gov.uk.

51. Jacqueline Beard and Georgina Sturge, "The prison estate in England and Wales," UK Parliament, June 29, 2023.





Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms, and their related entities (collectively, the “Deloitte organization”). DTTL (also referred to as “Deloitte Global”) and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte provides industry-leading audit and assurance, tax and legal, consulting, financial advisory, and risk advisory services to nearly 90% of the Fortune Global 500® and thousands of private companies. Our professionals deliver measurable and lasting results that help reinforce public trust in capital markets, enable clients to transform and thrive, and lead the way toward a stronger economy, a more equitable society, and a sustainable world. Building on its 175-plus year history, Deloitte spans more than 150 countries and territories. Learn how Deloitte’s approximately 415,000 people worldwide make an impact that matters at www.deloitte.com.

This communication contains general information only, and none of Deloitte Touche Tohmatsu Limited (“DTTL”), its global network of member firms or their related entities (collectively, the “Deloitte organization”) is, by means of this communication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No representations, warranties or undertakings (express or implied) are given as to the accuracy or completeness of the information in this communication, and none of DTTL, its member firms, related entities, employees or agents shall be liable or responsible for any loss or damage whatsoever arising directly or indirectly in connection with any person relying on this communication. DTTL and each of its member firms, and the unrelated entities, are legally separate and independent entities.