



# Between Tradition and Modernity: Digital Maturity of Judicial Organisations

**Dr Victoria Knight**

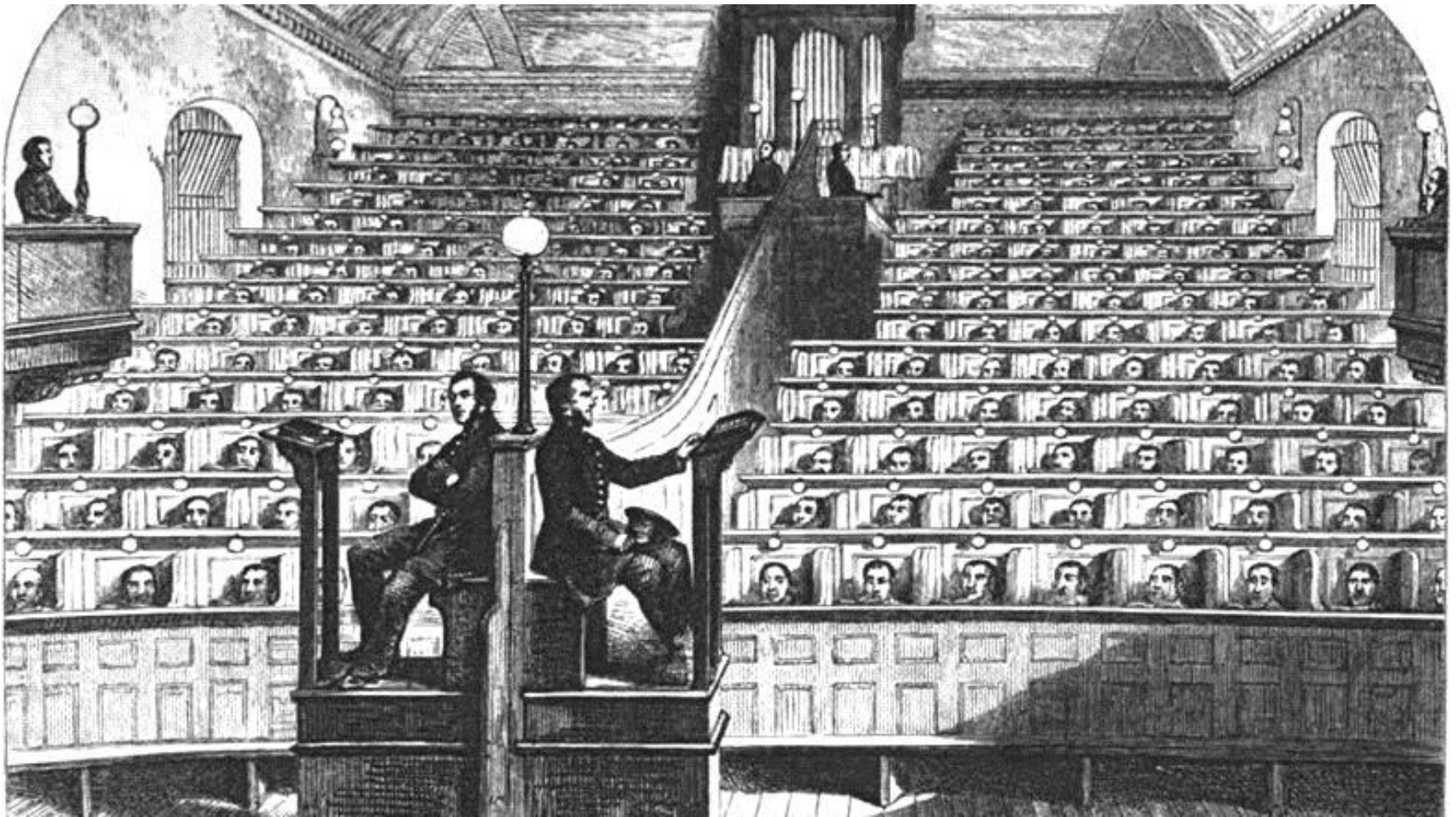
**Steven Van De Steene**

# Outline

- Traditions
- Modernity
- Challenges
- Digital Maturity
- Next steps



# Traditions



# Prisons' Responses to Communicative 'Innovation'



Separate and silent system (Forsythe 2004; Jewkes & Johnston 2009)



Newspapers and radio introduced in 1954 in UK –under supervision



TV took 12 years to introduce in UK



Privileged- not neutral



Emotive- fear, anxiety, hope, guilt, excitement, anger:

*When I joined the prison service in 1982 people were terrified of allowing prisoners to have FM radios... (Narey 2015)*

# Challenges



Fear



Architecture



Change  
management



Public opinion



Cost



Public vs private  
agendas



Governance



Aims of  
imprisonment

# Modernity

- Use of technology is increasing\*
- New developments (*Big data & privacy; AI & Robotics*)



- Knight & Van De Steene, 2017: Digital transformation for prisons: Developing a needs-based strategy, *Probation Journal*, Volume: 64 issue: 3, page(s): 256-268
- Elison-Davies et al; 2018: The Role of Technology in Offender Rehabilitation, AC #5 p107-119

Technology **in** Corrections

**NO**

**YES**



The  
inevitability  
of using  
technology



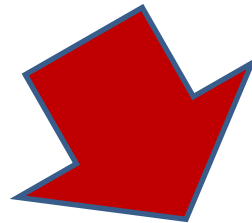
# e-Government

**Layne & Lee Model (1970 → 2000):**

**→ Increased information quality**

**→ Efficiency**

**→ Effectiveness**



**Public Sector Process Rebuilding model (PPR)**

**Andersen & Henriksen:**

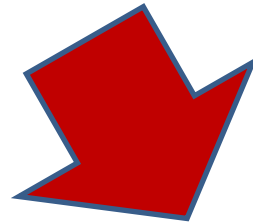
**→ Citizens & other stakeholders participation**

**→ Values, interaction, orientation & objectives**

# e-Government

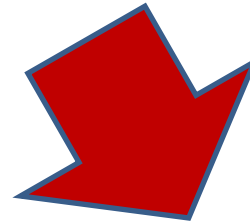
**Government-centric** approaches:

Focus on internal efficiency and effectiveness



**Citizen-centric** approaches:

Anticipating the needs of citizens



**Citizen-driven** approaches:

Citizens determining their needs in partnership



# Technological Innovation



- Technology will not by itself lead to innovation!

# Innovation

## Innovation is....

1. IMAGINATION
2. ECONOMIC
3. EXPECTATIONS END-USER
4. RISK-TAKING
5. EVOLUTIONARY OR REVOLUTIONARY
6. NEW TO THE ORGANISATION
7. SHAPING THE FUTURE



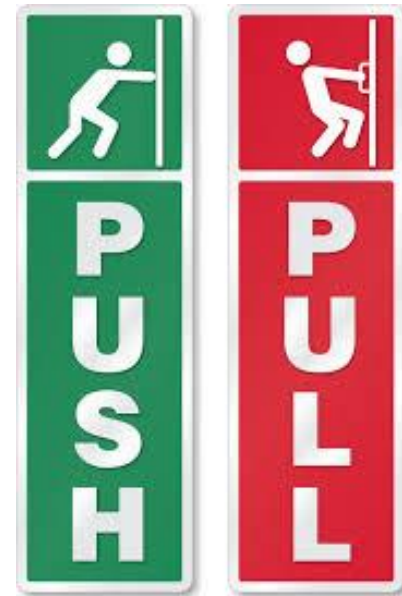
**The Capacity and Capability of Digital Innovation in Prisons ((Knight & Van De Steene, 2017)**

# Innovation

## Capacity and capability of Digital transformation

*...the implementation of a new or significantly improved product (good or service), or process, a new marketing method, or a new workplace organisation or external relation (OECD 2005).*

What is innovation?

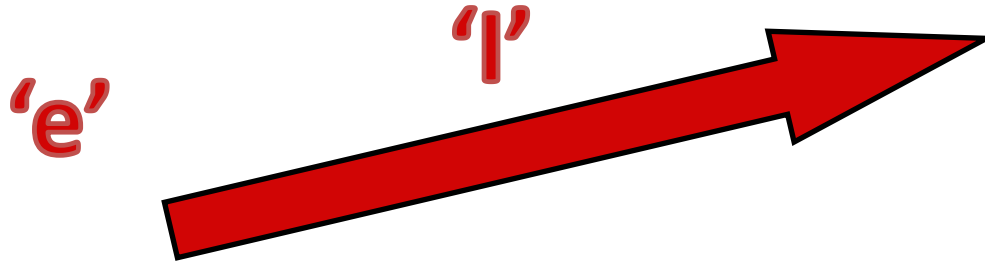


# Smart Prisons

To become smart....



**'SMART'**



**TELE**

# Smart Prisons



## The Smart Cities Concept...

1. More **USER-FRIENDLY**
2. Targetting **SUSTAINABLE** development and better **QUALITY OF LIFE** for citizens
3. **INTELLIGENT** -acting products and services

# Type A & B Institutions

## Type A

Prisons, hospitals, school etc

- ...generally operate through 'agencies' in charge of the definition of the set of rules which the agents have to obey. (Coriat et al 2002)

## Type B

Operate under contract-provision not fixed-private, commercial

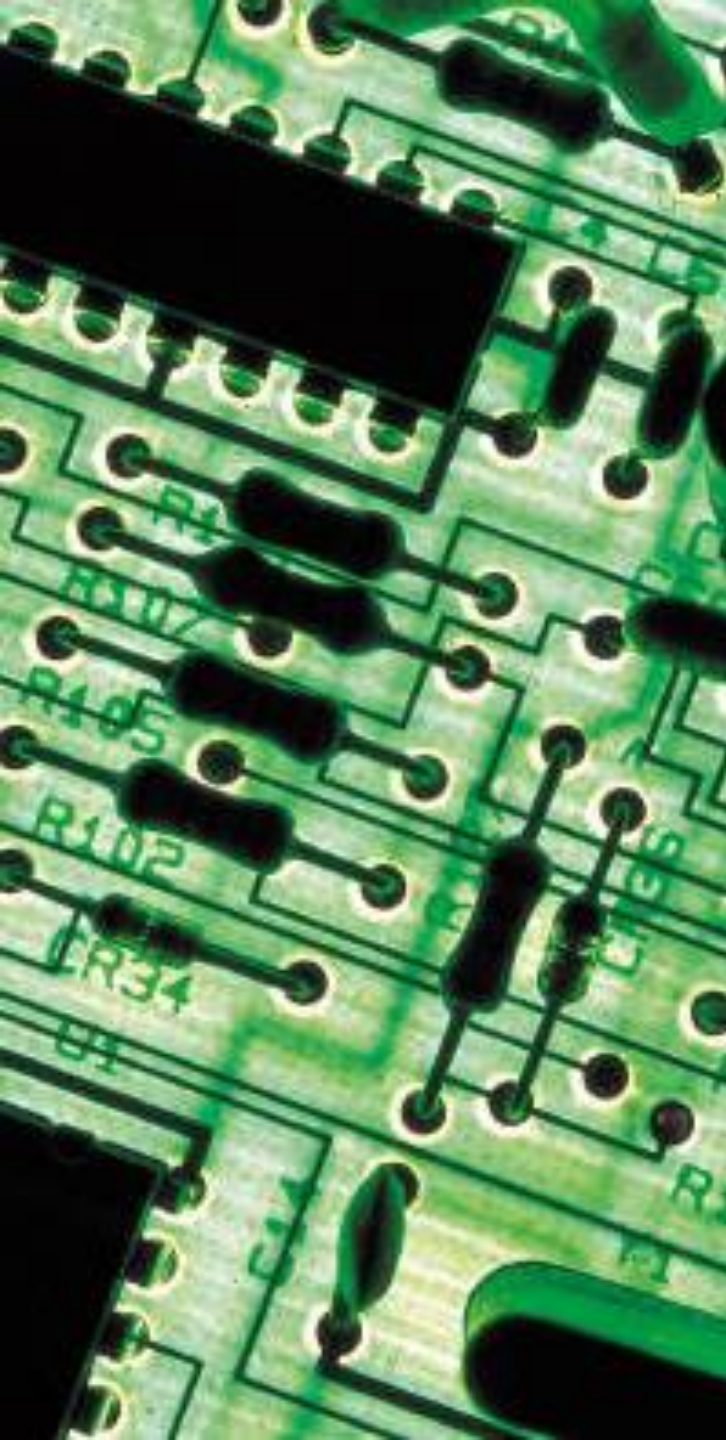
- ...give birth to entirely new fields of action or new environments (Coriat et al 2002)



# Digital lag

*...as emails now rapidly replace letters and very few people even consider letter writing anymore. I have been in the prison system for 6 years so far with another 16 to go...I am in the position where I can watch as everything changes...Some of us even find those people you grew up with or once were so close to, forget your there because your no longer around digitally. (Gary- prisoner)*



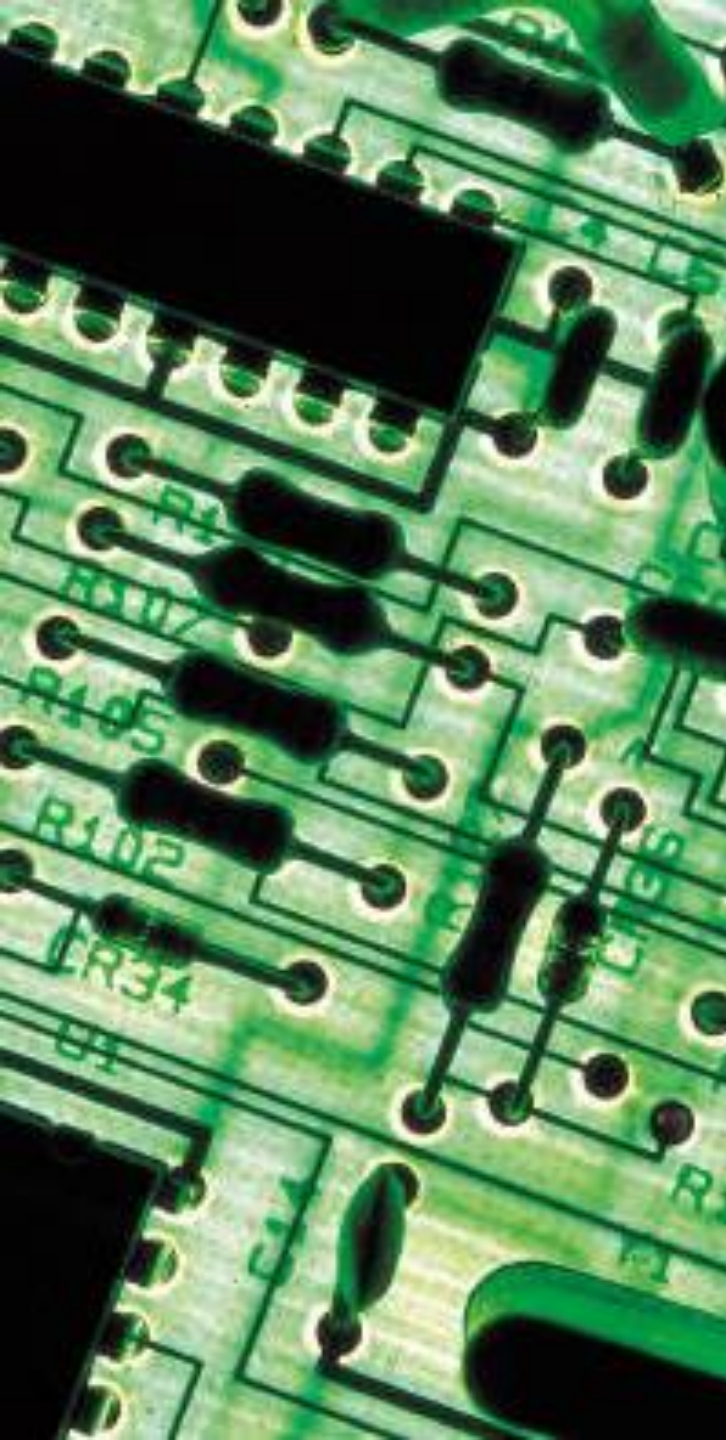


# Digital Maturity

---

- Different models- used widely (Many focused on commercial driven companies)
- Need to develop a corrections focused model
- Based on e-government maturity models
- Focussed on citizen-centric approach
- Adopting “Smart ‘concepts:
  - User-centric & -friendly
  - Sustainable – focuss quality of life & society
  - Intelligent

→ Understanding where organisations are at with respect to digital maturity:



# Developing a Digital Maturity Model for Corrections

---

- Achieving a digital culture:
- Building capacity
- Securing talent/experts
- Change management
- User and stakeholder focused
- Digital strategy
- Preparedness
- Ownership of your digital maturity journey
- Understanding and reflecting on maturity journey:
  1. New comers
  2. Learners
  3. Leaders



## Eliminating uncertainty?

*I think that the other thing which is an interesting element in the sex offender prison is they will sometimes say let them have access and let them have choice and then we will monitor what they are doing. If you take it all away then that's no use because we can't tell what they would be doing if they could. (Claire Governor)*

*...their enhanced suites you have got phones in cells and everything, so I am guessing everything goes with that. If it stops cell damage, if its more like home you are less likely to wreck it I suppose. (Tony, Deputy Governor)*

# Next Steps



## Consolidate knowledge

- Digital strategy
- Innovation or just progress
- Ethical and moral implications
- Digital maturity
- Coproduction



## Research project- global survey



**What do YOU need? Tell us**

# Thank you

- Dr Victoria Knight

[vknight@dmu.ac.uk](mailto:vknight@dmu.ac.uk)

@vicknight18

- Steven Van De Steene

[Steven@smartcorrections.com](mailto:Steven@smartcorrections.com)

@vdststev

- Knight, V. & Van De Steene, S. (2017) **Digitizing the Prison: The Light and Dark Future** *Prison Service Journal* May 2017 No 231
- Knight, V. & Van De Steene (2017) **The Capacity and Capability of Digital Innovation in Prisons: Smart Prisons** *Advancing Corrections Journal* Edition 3 <https://icpa.ca/advancing-corrections-journal/>
- Van De Steene, S. and Knight, V., 2017. **Digital transformation for prisons: Developing a needs-based strategy.** *Probation Journal*, 64(3), pp.256-268.