Developing Digital Strategies: Becoming a *Smart* Prison

Dr Victoria Knight

With Steven Van De Steene
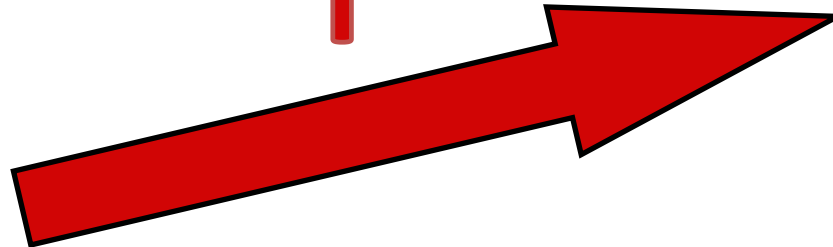
Evolution of Smart….

TELE 'e' 'I' **'SMART'**

...online to *onlife* (Hildebrant 2015)

Smart Prison

- User focused
- Reduction of limits
- Continuous flow of access- cell-workshops-education-leisure
- Using data to inform management
- Connected with the outside and the smart city
- Nurturing relationships

Whole ORGANISATION
More COMMUNICATION & COLLABORATION
→ **Organisational Ecosystem**

How might this **change** the experience of the prison?

- Social

- Psychological

- Economic

- Environmental

- Staff & prisoner Labour

IMPACTS ON PRISONER & STAFF

Digitization can enhance:

Prisoner	Prison	Policy
Digital literacy	Info sharing	Evidence based
Family contact	Public confidence	Research-design-development
Well-being	Cost benefits	

Benefits for Prisoner & Prison

Social interaction

De-escalation

Therapeutic

Normalising

Better control

Purposeful activity

Administrative

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Challenges

Architecture & design

Procurement

Digital lag

Resistance

Nervousness

Luxury

Staff labour

Ad hoc Solutions

Tablet

Entertainment

Distance learning

In-cell communication

Desktop

Complaints

Self-service

SHOPPING

Legal files

AD HOC DESIGN?

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...digital divide was redefined as an 'opportunity' it seemed to fall more to the individual to act on it. (Epstein et a 2011l

TIPS FOR DEVELOPING YOUR STRATEGY

Working out where you are

Generation	Motivation
First	Research & Technology Push
Second	Needs Pull
Third	Coupling of R&D and Needs Analysis
Fourth	Integrated business processes
Fifth	System integration & networking

Practicalities to implementation

- Cost & procurement
- Infrastructure
- Architecture
- Bandwidth
- WiFi
- Big data- storage management
- Designed to be context specific

- Security- cyber
- Legal
- Resistance
- Design and innovators in partnership
- Users in partnership
- Usability
- Dealing with non-users/refusers

Dealing with Public Acceptability
(Knight & Hadlington 2017)

- **Priorities for the public**
  1. **Rehabilitation**
  2. **Security**
  3. **Punishment**

- **The undecided-** 25-30% of those surveyed

- **Shifting opinion and informing the public**

Ethics

- **Mora**l- surveillance- control- labour- digital divide (access & skills)
- **Legal**- privacy, ownership of data

User-centric approach
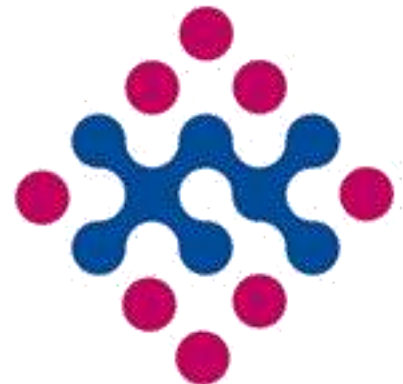
- Prisoners
- Staff
- Families
- Community

**They are all STAKEHOLDERS
Get feedback & co-produce**

Change management

- Staff views/practice

- Power

- Whole organisation on board

- Forms of control

- Technology 'working' for the prison- managerialist

Tips for developing the e-prison

❖ Governance → adopt technology into your strategy, tactical, operational discussions

❖ Design based on business requirements and principles → start to develop and share principles and guidelines

❖ Be open to rethink business processes & models → things created by humans can be changed by humans- innovation

❖ Manage Change → all stakeholders involved!

❖ Proactively shape opinion based on evidence
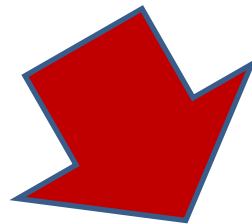
❖ Collaborate, share and talk about it!

e-Governance

Citizen-centric approaches:

Anticipating the needs of citizens

Citizen-driven approaches:

Citizens determining their needs in partnership

Thank you

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- Knight, V. & Van de Steen, S. (2017) **Digitizing the Prison: The Light and Dark Future** *Prison Service Journal* May 2017 No 231

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