



**ACHIEVING DIGITAL MATURITY IN
PRISONS:
A STUDY ON THE ORGANISATIONAL
READINESS TO SUPPORT THE
INMATES DIGITAL JOURNEY**

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WE WILL...

- What is Digital Maturity?
- Our Research
- A Digital Maturity Model for Prisons
- Our Findings- some highlights
- Invitation for Feedback

DIGITAL MATURITY

- Digital Transformation and Digital Maturity
- Varying models
- None are context specific taking into account types of organisations
 - Prisons are unique settings
 - People's experience of prison is distinctive
 - Ethical principles and moral drivers

DIGITAL TRANSFORMATION

“The application and use of modern technologies in the organization’s business processes to achieve its goals and increase efficiency”

Goal is ~~NOT using more and better technologies!~~ It’s about **transformation** in the sense of:

- Doing things **differently (better)** and use technology for it
- AND **Adapting** to a changing world

→ The focus lies on the **objective, the process** to achieve certain improvements and obtain better results

DIGITAL MATURITY

Understanding the transformational process is interesting:

- What works? What is the effect? Side effects? Compare technologies, ...

Part if it is also about understanding **the context** ...

We have focussed on the organisational context where this transformation takes place... improve our understanding and try to and learn from it

Maturity is about understanding the organisations **readiness**

- Digital maturity encompasses the thinking process around exploring and adopting digital technologies where appropriate as well as the decision making around defining the demarcation of its use and where it's not appropriate to transform analogue, human processes into digital ones.

DIGITAL MATURITY

Maturity is about understanding the organisations **readiness**

Digital maturity encompasses **the thinking process** around **anticipating digital change** and **exploring and adopting digital technologies** where appropriate as well as the decision making around defining the **demarcation** of its use and where it's not appropriate to transform analogue, human processes into digital ones.

DIGITAL MATURITY FEATURES & DIMENSIONS

ENVIRONMENT

ORGANISATION

OPERATIONS & PROCESSES

CUSTOMER-CENTRIC

DIGITAL CULTURE

BUSINESS MODELS/INNOVATION

TECHNOLOGY

Aslanova e.a. (2020)

Beck & Berghaus (2016)

Kane e.a. (MIT Sloan – 2017 – 2022)

Westerman & Bonnet (2021)

Capability Maturity Model (CMM)

TM Forum

Forrester

Open Digital Maturity Model (ODMM)

Valdez-de-Leon (Telco)

Andersen E-Gov (based on Lane & Lee model)

Literature review:

Ochoa

Teichert (2019)

OUR DIMENSIONS:

Prisoners

Organisation

Culture

Technological

Evaluation

PRISON DIGITAL MATURITY...A BESPOKE TOOL

- Developed from other models
- Context specific
- Needs-based
- Ethically grounded
- Practice-focused
- End user focused



OUR RESEARCH

- Our Prison Digital Maturity Tool (PDMT)
- Global online survey to CIOs in prison services (n=22) - quantitative data
- Case studies – one-to-one interviews with CIOs (n=4)- qualitative data
- Analysis
 - 3 maturity scores- **low, medium and high**
 - 5 maturity dimensions **prisoners, culture, organization, technological capability and evaluation**
 - Thematic analysis for case studies: **innovation and drivers, working practices, risk taking, ethical approaches, investment**

Facility/Country	Prisoners	Culture	Organization	Technological	Evaluation
6	High	High	Medium	Medium	Medium
7	High	High	Medium	Medium	Medium
8	High	High	Medium	Medium	Medium
9	High	High	Medium	Medium	Medium
10	High	High	Medium	Medium	Medium
11	High	High	Medium	Medium	Low
12	Medium	High	Medium	Medium	Medium
13	High	Medium	Medium	Medium	Low
14	High	Medium	Medium	Medium	Low
15	Medium	Medium	Medium	Medium	Medium
16	Medium	Medium	Medium	Medium	Medium
17	Medium	Medium	Medium	Medium	Medium

HIGH DIGITAL MATURITY IN PRISONS

- Leaders in readiness
- Scores HIGH in all 5 dimensions

...one vision, one mission...
(Case Study)

- Digital strategies cross government
- Informed and draw on expertise including end users
- Investment
- Strong rehabilitative agendas

...we try fast and fail fast...
(Case Study)

MEDIUM DIGITAL MATURITY IN PRISONS

- Progressors in readiness
- Scores High in 2 dimensions
- Citizen centric agendas- SMART ethos
- Cross working but with barriers
- Investment is small scale but evident
- Pilot and evaluate

***...not enough specialist skills...
(Case Study)***

LOW DIGITAL MATURITY IN PRISONS

- Preparers in readiness
 - Scores HIGH in 0 dimensions
 - Scores MEDIUM in 3-4 dimensions
-
- Strategic approach but siloed
 - Desire stronger partnerships and collaboration
 - Some nervousness in the context of prisons

...Try to champion a more enterprise approach... (Case Study)

CASE STUDY HIGHLIGHTS- AN IN-DEPTH LOOK LINK IN TO DIMENSIONS

- The PUSH- culture
- Management styles- org
- Partnerships- org
- Stakeholder engagement and feedback- evaluation
- Planning- culture and tech
- Cross-functional teams - org
- Change management- dig culture
- Performance management- evaluation
- Sourcing expertise- technology

AND SO....

- **Organisation**
 - Change management
 - Communication
 - Cross working
 - Stakeholder engagement
- **Prisoner:**
 - Engagement
- **Culture:**
 - Pull and not just push- risk taking
- **Evaluation:**
 - Evidence needed
- **Technology**
 - Needs based
 - Digital competency across all
 - Drawing on examples

WHAT DO YOU THINK?

- Your thoughts are welcomed
- Please complete our feedback tool

- Our plans:
- Develop a digital maturity tool for prisons?
- What other resources are needed?

We would like your initial thoughts to our digital maturity scale for prison services

Thank you

Follow the link:

https://dmupsy.qualtrics.com/jfe/form/SV_8DqGR6a3lytR9KS

Or sign in via the QR code



THANK YOU

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