

Innovation in Offender Management and its potential value for stakeholders

Ensuring that good ideas succeed

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This evening's themes

a 5-stage review

- Context of change – a view from outside, after Carter
- Challenge – dynamic system or federation of interests?
- More from less not less from more
- Harnessing 3 approaches to **innovation**
- Making it work – practical application in the real CJ world
- Q&A

Context of Change

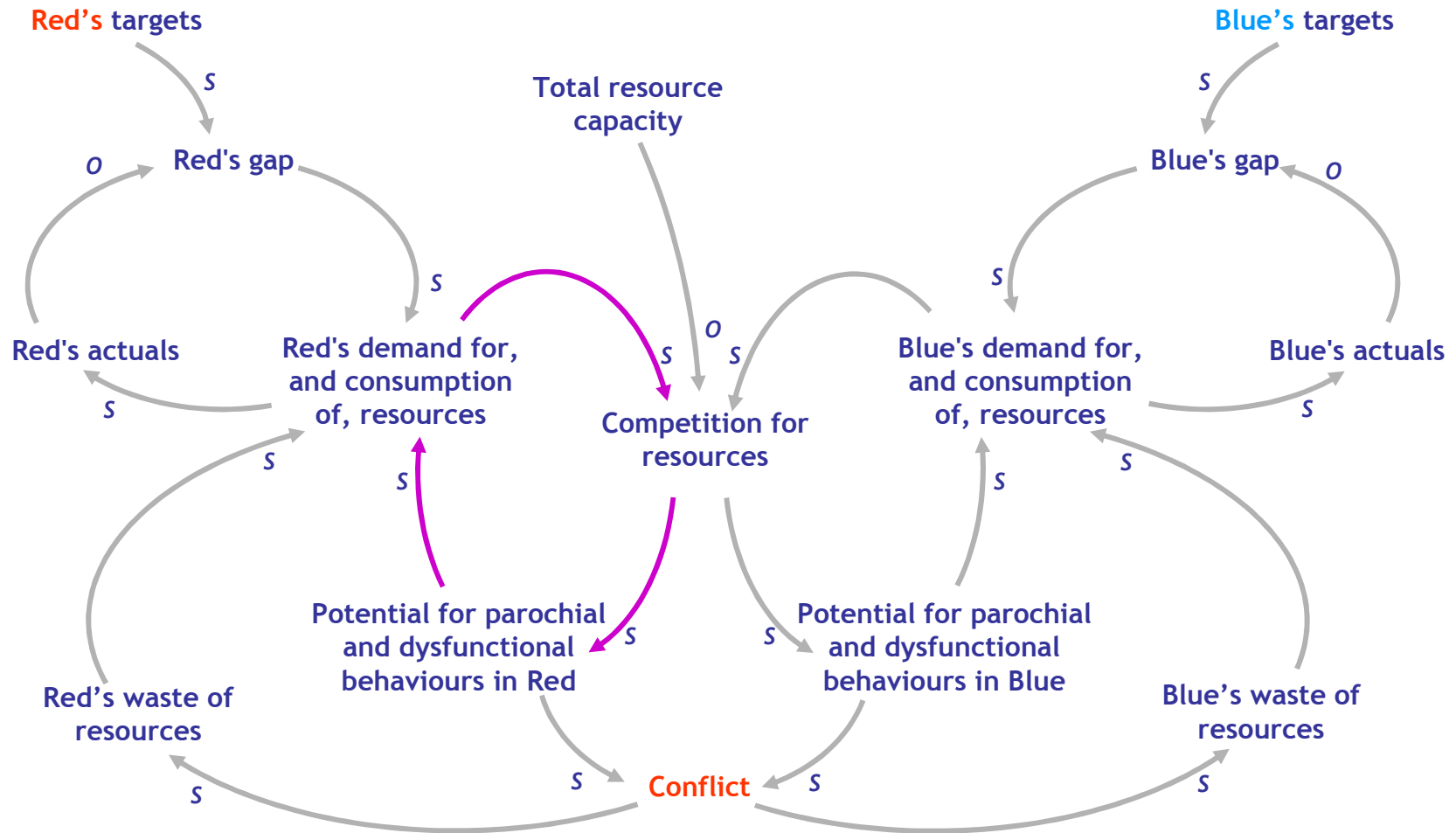
- “What & Why?” largely redefined – from policy to structural framework
- “How & Who?” nominally specified – with major assumptions yet to be validated
- Resource constraints
- Incomplete MIS
- Emergent performance standards (SLAs)
- Change whilst under extreme operational pressures
- Differing views on detailed implementation
- In other words ‘business as usual’.....!

Challenge

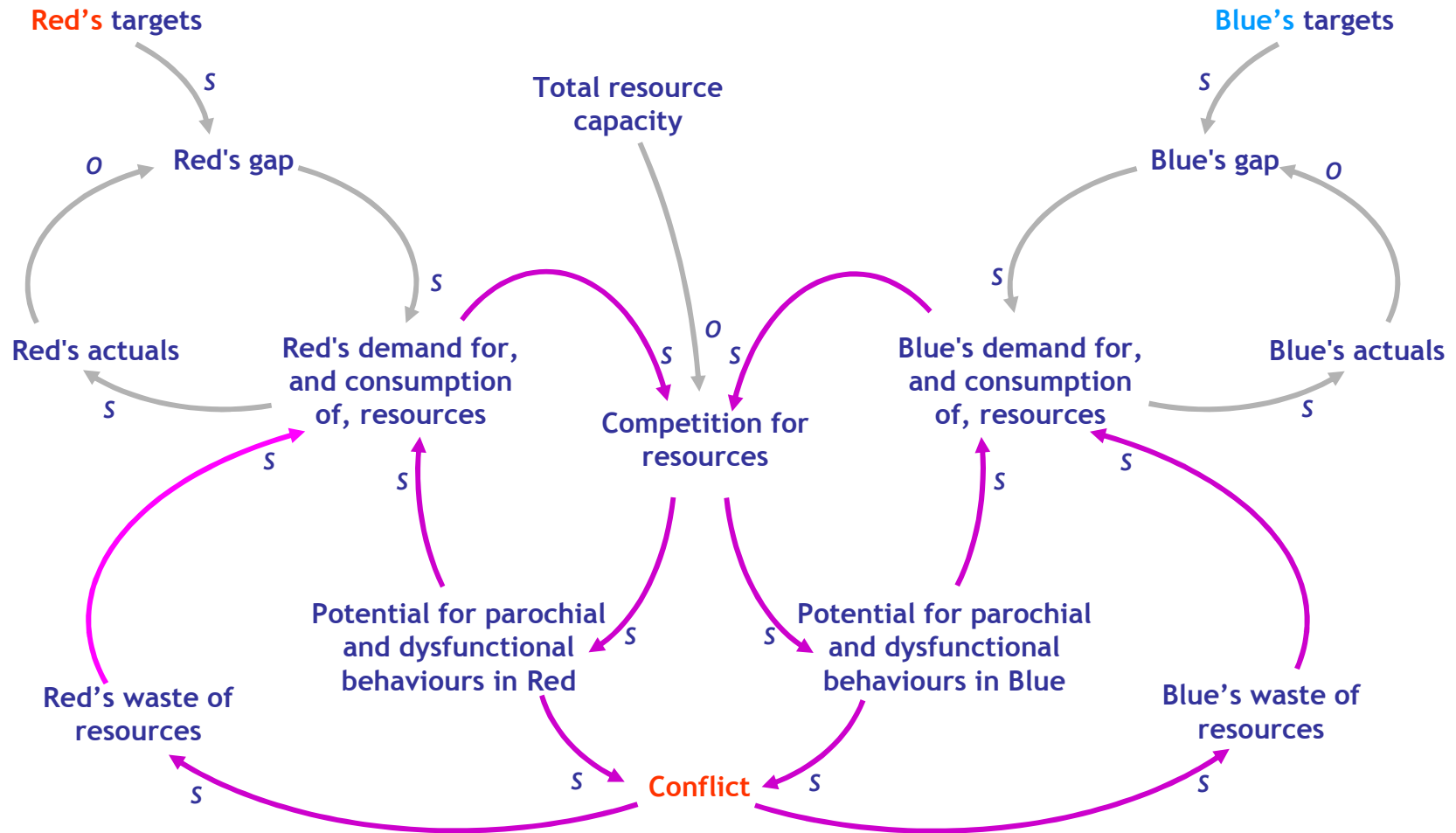
a dynamic or federal system?

- End-to-end offender management = joined-up work-flow
- Significant risk lies at the interface between provider entities
- A common view of what 'good' means, in practice, is key
- A dynamic system recognises sustaining and balancing loops between entities – interdependence is explicit
- Federal systems often have their common aspirations conflicted by separate and unrelated performance metrics
- Striking a balance between the virtues of intense delivery focus, at each entity, with the interdependent heart of the system arguably is the greatest challenge you face

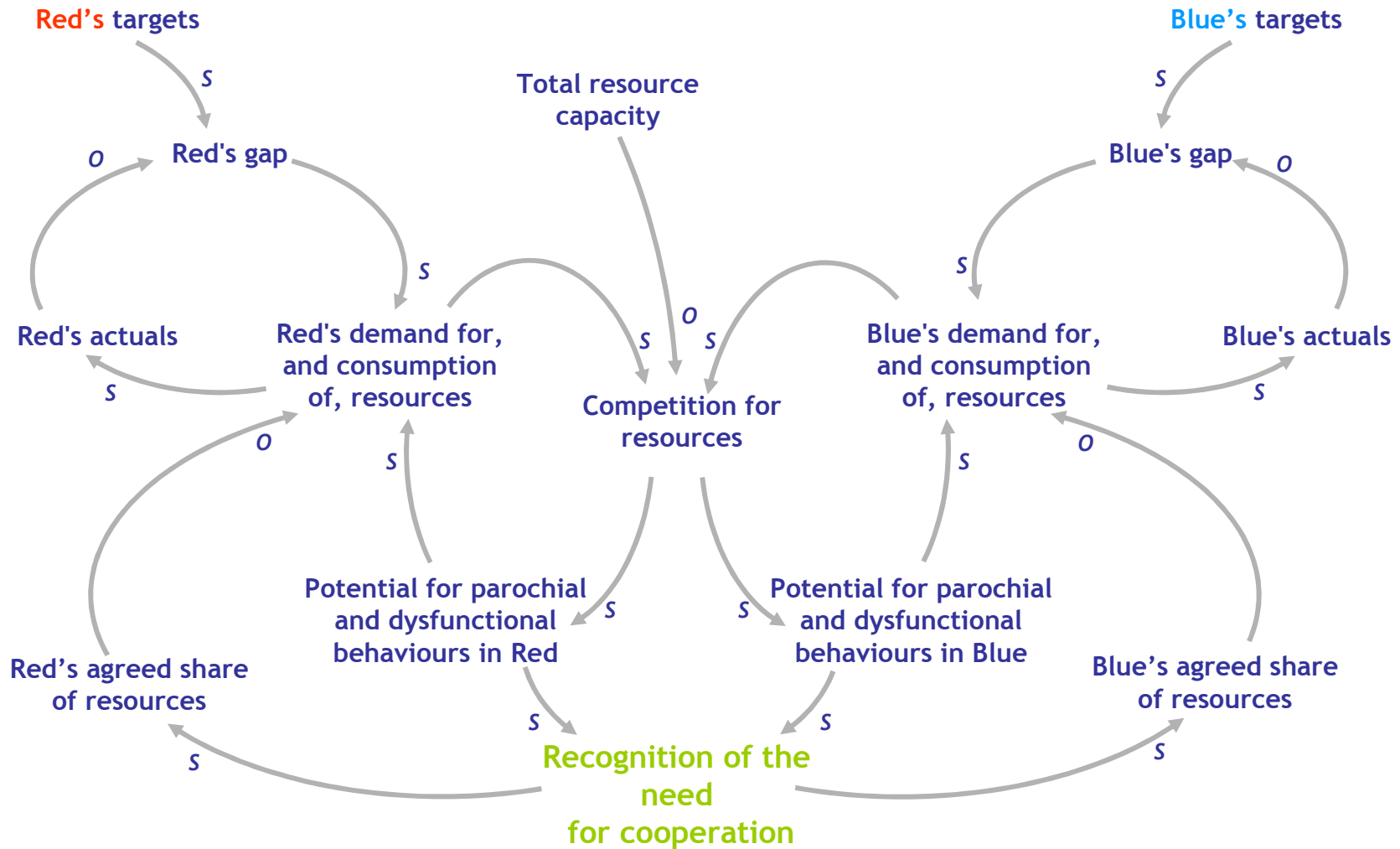
Why “Joining up” is difficult



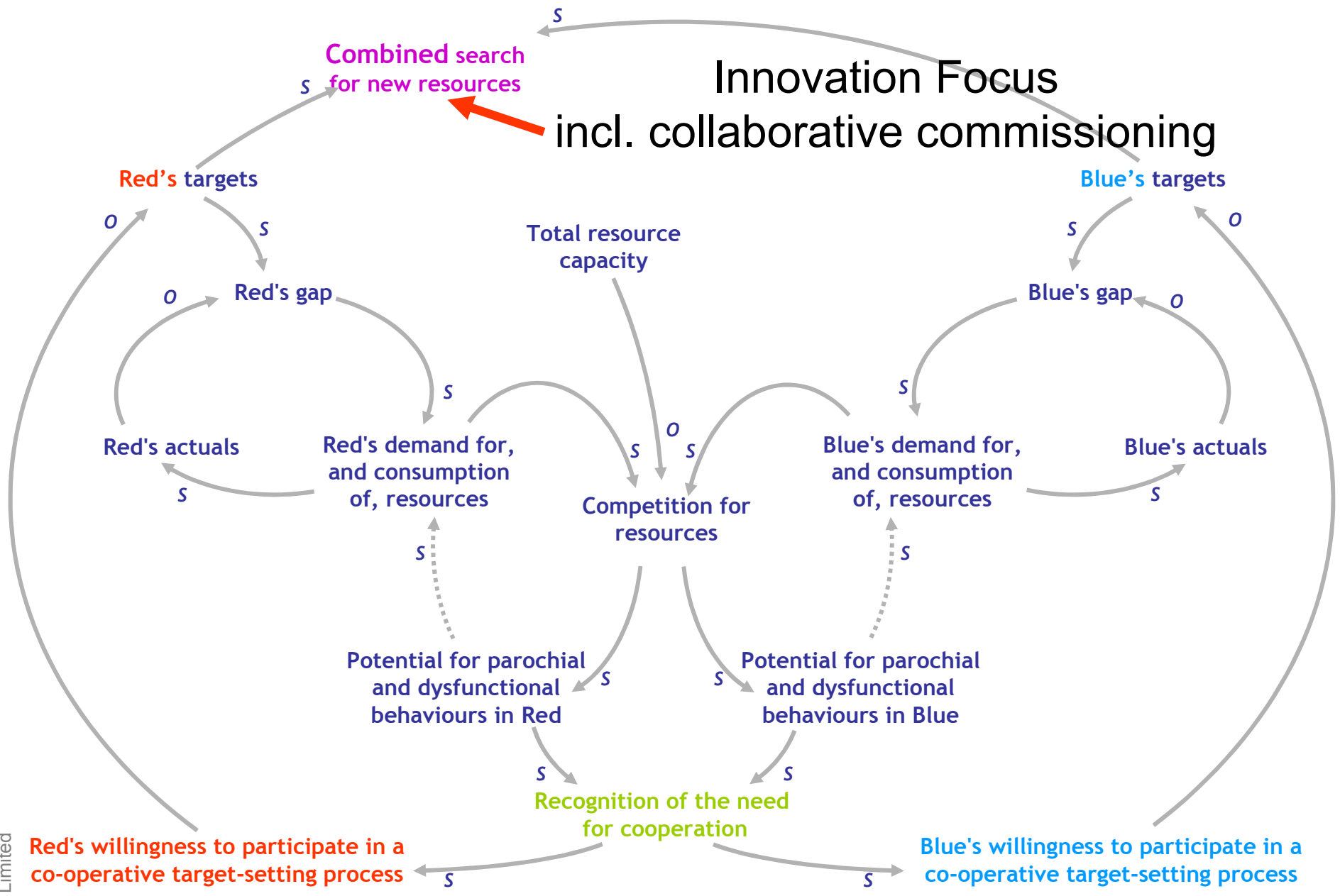
The 'temperature' rises



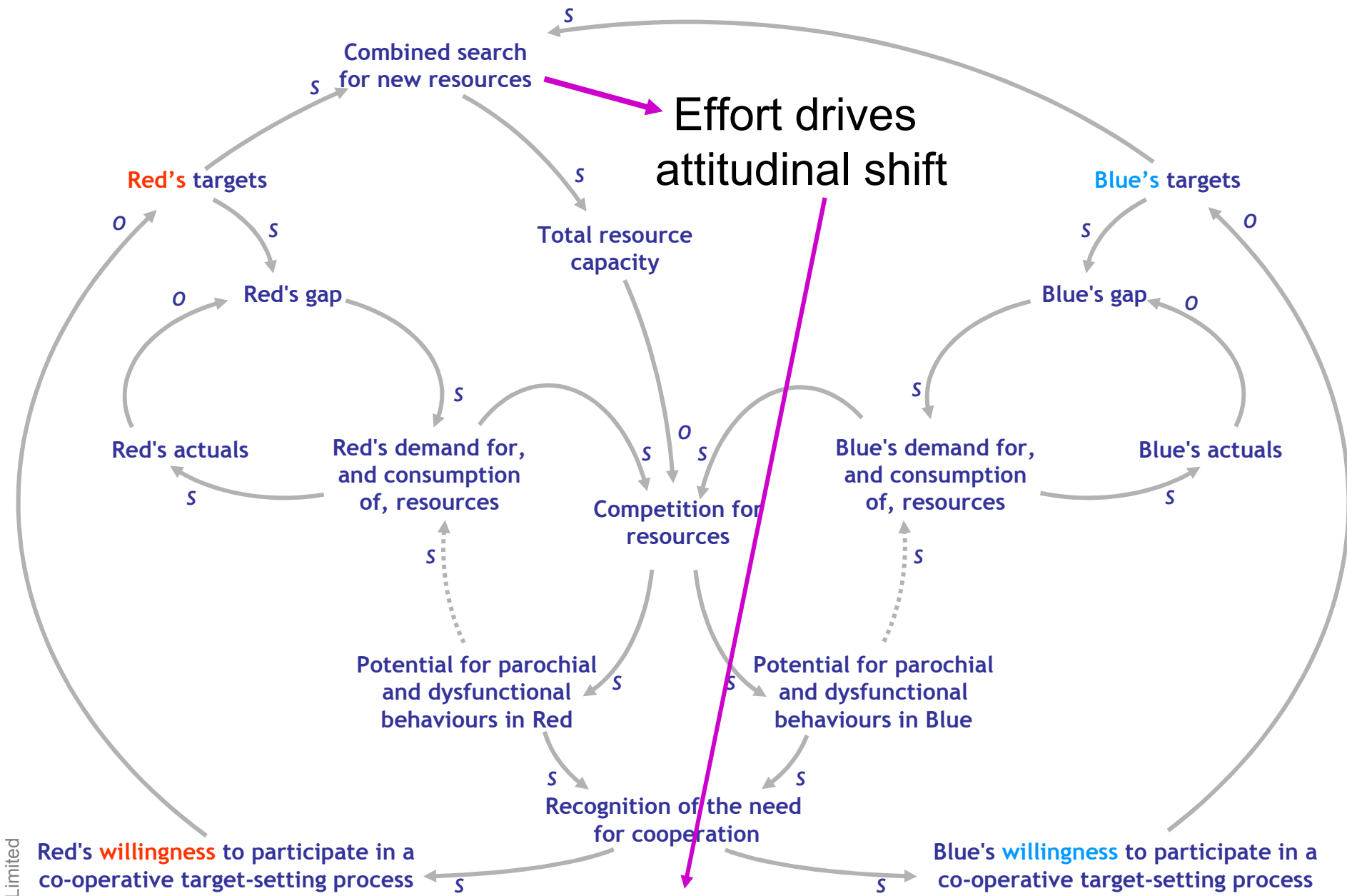
Breakthrough 'mindset shift' - enabled by exemplary leadership



Innovation Focus incl. collaborative commissioning



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More from less not less from more

- Unified metrics to create alignment – system dashboard
- Organisational structures & processes to facilitate right-first-time work-flow with low duplication and rework
- Using **innovation** techniques continuously to raise the bar of performance
- Manage expectations to avoid redundant scope creep
- Caveat that 2nd & 3rd order effects of change do not negate 1st order benefits – keep the system's dynamics in view
- Every bi-lateral agreement needs multi-lateral testing

Hopefully, thus far we can agree.
So.....?

The Enduring Challenge

How to implement an integrated multi-provider platform for offender management that is outcome-centric whilst progressively optimising its use of constrained resources?

Interim answers.....

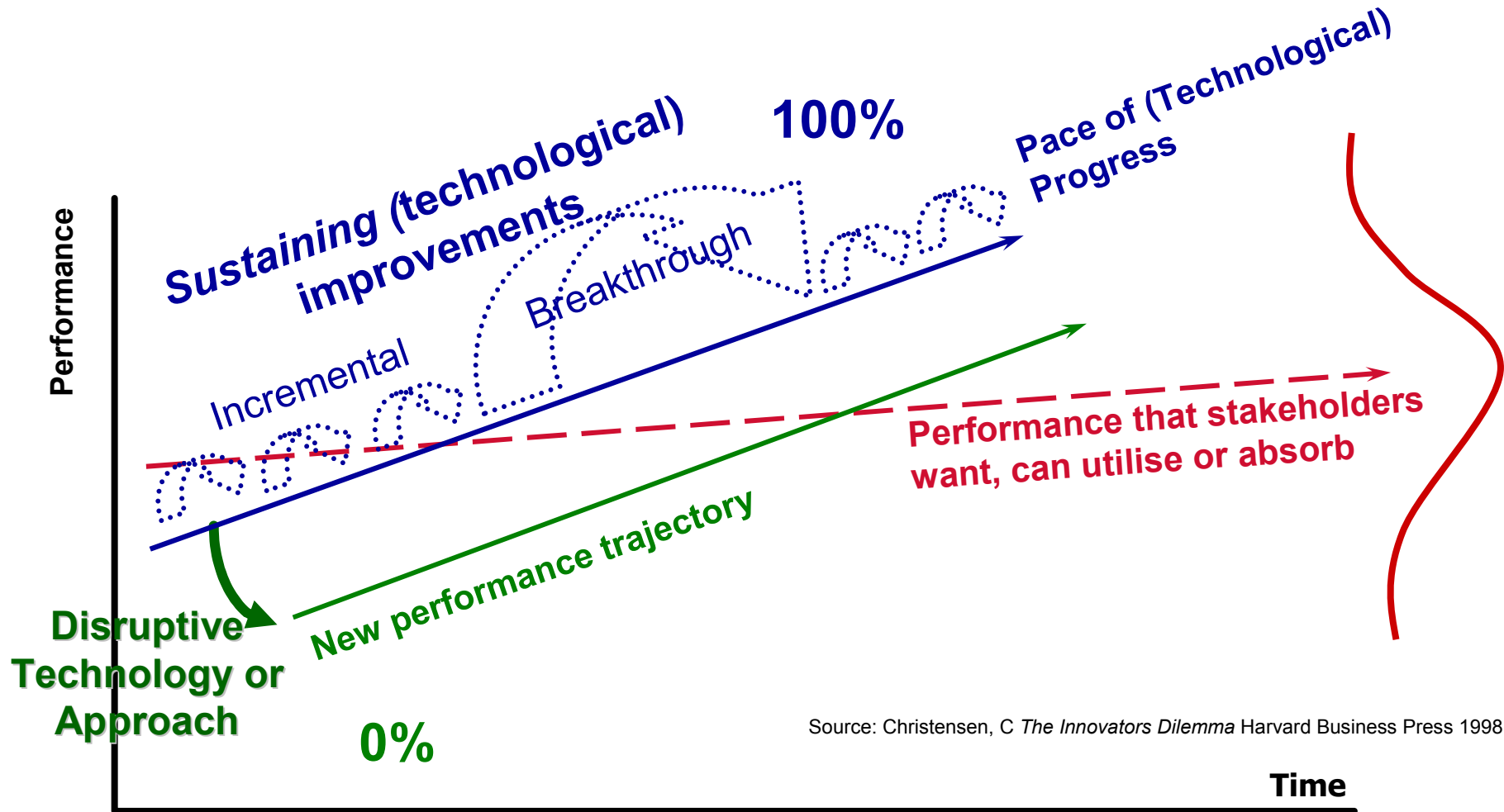
- Joining-up means a shared view of success in some considerable detail
- Top-down may be fast, but implementers usually create better answers
- SLA's, as product of stakeholder trade-offs, need objective facilitation
- Optimising work-flow must include scope for 'green-field' innovation
- Optimised offender management should be a horizontal platform on which vertical entities operate to deliver defined value that all stakeholders respect

'Progressively Optimising' means....

Innovation approaches that work

1. **Substitutional** projects that deliver 'more of the same only better' – *Sustaining Innovation* – with process and performance enhancement at their core
2. **De-cluttering** projects that strip-away redundant features from extant services with an explicit aim to deliver 'more from less' – '*Lite Innovation*' – with performance and causal analytics as its basis
3. **Radical** projects that are essentially discontinuous with current practice – designed to deliver 'more through fundamental change' – *Disruptive Innovation* – often harnessing new technologies or knowledge that make existing products, processes and services redundant

Disruptive Innovation: Both a driver of failure and the source of new solutions



Source: Christensen, C *The Innovators Dilemma* Harvard Business Press 1998

Making it work

- With a shared definition of ‘success’ in quantitative and qualitative terms in view:
 - Apply force field analysis (12 stage process)
 - Challenge whether restraining factors best can be dealt with through sustaining, simplifying or disruptive innovation
 - Apply the most-likely-to-succeed approach
 - Test for 2nd and 3rd order impacts (mitigate risk where possible)
 - Check end-to-end integrity of the resultant process
- This approach is best done on a multi-stakeholder basis
- Then *commission* coherent modular components of the end-to-end system that integrate with its core metrics

In sum

- Offender management is mandated to deliver an integrated, coherent and comprehensive range of services that achieve high-level performance objectives owned by the stakeholder community
- ‘Joining-up’ means shifts in attitudes, knowledge, skills and behaviours and, as important, intelligent work-flow systems with low ambiguity and explicit outcome focus
- Whilst there is urgency in getting the new infrastructure model to work, an early application of powerful innovation tools will greatly increase the probability of sustainable outcomes

Your questions, comments &
challenges please

Thank you

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