

Centre for Justice Innovation

Innovation in criminal justice

SOUTH WEST COMMUNITY JUSTICE AUTHORITY '1000 SMALL SANITIES CONFERENCE'

1. The Centre's history and philosophy
2. Incremental innovation- lessons for services and project innovators
3. How to inspire a 1000 small sanities- lessons for system innovators
 - Including why Scotland is better than England

There's more to the doing than bidding it be done

Charles I

We tried to do better but everything turned out as usual

**Viktor Chernomydrin, former
Russian Prime Minister**

Reforms are like buses; it doesn't really matter if you miss one because there will be another one along in a minute

Senior Civil Servant

USEFUL TO DISTINGUISH IN OUR MIND BETWEEN TWO TYPES OF INNOVATION

(1) Incremental innovation: “Innovation is the development of **new value** through solutions that meet new needs, unarticulated needs, or old needs in new ways.”

(2) System innovation: How to encourage 1000 small sanities.

From the Centre's publication, 'From the Ground Up', lessons grouped under three headings:

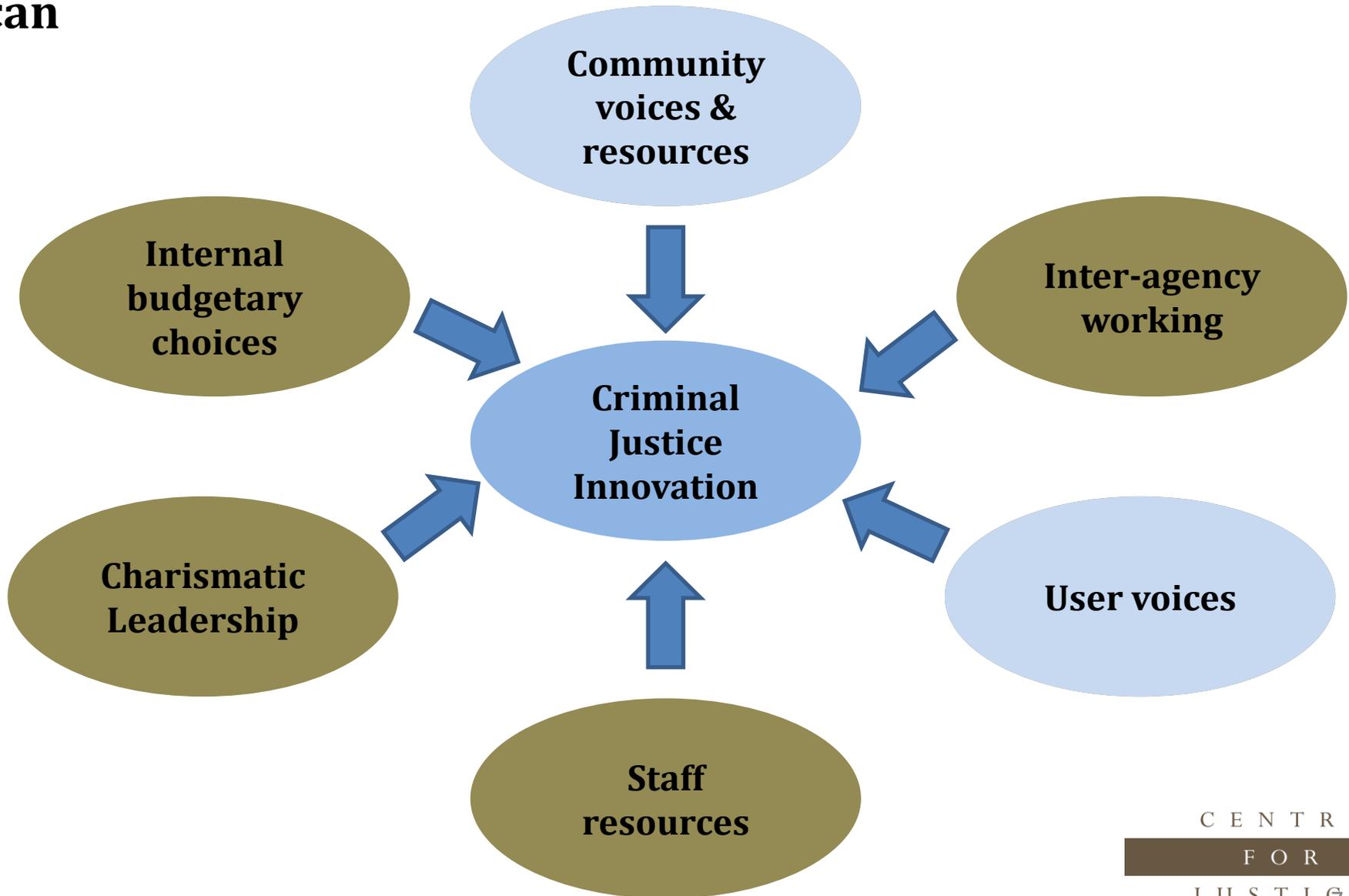
- **Getting It Started**
- **Getting it Right**
- **Keeping it Going**

- **Getting It Started**

- **Scan-** utilise the information around you especially understanding localities

LESSONS FROM THE CENTRE ON INCREMENTAL INNOVATION

Scan



•Getting It Started

- Scan**- utilise the information around you especially understanding localities
- Define**- be clear about what problem you are tackling
- Focus**- be clear about the theory behind your interventions & how you will judge success
- Test It**- Outside scrutiny helps

•Getting it Right

- Clear wins-** Identify mutual wins that partners can agree on delivering
- Trust the frontline-** Staff respond well to allowing them to take risks
- Accountability-** Demand accountability in program design and within the project
- Self reflection-** the process of learning from trial and error needs to be systematised

Keeping it Going

- **Think sustainability**- Don't succumb to dependency or pilotitis
- **Champions**- Locate credible voices to support your efforts
- **Manage the politics**- be careful who you want on your bandwagon

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“Merely chipping away at the problem around the edges' is usually the very best thing to do with a problem...To read the literature on crime before it dropped is to see a kind of dystopian despair...The truth is, a series of small actions and events ended up eliminating a problem that seemed to hang over everything. **There was no miracle cure, just the intercession of a thousand small sanities.**”

Adam Gopnik, “The Caging of America,” The New Yorker, January 30, 2012

“a system of interconnected institutions to create, store and transfer the knowledge, skills and artefacts which define innovation.”

Systems need to:

1. Encourage ideas
2. Be open to the arrival of the new
3. Share and mitigate the risk
4. Be reliable

Why Scotland may be better positioned for 1000 small sanities than England and Wales

1. Encourage ideas:

- Stronger links between Government and practitioners?
- Size is more manageable

2. Be open to the arrival of the new

- Both jurisdictions practitioners keen to improve

3. Share and mitigate the risk

- Risk is primarily around performance rather than payment by results/ market testing

4. Be reliable:

- No fundamental sectoral change in Scotland compared to existential threats in English system

“The philosophers have only interpreted the world, in various ways; the point is to change it.”

From Karl Marx's Theses on Feuerbach

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