

A background image of space featuring the Earth on the right side, showing blue oceans and white clouds. In the center, the Moon is visible as a smaller, grey sphere. The rest of the background is a dark, deep blue space with some faint stars.

CAN GLOBAL CORRECTIONS PERFORMANCE MEASURES BE DEVELOPED? LESSONS FROM AUSTRALIA

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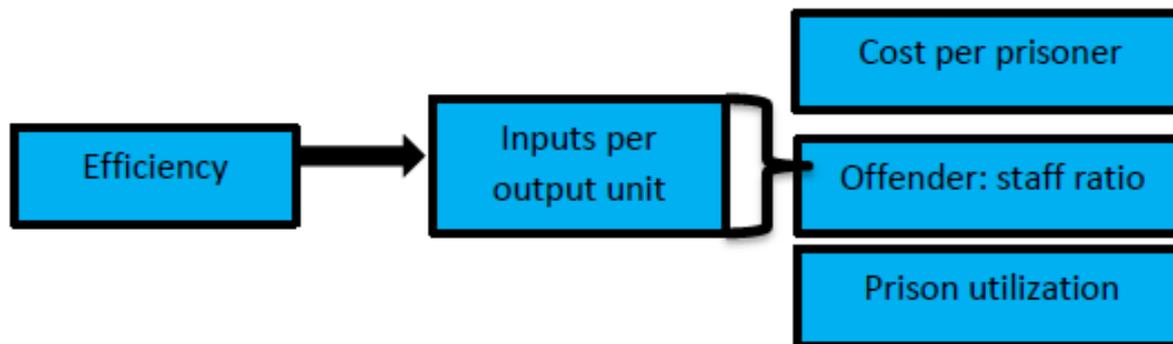
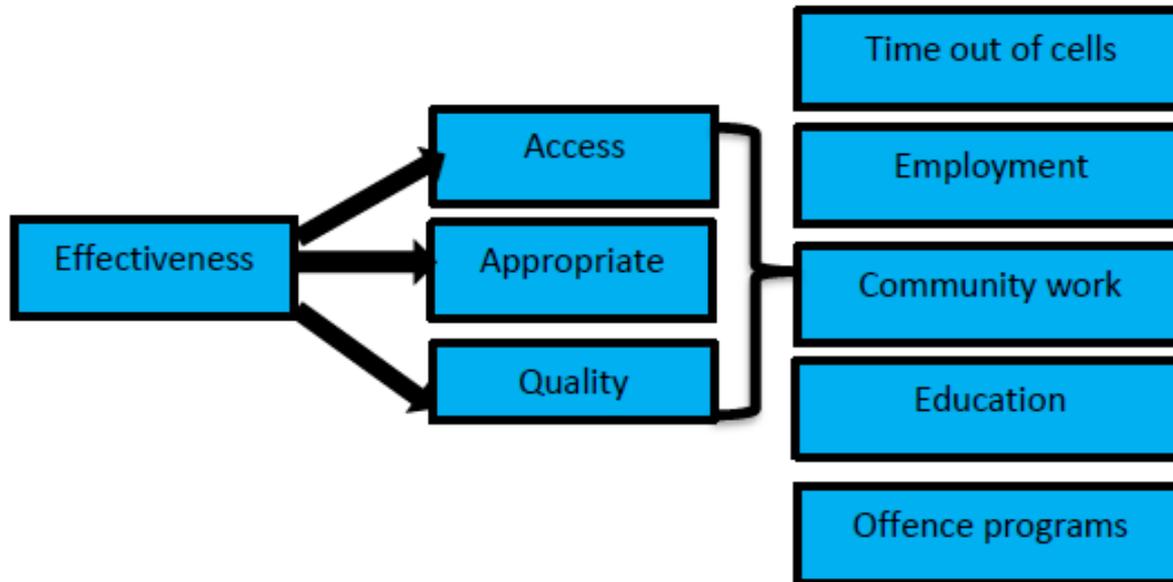
AN OVERVIEW OF PRESENTATION

- We begin by providing an overview of Australia's performance measurement system, which attempts to measure both corrections system efficiency and effectiveness
- Our Research on correctional performance is based on a revised version of the Australian performance measurement model
- We present the major findings from our review and then briefly discuss the lessons learned from Australia's attempt to measure correctional performance.
- Our key conclusion: By identifying high performance and low performance correctional systems within countries, we can conduct further research to identify the factors most directly related to higher performance levels.
- We conclude by offering an assessment of the need for GLOBAL corrections performance measurement. Our view? It is possible, but it will require a major global partnership.

BALANCING **EFFICIENCY** & **EFFECTIVENESS**

- *In Australia, corrections performance is monitored across the eight Australian States/territories in the following areas:*
 - *Performance=Efficiency+Equity+Outputs+Outcomes*
 - *Efficiency Measurement and Equity Measurement*
 - *Output Measurement and Outcome Measurement*
- *Utilizing these data elements, an overall performance ranking of each Australian state/territory's corrections system is possible.*
- *We reviewed these performance indicators and ranked the performance of these eight corrections systems: 2013 findings*
- *Lets take a look at the Australian Correctional Performance Model*

CORRECTIVE SERVICES PERFORMANCE INDICATOR FRAMEWORK



EQUITY AS A PERFORMANCE INDICATOR

- Indicator of Access to Appropriate Correctional Programs/Services not yet developed but being discussed
 - Likely measures would compare access for male and female offenders in prison or under community supervision
 - Age-appropriate, culture-appropriate, and problem-appropriate program placements would be reviewed
 - Measures of procedural justice may also need to be developed to gauge system responsiveness to prisoner and staff grievances
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CORRECTIONAL SERVICES EFFECTIVENESS MEASURES

OUTPUTS	OUTCOMES
<ul style="list-style-type: none">• Assaults in custody• Apparent unnatural deaths• Time out of cells• Employment• Community work• Education• Offence related programs (undefined)	<ul style="list-style-type: none">• Escapes• Completion of community orders

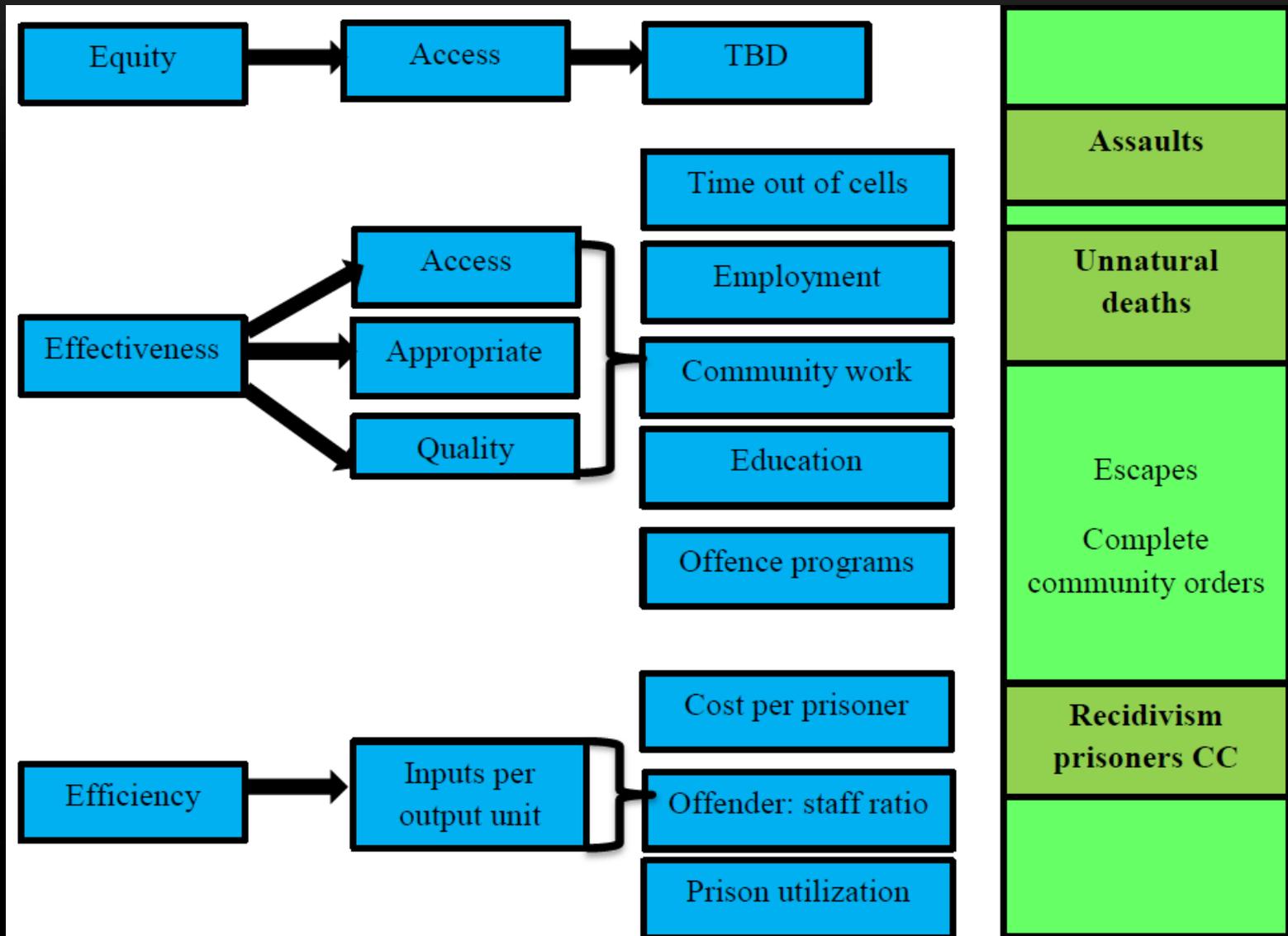
MODIFIED CORRECTIONAL SERVICES EFFECTIVENESS MEASURES

OUTPUTS	OUTCOMES
<ul style="list-style-type: none">• Assaults in custody• Apparent unnatural deaths• Time out of cells• Employment• Community work• Education• Offence related programs (undefined)	<ul style="list-style-type: none">• Assaults in custody• Apparent unnatural deaths• Escapes• Completion of community orders• Recidivism:<ul style="list-style-type: none">PrisonCommunity corrections

EFFICIENCY AS A PERFORMANCE MEASURE

- Cost per prisoner/offender
 - Total net operating expenditure and capital costs per prisoner/offender per day.
- Offender to staff ratio
 - Daily average number of offenders divided by the number of fulltime (equivalent) staff employed in community corrections.
- Prison utilization
 - Extent to which prison design capacity meets demand for prison accommodation.
 - Total daily average prisoner population divided by average prison design capacity.

REVISED PERFORMANCE INDICATOR FRAMEWORK



KEY FINDINGS FROM THIS REVIEW

1. In Australia, there is a relationship between efficiency and effectiveness:
 - Corrections systems with higher efficiency ranking had lower output ranking
 - It is a challenge for corrections systems to be both efficient and effective
 2. Our performance review reveals that corrections systems that made a larger investment in resources had the best results in terms of recidivism reduction.
 3. Lets take a look at both the overall performance rankings and the recidivism rates across Australia
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REVISED OVERALL PERFORMANCE RANKING (INCLUDES RECIDIVISM)

	Efficiency	Output	Outcome	Overall rank
NSW	2	7	4	4
VIC	7	2	8	7
QLD	1	4	3	1
WA	8	1	7	6
SA	4	6	2	3
TAS	2	8	5	5
ACT	5	3	1	2
NT	6	5	6	7

AUSTRALIAN OPERATIONAL DEFINITION OF RECIDIVISM

- The percentage of prisoners released during 2010-11 following a term of sentenced imprisonment, who returned to corrective services (prison or community corrections) with a new correctional sanction within two years.
 - Includes prisoners subject to correctional supervision following release (i.e. released on parole or other community corrections orders).
 - Includes returns to prison resulting from the cancellation of a parole order.

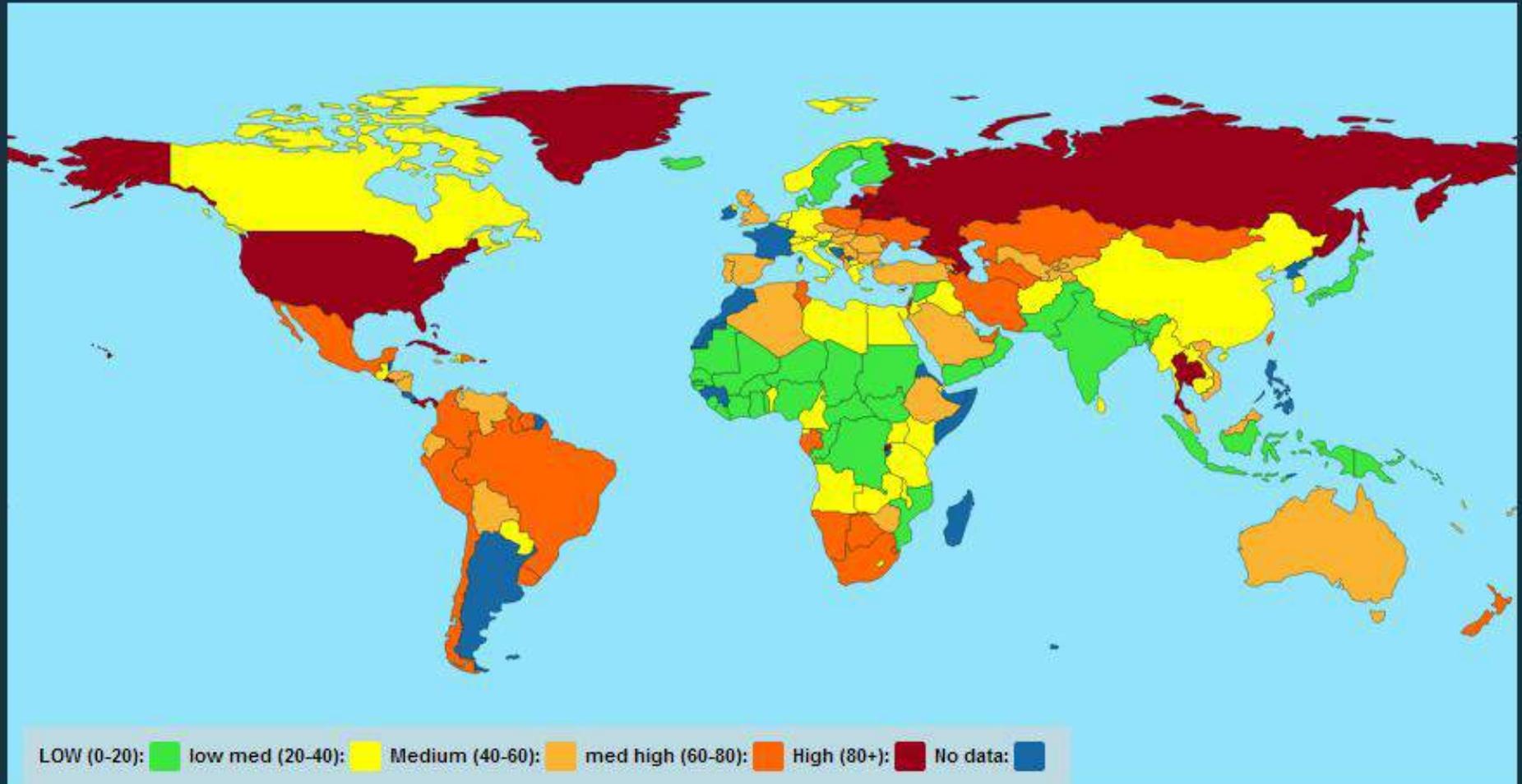
TWO YEAR POST-RELEASE RECIDIVISM

	Prisoners return to		Offenders returning to	
	Prison	Corrective services	Community correction	Corrective services
NSW	48% (6)	48% (5)	12% (3)	22% (3)
VIC	37% (3)	45% (4)	16% (5)	22% (4)
QLD	38% (4)	44% (3)	16% (6)	34% (8)
WA	36% (2)	43% (2)	10% (2)	14% (1)
SA	29% (1)	41% (1)	16% (4)	24% (5)
TAS	39% (5)	51% (5)	20% (8)	25% (6)
ACT	47% (7)	58% (7)	17% (7)	19% (2)
NT	58% (8)	58% (7)	7% (1)	26% (7)

CONCLUDING COMMENTS

- The big question:
 - Can global sentencing and corrections performance measures be developed?
 - Yes, but we know little about global corrections performance beyond comparisons of country level incarceration rates.
 - We need to begin collecting data to allow identification of high performance and low performance institutional and community corrections across countries and global regions
 - The findings from Australia suggest that the definition of performance is critical, and that there may be a tipping point between efficiency and effectiveness that can be identified.

GLOBAL PRISON POPULATION RATES VARY : RATE PER 100,000



GLOBAL COMPARISON OF THE USE OF PRISON

- Countries with high rates of prison use
- USA (716 per 100,000)
- Seychelles (709 per 100,000)
- St. Kitts and Nevis (701 per 100,000)
- Virgin Islands, USA (539 per 100,000)
- Cuba (510 per 100,000)
- Rwanda (492 per 100,000)
- Anguilla, UK (487 per 100,000)
- Russian Federation (479 per 100,000)
- Belize (476 per 100,000)
- Countries with Low rates of prison use
- San Marino (6 per 100,000)
- Faeroe Islands (17 per 100,000)
- Central African Republic (19 per 100,000)
- Comoros (19 per 100,000)
- Liechtenstein (24 per 100,000)

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