

A background image showing a view of Earth from space, with the blue and white clouds of the planet on the right side. In the dark space above, the grey, cratered surface of the Moon is visible. The overall scene is set against a deep black background.

CAN GLOBAL CORRECTIONS PERFORMANCE MEASURES BE DEVELOPED? LESSONS FROM AUSTRALIA

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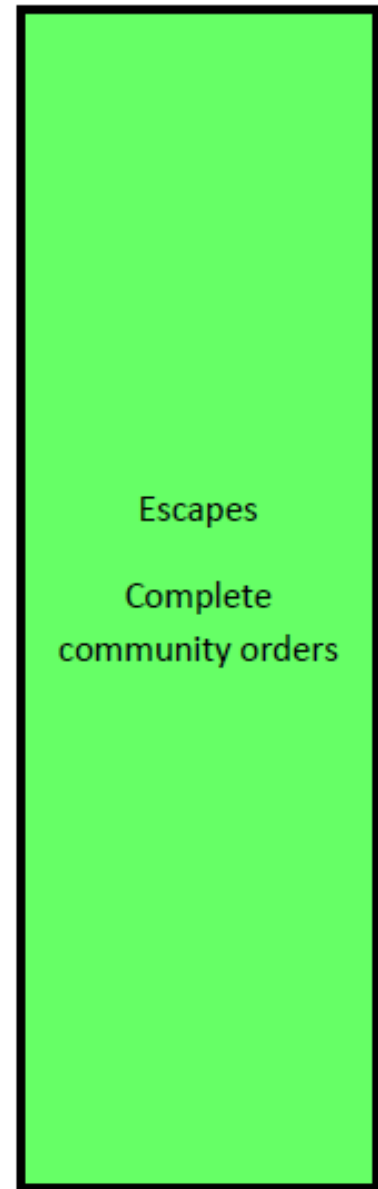
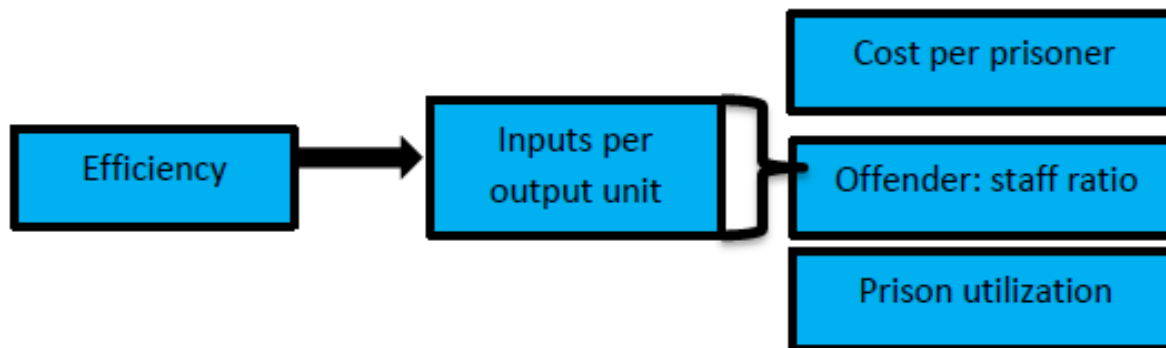
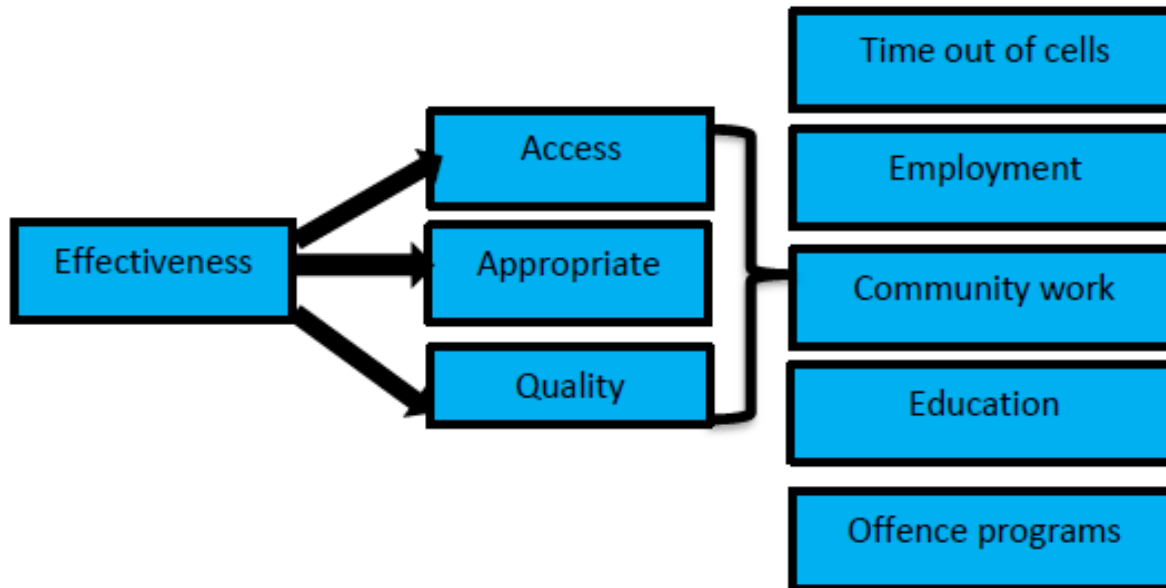
AN OVERVIEW OF PRESENTATION

- 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

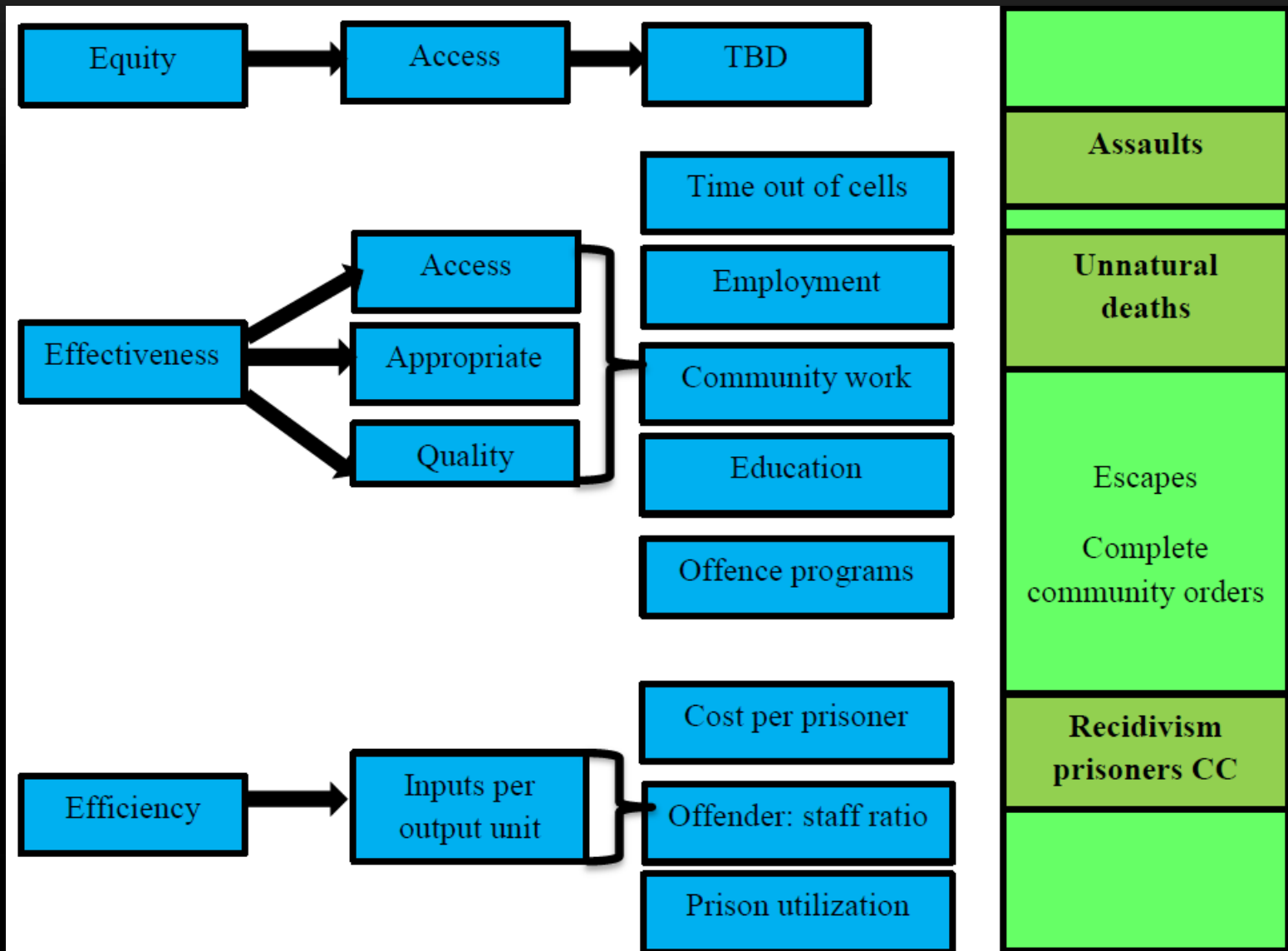
MODIFIED CORRECTIONAL SERVICES EFFECTIVENESS MEASURES

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.
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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.

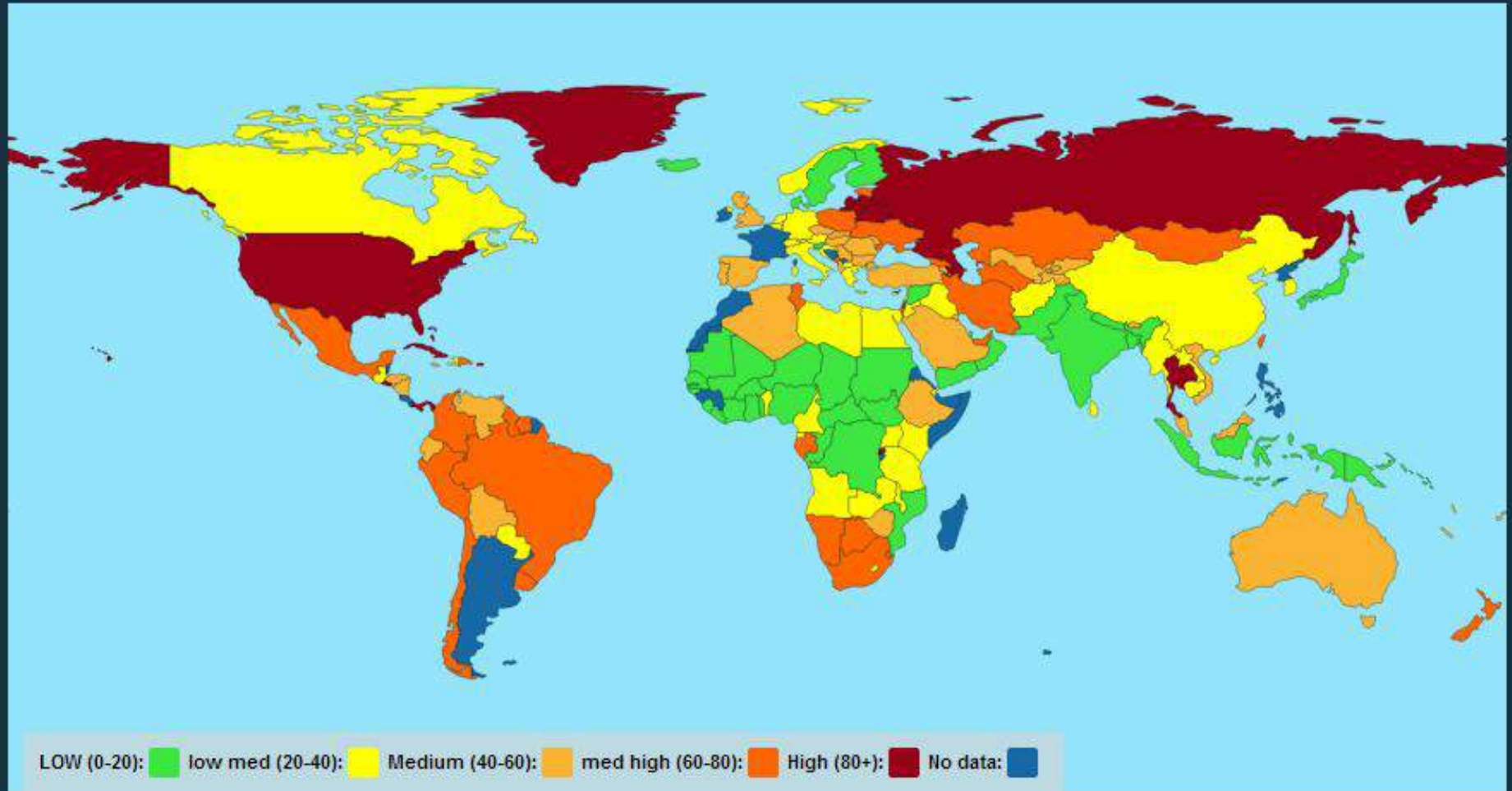
TWO YEAR POST-RELEASE RECIDIVISM

	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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