

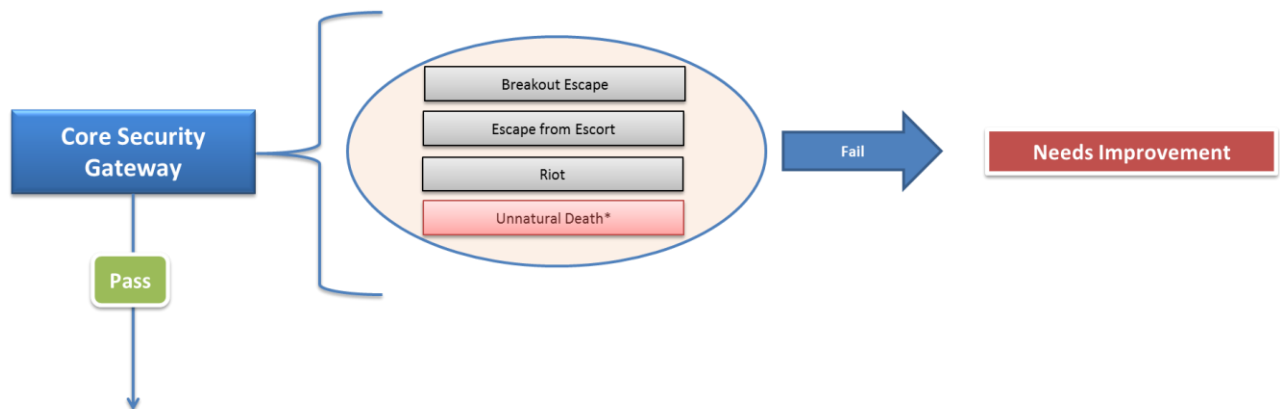
Prison Performance Table

Overview

The Prison Performance Table assesses prison performance across core security, internal procedures and rehabilitation performance. Both the internal procedures and rehabilitation performance measures are comprised of numerous Key Performance Indicators (KPIs). Each KPI is assigned a pre-determined weighting to reflect the significance the Department places on each measurement indicator. Most of the positive KPIs used to calculate the rehabilitation score for Mt Eden Corrections Facility (MECF - privately managed prison) are different from the other prisons.

1.0 Core Security Gateway

The core security gateway is a test for certain incidents that are considered unacceptable, regardless of the number of prisoners or any other factors.



If a prison has no core security incidents in the current quarter, the prison proceeds to the Internal Procedures Gateway.

2.0 Internal Procedures Gateway

The internal procedures gateway is a test to check if a prison is meeting minimum requirements to be a safe and secure facility.



The baseline score reflects the unique characteristics of each prison including population size, type of population and population turnover.

* Upon confirmation from the National Commissioner that the death is due to a site level failure

The negative score reflects the negative incidents that occur, weighted to reflect the severity of the incident type. The prison will fail the internal procedures gateway if the negative score is greater than or equal to the baseline score. Both the baseline and negative scores are calculated using a weighted average: Current quarter – 40%, Previous quarter – 30%, Two quarters back – 20%, Three quarters back – 10%

If this gateway is passed, the prison proceeds to the Rehabilitation Performance grading.

2.1 Baseline Score

- i. The model creates an initial baseline score for average population by security classification and sentence status. Each security classification and prisoner status group is given a pre-determined weighting based on the likelihood of negative KPI events occurring within that group.

Example Calculation:

Sec. Class / Sentence Group	Avg. Monthly Volume	Weighting	Initial Score
Minimum	22	0.1	2.20
Low	118	0.2	23.60
Low Medium	427	0.25	106.75
High	251	0.4	100.40
Maximum	2.67	0.3	0.80
Unclassified	27	0.4	10.80
Remand - accused	131	0.35	45.85
Remand - convicted	14.7	0.35	5.15
Total	993.37		295.55

- ii. The effect of throughput of new prisoners on operating conditions:
 - a. Calculate the rate of new receptions per prisoner for each prison. For example:

$$\text{New Receptions/Prisoner} = \frac{\text{Monthly Avg. New Receptions}}{\text{Avg. Monthly Population}} = \frac{149}{993.37} = 0.15$$

- b. Calculate the new prisoner factor.

$$\text{New Prisoner Factor} = 1 + \frac{\text{New Receptions/Prisoner}}{\text{Scaling Factor}} = 1 + \frac{0.15}{3} = 1.05$$

- iii. Arrive at the baseline score for the prison for the current quarter.

$$\text{Baseline Score (Current Quarter)} = \text{Initial Score} * \text{New Prisoner Factor} = 295.55 * 1.05 = 310.33$$

2.2 Negative Score

Example Calculation:

Negative KPI	Volume (Quarter)	Weighting	Negative Score
Serious Assault (Prisoner / Prisoner)	1	50	50
Serious Assault (Prisoner / Staff)	-	100	-
Non-serious assault (Prisoner / Prisoner)	-	1	-
Non-serious assault (Prisoner / Staff)	2	2	4
Breakout Escape	-	120	-
Escape (from Escort)	-	120	-
Escape (Abscond)	-	60	-
Escape (Breach temporary release)	-	60	-
Number of justified complaints - 1	2	5	5
% of positive random general drug test results > 10%	18%	30% of Baseline Score	93.1
Self-harm threat-to-life	-	35	-
Wrongful Detention	1	25	25
Wrongful Release	-	25	-
Disorder event	1	30	30
Significant Disorder Event (Riot)	-	120	-
Total			207.1

The negative score for the current quarter is **207.10**.

2.3 Weighted Average Score

A weighted average score across four quarters is used to reduce the effect of isolated incidents in any particular quarter.

For example, if the baseline scores for the previous three quarters are **301.15**, **316.80**, and **295.00**, then the final baseline score used in PPT is:

$$\text{Baseline Score (Final)} = (310.33 * 0.4) + (301.15 * 0.3) + (316.80 * 0.2) + (295.00 * 0.1) = 307.34$$

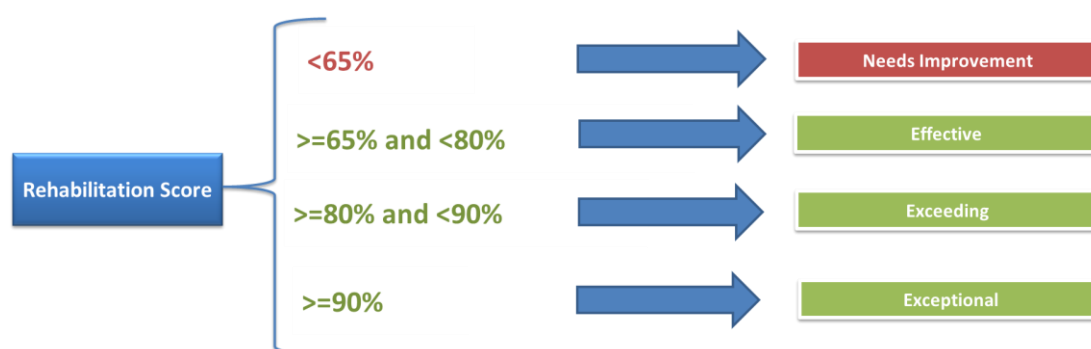
If the negative scores for the previous three quarters are **160**, **250**, and **225**, then the final negative score used in PPT is:

$$\text{Negative Score (Final)} = (207.10 * 0.4) + (160.00 * 0.3) + (250.00 * 0.2) + (225.00 * 0.1) = 203.34$$

In this case, **negative score (final) < baseline score (final)** and the prison proceeds to be graded based on the rehabilitation performance.

3.0 Rehabilitation Performance

Subject to the two gateways described above, the rehabilitation performance grade determines the overall performance grade. The rehabilitation performance score is based on a four quarter rolling average.



Each prison is set a minimum requirement and a maximum level of performance for each positive KPI. If the prison performance is below the minimum level, no score is awarded. If the prison performs between the minimum and maximum levels, a pro-rata calculation is used as follows – if a prison had a minimum level of 75% and a maximum level of 95% for a KPI and they scored 80%, they have achieved 84% of the maximum level. They will therefore be awarded 84% of the possible points (weighting) for the KPI.

An average rehabilitation score across four quarters is used to reduce the volatility of table position quarter on quarter.

The below table shows the positive KPIs used to calculate the rehabilitation score for a prison (other than MECF). For example, if the prison scored a rehabilitation performance score of **72.58%** (74.03/102) for the current quarter and the rehabilitation scores for the previous three quarters are **82%**, **66%**, and **74%**, then the overall rehabilitation score for the prison is **73.65%** ((72.58+82+66+74)/4) resulting in an “**Effective**” performance grade.

Positive KPI (Public Prisons)	Weighting
% of prisoners completing programme	18
% of prisoner starts against plan	18
% of initial offender plans on time	18
% of prisoners progressing in literacy and numeracy education	18
Hours spent in structured activity per prisoner per day	3
% of prisoners entitled to offender plan that received one	15
25% of prisoners engaged in employment	12
Total	102

The KPIs used for rehabilitation score calculation for MECF is shown below. For example, if MECF scored a rehabilitation score of **97.60%** (137.62/141) for the current quarter and the rehabilitation scores for the previous three quarters are **95%**, **98%**, and **93%**, then the overall rehabilitation score for the prison is **95.90%** ((97.6+95+98+93)/4) resulting in an “**Exceptional**” performance grade.

Positive KPI (MECF)	Weighting
% of initial offender plans on time	18
Hours spent in structured activity per prisoner per day	3
% of prisoners entitled to offender plan that received one	15
Attitudes and Self Control Pathway	15
Children and Family Networks Pathway	15
Education Training, & Employment Pathway	15
Finance and Debt Management Pathway	15
Drug and Alcohol Misuse Pathway	15
Mental and Physical Health Pathway	15
Accommodation Pathway	15
Total	141