

STRATEGIC PLAN 2022 2026

Making a difference to reduce reoffending

We will equip our staff and partners to deliver innovative and evidence-based services to achieve our strategic priorities.



Our Priorities

Reducing Reoffending

Closing the Gap

High Performing Teams

Innovation and Contemporary Practice

Safe at Work

Our Focus

We will invest in strategic initiatives that ensure that fewer people return to custody.

We will reduce the over-representation of Aboriginal people incarcerated in South Australia through cultural understanding and engagement.

We will actively contribute to improving outcomes for all people impacted by the criminal justice system.

We will think creatively and learn from best practice to ensure that DCS delivers world class correctional services.

We will continue to prioritise the safety of staff, our partners, people under DCS supervision.

How will we achieve our priorities?

- ▶ Reduce reoffending 20% by 2026.
- ▶ Develop a Smart Justice Strategy.
- ▶ Progress business case for a Rehabilitation Prison.
- ▶ Deliver Strong Foundations and Clear Pathways2 for women.
- ▶ Continue investment in services that reduce reoffending.
- ▶ Support people in prison to positively contribute to their families and communities.
- ▶ Implement best practice approaches that target domestic violence and offending against children.

- ▶ Reduce the rate of Aboriginal people incarcerated in line with the national Closing the Gap target.
- ▶ Continue to invest in innovative, culturally-responsive programs.
- ▶ Invest in community-based rehabilitation and reintegration services for Aboriginal South Australians.
- ▶ Deliver on DCS' Aboriginal Strategic Framework and action plans.
- ▶ Strengthen partnerships with Aboriginal Community-Controlled Organisations.
- ▶ Procure new services from Aboriginal-controlled services and enterprises.
- ▶ Increase DCS' cultural competence, Aboriginal employment rates and leadership.

- ▶ Highly visible and purposeful leadership.
- ▶ Staff actively contribute their expertise.
- ▶ Embed the Stronger Performance, Stronger Teams Prisons Performance Framework.
- ▶ Fulfil training and development requirements.
- ▶ Develop a Digital Strategy to drive business system improvements.
- ▶ Deliver high-quality leadership programs.
- ▶ Embed victim-informed practice across DCS.

- ▶ Implement iSAFE.
- ▶ Evaluate and improve DCS policies and programs.
- ▶ Continue collaboration with DCS' expert partners.
- ▶ Implement a new end-to-end case management model.
- ▶ Participate in the global community of practice for corrections.
- ▶ Further develop alternatives to remand.

- ▶ Develop a highly visible and purposeful Workplace Health and Safety strategy.
- ▶ Physical, psychological and cultural safety is everyone's responsibility.
- ▶ Develop an Aboriginal cultural safety framework.
- ▶ Invest in DCS' Workplace Equality and Respect Program.
- ▶ Implement new initiatives that support staff wellbeing and resilience.

How will we measure success?

- ▶ Fewer people return to custody.
- ▶ Increased access to rehabilitation and reintegration services.
- ▶ More people exit custody into stable work and housing.
- ▶ Our programs and return rates demonstrate value for the State.

- ▶ Fewer Aboriginal people are incarcerated in South Australia.
- ▶ Aboriginal voice to directly contribute to DCS program design and delivery.
- ▶ Exceed government target for procurement with Aboriginal controlled enterprises.
- ▶ Achieve a target of 8% Aboriginal participation in DCS' workforce.

- ▶ Mandatory training completion rates are exceptional.
- ▶ Improved service performance.
- ▶ DCS has a voice from all business and operational teams.
- ▶ Increased diversity across DCS.
- ▶ Prisons are achieving against the performance framework.

- ▶ iSAFE delivers information to the right people at the right time.
- ▶ DCS programs are evidence-based.
- ▶ Partners are engaged and provide input into new initiatives.
- ▶ More Smart Justice policy and design initiatives are developed.
- ▶ People under DCS supervision experience a seamless case management service.
- ▶ Fewer people are on remand in SA.

- ▶ Staff have the confidence to address safety issues, including inappropriate behaviours.
- ▶ All people who work for, or in partnership with, DCS feel safe and respected.
- ▶ Staff display professional behaviour.

We uphold the public sector values and are committed to making a difference for South Australians.