



# IOBY20 PROGRESS REPORT 2021 UPDATE



REDUCING REOFFENDING 10% BY 2020



Government  
of South Australia





## ACKNOWLEDGMENT OF COUNTRY

The State Government would like to preface this report with an Acknowledgement of Country.

The State Government acknowledge the Kaurna people as the custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kaurna people today.

The State Government would also like to pay respects to the cultural authority of Aboriginal people from other areas of South Australia and Australia who have contributed to the development of the Report and who will be involved in, or impacted by, the ongoing delivery of its recommendations.



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Aboriginal and Torres Strait Islander may be referred to in the national context and 'Indigenous' may be referred to in the international context. Within South Australia, the term Aboriginal is used in preference to Aboriginal and Torres Strait Islander, in recognition that Aboriginal people are the original inhabitants of South Australia. No disrespect is intended to our Torres Strait Islander colleagues and community.



## MINISTER'S FOREWORD

**In 2016, when the baseline recidivism rate was established, it was 46%. I am pleased to advise that it is now 42.3%. This is the lowest rate we have seen in recent years, and is in no small part attributable to the initiatives born out of this strategy.**

One of the most successful programs to date has been Work Ready, Release Ready (WRRR), delivered in partnership with the Department for Correctional Services (DCS) and Workskil Australia. The partnership has seen more than 1,000 participants since its inception. Recently, a new partnership to support the WRRR program has been established with Carey Training, an Aboriginal owned and operated Registered Training Organisation (RTO). This new program will provide opportunities for Aboriginal people under DCS supervision to obtain qualifications in the construction industry and improve their chances of successful, sustainable employment.

Despite the COVID-19 challenges over the past year, I am pleased to note only a 3% reduction in rehabilitation program participation was observed. DCS arranged a phone counselling service operated by DCS psychologists and social workers for prisoners experiencing increased distress. Around 265 prisoners accessed this service between April and September 2020, with plans made to continue it into the future in partnership with local service providers. During this time DCS was also busy developing the High Intensity Treatment (HIT) pilot program, to address the complex case management needs of those on Extended Supervision Orders (ESOs) in our community. Future results of this pilot program are highly anticipated.

A large part of the 10by20 Strategy has been to tailor responses to our diverse prisoner and offender cohorts. A recently piloted program for women in custody 'Stepping Stones' was delivered in 2020, addressing key underlying causes of offending. The Program covered themes such as trauma, drug and alcohol use, domestic and family violence (DFV) and unhealthy intimate partner relationships. In February this year, in an Australian first, DCS launched the Aboriginal Strategic Framework 2020-2025 (the Framework). The Framework provides a culturally informed roadmap to address Aboriginal offender needs, empowers staff to improve their cultural awareness and competencies, and build on relationships with external Aboriginal stakeholders and groups.

Evaluations continue to be undertaken by both DCS and external providers, to ensure programs, initiatives and legislative changes are effective at reducing recidivism. An evaluation of the WRRR program recently found that 95% of program participants rated their program mentors as 'good' or 'excellent'; 82% of participants felt that the overall program was equally well regarded, and overall the program is demonstrating the positive impact of employment in reducing reoffending. An evaluation of the Our Way, My Choice (OWMC) program for Aboriginal men, found that participants were significantly more likely to successfully complete a criminogenic, rehabilitation program if they first participated in the cultural OWMC program. This demonstrates the ability to improve outcomes for Aboriginal prisoners, by using culturally appropriate initiatives.

Finally, the iSAFE program continued to expand and develop foundations for future business changes. I am pleased to announce that in December 2021, I signed a contract with Fujitsu Australia Limited to manage the supply of Syscon's Integrated Offender Management System. This new justice information system will incorporate a more holistic, end-to-end case management model for prisoners and offenders.

As Minister it's a pleasure to remain informed of progress on the important initiatives outlined within this report. I look forward to further discussions on the future direction of 10by20.

*Vincent Tarzia*

**Hon Vincent Tarzia MP**

Minister for Police, Emergency Services and Correctional Services







**10BY20**

## THE SIX STRATEGIC DIRECTIONS



## 10BY20: THE SIX STRATEGIC DIRECTIONS



## I



## SUCCESSFUL RETURN TO COMMUNITY

DCS has implemented several initiatives supporting offenders and ex-offenders to successfully return to community and go on to live crime free lives. In partnership with Anglicare SA, the Department has established the Bail Accommodation Support Program that continues to ensure fewer people are remanded in custody. In addition, the Home Detention Integrated Support Services Program, delivered by OARS Community Transitions, is ensuring that more people are able to transition well to community and have the supports they need in place to succeed long-term.

## PROGRESS IN 2020

- ▶ Continued to deliver the WRRR Program in partnership with Workskil Australia. Since its inception, WRRR has supported over 240 men and women into paid employment subsequent to transitioning back into the community.
- ▶ Continued the delivery of the Home Detention Integrated Support Services Program (HISSP) in partnership with Offender Aid and Rehabilitation Services Community Transitions (OARS CT). Between October 2019 and October 2020, the number of new service users for HISSP increased from 1185 to 1704.
- ▶ Continued delivery of the Self-Management and Recovery Training (SMART) program in partnership with OARS CT, with 354 clients engaged in the program over a nine-month period. During the COVID-19 pandemic, OARS CT ran virtual groups via video link and facilitated individual phone counselling sessions.
- ▶ Exceeded the Integrated Housing Exits Program (IHEP) tenant population target for Aboriginal and female clients, comprising of 26% Aboriginal clients and 27% female clients. The IHEP eligibility criteria was also amended to provide greater accessibility to this service.
- ▶ Continued delivery of 'The Arches' Bail Accommodation and Support Program (BASP) in partnership with Anglicare SA. In 2020, there were 204 participants supported through the BASP.
- ▶ The BASP facility transitioned to become a male only facility, resulting in an increase in occupancy rates with participants moving efficiently through the facility and obtaining appropriate housing in community.
- ▶ The Rehabilitation Programs Branch (RPB) developed and implemented a new model of service utilising telephone and video conferencing facilities to deliver therapeutic sessions to offenders remotely; this ensured the provision of critical services for offenders during the COVID-19 pandemic.
- ▶ Commenced delivery of the fourth Violence Prevention Program for Aboriginal men (VPP-AM), co-facilitated by treatment clinicians and Aboriginal Program Officers.
- ▶ RPB have undertaken a comprehensive review and subsequent re-write of the Domestic and Family Violence Intervention Program (DFVIP). The DFFVIP has been re-shaped into a new modularised format and now provides 120 hours of criminogenic programming, making it one of the highest intensity programs that targets intimate partner

violence, in Australia. New content was added on sexual violence, alcohol and drug use, and parenting and previous content was elaborated on, ensuring the program aligns with best practice evidence. The safety of women and children remains the primary intention of delivery for this program, addressing mens' behaviour change and partner contact (in partnership with Women's Safety Services of SA (WSSSA) as the key strategies to achieve this end.

- ▶ Piloted the Stepping Stones Program – a gender-responsive criminogenic program for female offenders at the Adelaide Women's Prison (AWP). Stepping Stones addresses the underlying causes of offending for women but is tailored to be responsive to their specific needs and pathways, and covers themes including trauma, drug and alcohol use, DFV and problematic intimate partner relationships.
- ▶ Continued delivery of the Wellbeing and Resilience program delivered to women offenders at the AWP.

## ACTIONS FOR 2021

- ▶ Work with SA Housing Authority (SAHA) to determine a new approach and allow greater accesses to the IHEP program.
- ▶ Participate in the development and implementation of the Family Safety National Information Sharing Framework, which will seek to enable comprehensive data sharing with Family Law Courts to improve decision making.
- ▶ Progress a data strategy and continue to design and develop the iSAFE system requirements and proceed to procurement of a new intelligence and offender management system, including implementation of a more innovative end-to-end (E2E) case management approach.
- ▶ Continue to partner with the NGO sector to deliver targeted alcohol and other drug services in prison and in the community.
- ▶ Consider options for community managed bail accommodation support for women.



## CASE STUDY

### Work Ready, Release Ready – Support Former Prisoners into Paid Employment

Rachel participated in the WRRR program during her sentence at the Adelaide Pre-Release Centre (APC).

WRRR supported Rachel to map out her employment and education goals. The program's guidance and mentoring also allowed her to realise that low self-confidence and anxieties relating to a lack of employment history and limited education were stopping her from moving forward in her life.

After her release, the WRRR program linked Rachel with a Job Club at Workskil Australia and she commenced applying for work. The program helped Rachel to obtain her Work Zone Traffic Management ticket, learners driving licence, White Card, and interview attire.

Rachel persevered through a number of unsuccessful job interviews and applications, and eventually found a volunteer role to gain work experience and further develop required skills.

Rachel continued to seek paid employment and secured a role as a shop attendant. Despite a significant commute to work, Rachel was committed to her role and made sure she showed up to work every day using public transport.

She continued to apply for work that was closer to home and was later successful in obtaining and maintaining full-time paid employment. Rachel and her partner are now focussing on saving a deposit to reach their goal of home ownership.

Note: Names and identifying details have been changed to protect the privacy of individuals.

## 2



## EMPLOYMENT AND INDUSTRY

## PROGRESS IN 2020

- ▶ Continue to upskill people whilst in prison through DCS' targeted prisoner industries program. Prisoner industry employment opportunities are provided through the structured day model, including:
  - ▶ 185 prisoners employed at any one time in Port Augusta Prison (PAP), including in the Metal Shop, Joinery, Laundry and Kitchen industry areas; and
  - ▶ 206 prisoners employed at any one time in Mobilong Prison including in the Bakery, Metal Shop, Assembly and Kitchen industry areas.
- ▶ The AWP and APC commenced planning around the delivery of their structured day activities including:
  - ▶ Expanding the existing partnership with textile business Ennio International;
  - ▶ Business planning with owned business 'Warndu' to grow and process native foods; and
  - ▶ Installing a new industry shed to provide increased prisoner employment options regarding food processing.
- ▶ Through its' Community Service program, DCS partnered with the Copper Coast Council and the Wallaroo Community Development Association to restore the 90-year-old *Cutter Canberra* sculpture. The project was undertaken between August and December 2020 under the management of a DCS Community Service Supervisor. A total of 17 different community service groups worked on the restoration, completing a total of 540 hours.
- ▶ The Cadell Training Centre (CTC) community working unit assisted with the remodel and upgrade of the Waikerie Fauna Park. The park is a key tourist attraction within the Waikerie township. By utilising CTC prisoners for this work, park management achieved significant cost savings which will enable them to commit their limited funds to further upgrades.
- ▶ Completed a mural of Aunty Joy Wilson on the Recreation building at Mobilong Prison as part of the DCS funded Country Arts SA program. Through extensive consultation with prisoners and staff, Aunty Joy was chosen as the subject as a reflection of the important role she played in the lives of Aboriginal and non-Aboriginal prisoners alike during her many years of service.
- ▶ Held Art by Prisoners: *The Written Edition*, a COVID-19 art exhibition program delivered in partnership with UniSA's Bob Hawke Ministerial Centre, as part of the South Australian Living Artists Festival (SALA).
- ▶ CTC Industries converted 5.5 hectares of sub-performing olive trees to irrigated pastures in 2020 to allow for cropped pastures and hay production.

- ▶ Port Lincoln Prison (PLP) Industries added new retail and hospitality clients to its list, providing more fresh produce to several local restaurants, cafes, hotels and fishing industries.
- ▶ Implemented training at Mobilong Prison for people in custody to undertake a Certificate III in Fitness. The course equipped students with the required skills and knowledge to become a fitness instructor working both with individuals or groups. Throughout the 20-week journey, students study a range of topics including: health screening, quality service, anatomy and physiology and Healthy eating. Graduates will have a range of independent employment pathways.
- ▶ AWP prisoners donated crocheted stuffed animals, dolls and blankets for victims of the Adelaide Hills bushfires through the Lobethal Relief Centre. The women also crocheted 'wildlife rescue nests' for injured animals/birds on Kangaroo Island.

## ACTIONS FOR 2021

- ▶ Develop a new CTC dairy complex to replace current, ageing infrastructure. This is a significant development for CTC, affirming the role and function of the dairy industry going forward, allowing for continued delivery of high-quality services and providing increased access to employment for offenders residing at CTC. The estimated project completion date is late 2022.
- ▶ Implement a new apprenticeship and traineeship model across the prison system, in partnership with the Department for Innovation and Skills (DIS), TAFE SA and the Training and Skills Commission.
- ▶ Established a coffee caravan at Yatala Labour Prison (YLP) as part of an initiative of the U-Turn Foundation which assists the rehabilitation and social inclusion of prisoners and offenders through employment opportunities, education and training.
- ▶ Mobilong Prison will provide in-kind support for a Head Stone Project in South Australia, which will commemorate unmarked graves of WWI soldiers. Prisoners will manufacture headstones for this project, contributing to a worthy cause and learning useful industry skills.
- ▶ Expand garden produce at PLP by growing fresh flowers, providing further support to the local community whilst increasing site revenue.
- ▶ Expand AWP textiles machinery to allow for multicolour embroidery, leading to new business partnership opportunities.
- ▶ Implement a Graphic Design program for AWP women. The program will include local Aboriginal art designs in collaboration with the Aboriginal Services Directorate (ASD). Designs will be produced by the YLP industries screen shop.



## GOOD NEWS STORY

### **AWP Textiles team manufacture and donate medical scrubs for Healthcare Workers**

In 2020, the AWP Textiles team volunteered to manufacture and donate general-purpose medical scrubs for local South Australian hospitals during the COVID-19 pandemic.

The initiative was part of *Rona Scrubs*, a not-for-profit charitable organisation creating scrubs for our healthcare heroes in response to COVID-19 and the reported shortage of scrubs available to healthcare workers across the country.

The scrubs were distributed to doctors, nurses, and healthcare workers to reduce the amount of cleaning healthcare workers are required to do at home and to minimise the risk of outside contamination.

The AWP Textiles team were provided with information on required designs, where to source patterns, modifications required, sizing required, fabric to use and how to deliver them to our healthcare heroes.

The AWP Textiles team made a significant contribution in support of our dedicated healthcare workers across the country and for the broader community.

► Establish a new trading account with a major aquaculture and oyster business at PLP allowing prisoners to assemble oyster baskets and manufacture and assemble steel fabricated basket carrying cages.

► Mobilong Prison will partner with Trees For Life to enable a Community Work Group of prisoners to assist with regrowing vegetation at an animal sanctuary, which was destroyed as a result of the 2019 Adelaide Hills Bushfire.

## 3



## PRIORITISING TARGET COHORTS



## High Intensity Treatment (HIT) Program

**In September 2020, DCS announced the design and piloting of the new HIT Program to address the complex clinical, treatment and case management needs of up to 30 offenders on Interim and Extended Supervision Orders (ESOs). The goal of the program is to support more offenders to successfully complete their ESOs in the community.**

In response to the growing number and support needs of offenders subject to ongoing supervision under the ESO scheme, the Department will pilot the Program as a proof of concept. A thorough evaluation plan will be developed to enable monitoring of the program and to report back to the Government to inform future opportunity to expand the service.

The HIT Program will be a specialist response model designed to address the lack of specific treatment or response models for the ESO cohort.

The program will comprise a multidisciplinary team providing an assertive case management service, followed by pre-release planning and post-release delivery of rehabilitation treatment, community supervision and reintegration support. The HIT program is designed to operate across prisons and community corrections and will help maintain continuity in case management and treatment of offenders, as they move between prison and community supervision. The HIT team will also provide a specialist service for Aboriginal offenders, and will involve multi-agency coordination, NGO wraparound support and leveraging services in the community.

The HIT Program has been operational since May 2021. The HIT Program are working with the cohort of clients to address their individual program participation goals and needs both in community and custody. Early evaluation work has also commenced with an interim evaluation report due to be compiled in February 2022.



## PROGRESS IN 2020

- ▶ Launched the DCS Women's Action Plan 2019-24: Strong Foundations and Clear Pathways<sup>2</sup> in May 2020. The new plan sets out five years of activity that seeks to address the common pathways of women into the criminal justice system, and to divert women from their patterns of offending. The aim is for women to lead offence free lives with meaningful opportunities, healthy lifestyles and supportive relationships. The Action Plan will continue building alternative supervision models for women, incorporating targeted cultural supports for Aboriginal women.
- ▶ 2020 saw further infrastructure development at the AWP, enabling the final closure of the historical dormitories on site. DCS commissioned 82 new beds, a new health and admissions centre and offender development and education building at AWP.
- ▶ Delivered the Special Needs Community Service Program, with 142 offenders on the program as at October 2020. The Program's objective is to provide a community service option for offenders with disabilities or other medical limitations or restrictions, which limits their ability to meet their community service hours.
- ▶ Investment in expanded criminogenic programs is one of the 10by20 flagship initiatives. In 2020 alone, 551 prisoners were engaged in evidence-based rehabilitation programs addressing behaviour related to violence, domestic and family violence, sexual and general offending.
- ▶ Continued to liaise with the National Disability Insurance Agency (NDIA) and the South Australian Disability Advocate and forensic mental health services, to continue to promote and identify opportunities for prisoners to access the National Disability Insurance Scheme (NDIS). In 2020, 170 prisoners were linked to the NDIS.
- ▶ Undertook a Whole of Sentence Assessment (WoS) review to improve the management of prisoners and offenders by undertaking a comprehensive review of DCS assessment tools and processes, resulting in changes to prisoner and offender assessments, program referrals, case planning and case management. This included the implementation of new tools, including the LS-RNR and LSI-R:SV risk assessment tools.
- ▶ Completed an evaluation of the Wellbeing and Resilience Program delivered at AWP, co-authored by the South Australian Health and Medical Research Institute (SAHMRI) and the College of Nursing and Health Science, Flinders University. The evaluation demonstrated positive results for the program and was published in the International Journal of Offender Therapy and Comparative Criminology.
- ▶ Completed an interim evaluation of WRRR in 2020. The evaluation found that WRRR was evidence-based, in-line with best-practice, and successfully filling a service gap.

Participants and staff valued the program highly and supported its continuation. Participant engagement was generally high, especially for women. The evaluation did highlight areas for improvement, including for Aboriginal participants, program efficiency, and outcome maximisation.

- ▶ Evaluated the Violence Prevention Program (VPP), which observed a 55% reduction in violent reoffending for participants, when compared to similar offenders who did not complete the VPP.
- ▶ Continued to deliver the VPP-ME program, a variation to the mainstream Violence Prevention Program that is tailored to suit high risk violence offenders with cognitive disability.

## ACTIONS FOR 2021

- ▶ The Psychological Skills Program, delivered by SMU psychologists, continues to be well received by women in custody. A review of the program occurred in 2021 in partnership with the Borderline Personality Disorder Collaborative (BPD Collab) to ensure its ongoing effectiveness and that it aligns with current best practice as a program for women with a diagnosis of BPD. A new version of the program has also been trialled in partnership with the BPD Collab. In 2021 BPD Collab also delivered training to Offender Development and SAPHS staff at AWP and SMU psychologists; the site will continue to partner with BPD Collab on improving approaches and outcomes for women in custody with BPD.
- ▶ Continue to deliver community connection and inter-agency initiatives to support women's successful reintegration and diversion from custody in accordance with the Women's Action Plan 2019-2024.
- ▶ Finalise and review outcomes under Stronger Together: Safe Children and Strong Families 2017-2020, and implement actions within, and define future child-centred actions for incorporation into, Strong Foundations and Clear Pathways<sup>2</sup>.
- ▶ Undertake an evaluation of the BASP to determine the effectiveness of bail and sentencing outcomes for participants of the program, with a focus on rates of reoffending, return to custody rates and any associated cost savings.
- ▶ Undertake a second Home Detention (HD) Evaluation through the University of New South Wales. This evaluation will build on a longitudinal assessment of the impacts of legislative and operational changes to HD in South Australia. This includes looking at offender outcomes and costs to government.
- ▶ Appoint professionals to provide assessments and support in referring clients to the NDIS and assisting with discharge planning.

## 4



## STRATEGY FOR ABORIGINAL OFFENDERS

A first evaluation of the Our Way My Choice (OWMC) Aboriginal program, has demonstrated that it yields positive results for participants. OWMC was produced by the Aboriginal Services Directorate (ASD) and has been delivered in South Australian prisons since 2015.

**The purpose of the program is to:**

- ▶ Increase participants' knowledge of Aboriginal culture and history and to foster a sense of community connection;
- ▶ Build participants' resilience, self-esteem and decision-making;
- ▶ Prepare participants for their core rehabilitation programs including the VPP, by encouraging their participation and responsiveness to group work.

**The program evaluation found the following:**

- ▶ OWMC was delivered by skilled facilitators who are committed to and strongly support the program and its outcomes;
- ▶ Participants provided high praise for the program and its facilitators; and felt that they had benefitted from their participation;
- ▶ Participants felt they had benefitted from the program, including learning about culture, respect for self and others, understanding their role in family, increased social skills and confidence, strategies to avoid drug and alcohol addictions, and importantly intergenerational trauma.
- ▶ Of those OWMC participants that went on to commence a core rehabilitation/criminogenic program, 97% completed their program which was higher than those who did not complete OWMC first;
- ▶ OWMC was found to be evidence-based, in line with best practice and a valued and helpful part of the rehabilitation journey for Aboriginal men.



A recent artwork completed by OWMC participants.



## PROGRESS IN 2020

- ▶ DCS' first Aboriginal Strategic Framework 2020-2025 (ASF) was developed in 2020 and published in early 2021. The ASF provides a culturally informed roadmap for the Department to continue to address the needs of Aboriginal people under DCS supervision, build the cultural competency of its workforce and strengthen partnerships with Aboriginal stakeholders.
- ▶ The South Australian Public Sector Senior Management Council has established an Aboriginal Affairs Executive Committee, co-chaired by the DCS Chief Executive and the Executive Director, Aboriginal Affairs and Reconciliation, Department of the Premier and Cabinet (DPC). This Committee will oversee a whole of government strategic approach towards improving outcomes for Aboriginal South Australians; this includes addressing over representation in the justice sector as one of four key priority areas.
- ▶ The *DCS Stretch Reconciliation Action Plan (RAP) 2020-2023* was launched in July 2020. The three-year RAP forms a key part of DCS' ongoing commitment to meeting the cultural needs of Aboriginal staff and Aboriginal people under DCS supervision. DCS envisages a South Australia where Aboriginal people are not over-represented in the justice system, where Aboriginal DCS staff comprise a percentage that is proportionate to the population of Aboriginal people in custody; and where Aboriginal cultures are understood, respected, valued and embraced.
- ▶ The VPP-AM has been adapted into a program manual which will first be used throughout 2020-21. The manual captures the experiences of Aboriginal and non-Aboriginal facilitators of the VPP-AM to date and packages in a formal program manual so effective approaches can be replicated in future programs.
- ▶ A Community Transition and Learning Centre (CTLCC) pilot program is being progressed, using the Mulga Unit of PAP. The program will target enhanced rehabilitation outcomes for Aboriginal people under DCS supervision. It is anticipated that participants will commence the program from January 2022.
- ▶ Appointed an Executive Director to lead the Aboriginal Services Directorate, reporting directly to the DCS CE on important strategic initiatives including reducing the over-representation of Aboriginal people in custody.
- ▶ Continued to participate in across government meetings with SA Health Prison Services (SAPHS) regarding the Model of Care for Aboriginal Prisoners. This multi-agency approach includes input from DCS, SAPHS and Wardliparingga at SAHMRI.

- ▶ Continued to encourage DCS staff to utilise interpreting services identified by Aboriginal Affairs and Reconciliation, Department of the Premier and Cabinet (DPC).
- ▶ Developed formal partnerships with Aboriginal Drug and Alcohol Council and the Aboriginal Sobriety Group SA to provide alcohol and other drug counselling services to Aboriginal people in DCS custody. in metro and non-metro locations.

## ACTIONS FOR 2021

- ▶ Commence implementing strategies to achieve the Closing the Gap target which seeks to reduce the rate of Aboriginal incarceration 15% by 2031. Funding has been allocated across four years for Closing the Gap strategies across the prison system. The funding will go towards reducing the rate of Aboriginal overrepresentation in the criminal justice system by supporting additional participants to complete the Violence Prevention Program for Aboriginal men and the Domestic and Family Violence Prevention Program for Aboriginal men.
- ▶ Commence a custodial admission program at AWP in partnership with Aboriginal Legal Rights Movement (ALRM). This program seeks to divert Aboriginal women from custody, through immediate legal representation, and to cater for Aboriginal women who are more often held on remand and short sentences.
- ▶ Introduce a pilot program, *Road to Redemption*, as part of a partnership between Carey Training, DCS, Housing SA and Workskil Australia, which will link Aboriginal people under DCS supervision, to training and qualification opportunities in the construction industry.
- ▶ Continue to work with the National Indigenous Australians Agency and employment service providers to deliver on outcomes aligned with the South Australian Prison to Work Action Plan.
- ▶ Engage with government agencies and the non-government sector to explore further training and employment opportunities for Aboriginal people under DCS supervision.
- ▶ Achieve an increase in participant numbers for Aboriginal women in custody participating in ASD programs, with the introduction of OWMC as a pilot program for women, given its success with the Aboriginal male cohort.





## 5



## DCS AGENCY AND STAFF RESPONSE

**As part of DCS' ongoing partnership with SAHMRI to deliver wellbeing and resilience training and initiatives, DCS staff were given access to a *Be Well Tracker* tool.**

This tool was made available in October 2020, as an initiative to mark Mental Health Week and it couldn't have come at a better time given the additional stress that the COVID-19 pandemic had placed on the South Australian community.

The Be Well Tracker allows users to track levels of wellbeing and mental health, with participants receiving a personalised wellbeing report and provided with access to other support resources.

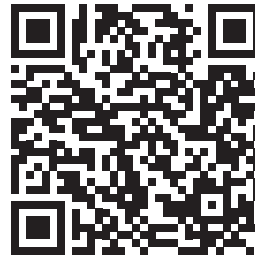
DCS saw an uptake of 33% of staff accessing this useful tool, with 49% of staff reported as having 'flourishing' wellbeing and 84% of staff showing optimal levels of resilience, a high level in comparison to many other agencies and organisations. Interestingly younger staff showed lower wellbeing scores in comparison to their older counterparts, and some disparities in results were also noted across males and females and also Aboriginal staff. These results can be used by DCS to inform future wellbeing and resilience initiatives.

The next steps from an agency perspective will be to receive analysed data from SAHMRI to gain an understanding of where the Department sits in terms of overall staff levels of wellbeing and resilience. This information will be useful to inform future DCS wellbeing and resilience strategies.

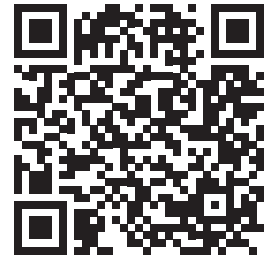
As part of broader wellbeing and resilience initiatives, DCS continues to support and empower its staff to deliver a program at the AWP. The program is facilitated by trained staff members and has been a great success. It delivers a focus on:

- ▶ Balanced thinking;
- ▶ Win-win communication;
- ▶ Gratitude;
- ▶ Goal setting;
- ▶ Meaning making.
- ▶ Event thought reaction;
- ▶ Mindfulness;
- ▶ Strengths;
- ▶ Values; and

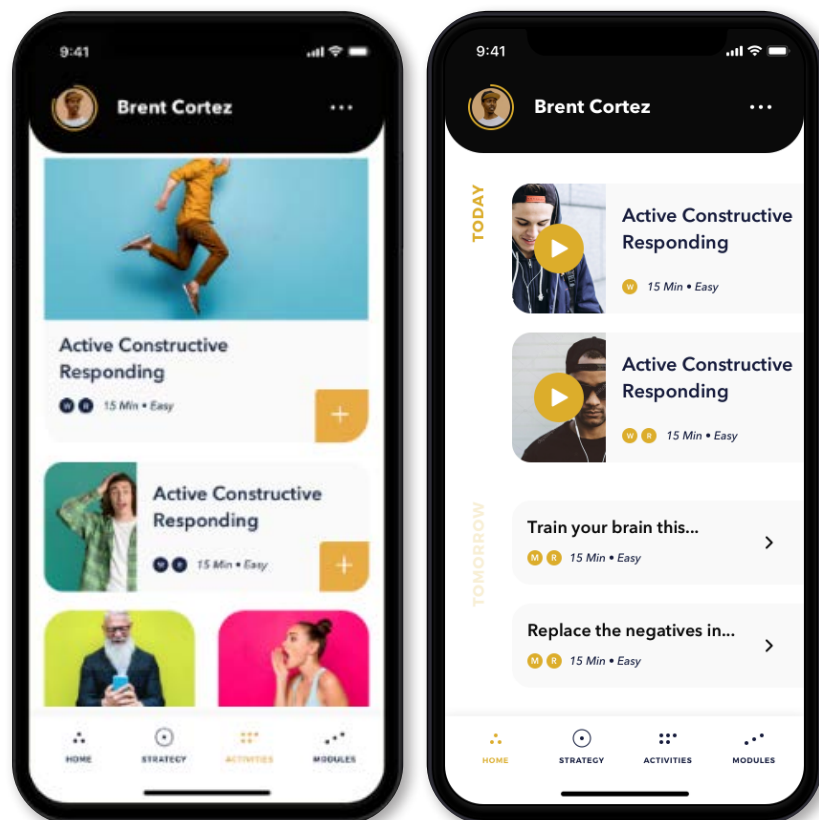
Program facilitators were recently interviewed by SAHMRI and their responses can be viewed via the QR codes below.



[wellbeingandresilience.com/  
q-a-with-faye-shone](https://wellbeingandresilience.com/q-a-with-faye-shone)



[wellbeingandresilience.com/  
q-a-with-scott-willis](https://wellbeingandresilience.com/q-a-with-scott-willis)



## PROGRESS IN 2020

- ▶ Established the new DCS Learning Academy, which provides state of the art training facilities based at the Northfield precinct. The Learning Academy supports the Department's renewed focus on staff mandatory training and has allowed DCS to pivot to online and virtual training models in response to the COVID-19 pandemic.
- ▶ Implemented a Workplace Drug and Alcohol Testing (WDAT) policy and standard operating procedure to ensure workplace safety and a high standard of professionalism, integrity, and transparency across the agency. This project was delivered in connection to a wider election commitment of *Stamping out Drugs in Prisons*. The Department has commenced a staged implementation of drug and alcohol testing and has currently implemented testing for designated positions and reasonable cause scenarios.
- ▶ Despite COVID-19 related lockdowns and disruptions to program activity, only 19 fewer people commenced a program in 2019-20 relative to 2018-19; a difference of less than 3%. DCS Rehabilitation Programs Branch responded to the COVID-19 situation by arranging alternative delivery methods including phone and video conferencing-based programs as well as self-directed workbooks for participants.
- ▶ Provided an online training package for staff, Radicalisation and Extremism Awareness Program (REAP), in response to nation-wide efforts to prevent violent extremism and terrorism. REAP was developed by the Australian New Zealand Counter-Terrorism Committee, as part of a National Counter-Terrorism Plan and has been specifically designed to meet the needs of frontline staff working in prisons, community corrections and juvenile justice systems.
- ▶ Commenced early works at YLP to construct a new car park and a business and wellbeing centre and plan to commence the construction of 270 high-security beds and critical supporting infrastructure.
- ▶ Improved responses to prisoners and offenders at risk of suicide and self-harm, including implementing a staff training course, *Connecting with People* through DCS' participation in an information-sharing working group within the South Australian Prison Health Service.
- ▶ Commenced stage five of the Kiosk Express System (KEX) project, which will enable prisoners to self-manage their own domestic visits on the kiosk system.
- ▶ Developed a Counter Radicalisation Strategy, outlining initiatives within South Australian prisons to be implemented by DCS, to proactively detect and disrupt radicalisation to violent extremism.

- ▶ Continued to apply specific controls pursuant to the *Correctional Services (Miscellaneous) Amendment Act 2018* enacted last year, to prohibit members of outlaw motorcycle gangs and organised crime groups from visiting prisons.
- ▶ Finalised the Better Prisons Benchmarking Program that ensures the efficient and safe utilisation of staff across all DCS public prisons.
- ▶ Completed the security and aesthetic upgrades at Port Adelaide Community Corrections including the construction of six new secure interview rooms, a new conference room and a programs room.

## ACTIONS FOR 2021

- ▶ Continue to enhance the newly established Learning Academy team's capabilities to ensure that more staff receive the training they need to confidently undertake their unique roles and responsibilities. The Learning Academy has been established to streamline training across DCS, and it brings a renewed focus on risk, compliance and mandatory training.
- ▶ Implement the Better Performance, Stronger Teams prison performance framework.
- ▶ Finalise implementation of high-performing benchmarked prisons' staffing models for all prisons.
- ▶ Continue the Northfield Precinct construction and upgrades, including delivering an additional 270 beds and upgrades to critical infrastructure at YLP, and a new reception and visits centre at AWP.
- ▶ Continue to foster a working relationship with the Aboriginal Health Research Ethics Committee (AHREC) for oversight of research and evaluation that impacts on Indigenous prisoners and offenders, whilst exploring opportunities for other South Australian Aboriginal agencies and governance groups to provide appropriate support and oversight, where projects fall outside of AHREC's scope.
- ▶ Continue planning for and commence a transition of electronic security (from analogue to digital) upgrades at the AWP and YLP.
- ▶ Continue to facilitate a socially focussed Devil's Peak Park Run event at PAP, to improve mental and physical health and wellbeing for prisoners, staff and volunteers, staff and prisoner relationships, and pro-social connections and behaviour.







## 6



## PARTNERSHIPS AND COLLABORATION

In 2021, DCS partnered with Carey Training, an Aboriginal owned and operated private Registered Training Organisation (RTO) to deliver the *Road to Redemption* program for male Aboriginal prisoners and ex-offenders. This partnership, which also involves links with Workskil Australia and Housing SA, will provide participants the opportunity to gain qualifications in the construction industry, including steel framing, civil construction, concreting, and general construction, with the aim to provide sustainable employment opportunities thereafter.

The Chief Executive Officer of Carey Training has stated his organisation's commitment to the advancement of Aboriginal people through the provision of high quality, culturally appropriate training that has the potential to deliver employment or career advancement outcomes. A similar program is being delivered by Carey Training in partnership with the Western Australian Department of Justice, with data from Deloitte Access Economics

indicating that for each dollar spent on training an Aboriginal participant of their program, three dollars were returned to the economy as a result of employee taxes, a reduction in reoffending and positive participation in the community.

The program will be delivered in a 'live works' setting which could include construction of concrete pads, paved areas, earthworks, sheds, pavements, retaining walls, pergolas and other activities. For the prisoner cohort, their involvement may include working on infrastructure projects, or supervised day-release to undertake community projects.

The program will initially be available to male participants, with a view to include female offenders soon after.



[careytraining.com.au/about-us](https://careytraining.com.au/about-us)



Carey Training Adelaide Office Launch with the Hon Steven Marshall



## PROGRESS IN 2020

- ▶ Developed a Disability Access and Inclusion Plan (DAIP), establishing priorities over the next four-years to improve inclusivity and accessibility for its workforce and prisoners and offenders under its supervision.
- ▶ The Office for Data Analytics (ODA) and DCS collaborated on a data-sharing project focused on determining the prevalence of disability within the prisoner and offender cohort and the characteristics of that cohort. Key staff from ODA and DCS will continue to chair the Steering Committee, with representatives from Forensic Mental Health, Prison Health, Office for the Public Advocate, Human Services (Youth Justice, Disability SA), Education, Attorney General's Department and SAPOL. A key deliverable of this project will be a linked dataset of all prisoners and offenders with disability indicators.
- ▶ The Department of Human Services (DHS) and DCS worked closely together on data sharing arrangements to improve identification of people entering or in custody, as previous or current recipients of disability support services.
- ▶ Continue to support the Aspire Social Impact Bond (SIB) delivered by the Hutt Street Centre. The Aspire SIB provides support for people experiencing homelessness for up to three years and is Australia's first homelessness focussed SIB.
- ▶ Delivered the 'Don't Become That Man' service through a partnership with OARS CT, who provide this phone-based counselling service to men aged 16 years or older and who have engaged in abusive and violent behaviours towards intimate partners. This service was available to both remandees and sentenced prisoners.
- ▶ Introduced a range of key preventative strategies in 2020 to reduce the risk of COVID-19 transmission and infection across worksites, which included comprehensive screening of new prisoner admissions and transfers by SAPHS.
- ▶ Continue to work with MOSSOP Construction to employ women in custody in the U-Turn program. Women on this program assist in construction roles as part of the redevelopment of AWP.
- ▶ Develop a DCS Partnerships Strategy to highlight the Department's aims for improving partnerships with NGOs, businesses, academics and other key stakeholders.
- ▶ Continue to collaborate with the Commonwealth Government in the establishment of future National Disability Strategies, to ensure justice sector needs are accurately reflected.
- ▶ Continue to work with the Commonwealth Government on a Family Safety National Information Sharing Framework, which will enable data sharing with Family Law Courts, Family Violence and Child Protection systems, to support improved decision making.
- ▶ Continue to progress disability related initiatives as part of government wide strategies and the DAIP, and report on them as part of a legislated mandate in October 2021.
- ▶ Continue to pilot an Intensive Housing Program, with a support team who will work with prisoners that are approved for release subject to suitable accommodation being identified. As of March 2021, the Housing Officers have successfully housed 112 prisoners, including 74 Parolees and 37 Release Ordered Home Detention clients.
- ▶ Continue to pursue opportunities with all key stakeholders, NGOs, and the academic sector, to deliver programs, initiatives or to provide best practice and literature informed advice for the delivery of support to prisoners and offenders to enable them to desist from crime.
- ▶ Continue to engage external providers to provide evaluations on key initiatives, including the University of New South Wales evaluation on the impacts of changes to HD legislation.
- ▶ Continue to work closely with Kokatha Aboriginal Corporation and the National Indigenous Australians Agency to mobilise and deliver the CTLC which will support Aboriginal people in custody transition back to their regional and remote community.
- ▶ Continue to deliver culturally appropriate alcohol and other drugs support services for Aboriginal people in custody, in partnership with the Aboriginal Sobriety Group and the Aboriginal Drug and Alcohol Council SA.
- ▶ Maintain and build DCS working relationships with Aboriginal Community Controlled Organisations (ACCO), including: Kornar Winmil Yunti; Aboriginal Family Support Services (AFSS); The Grannies Group; InComPro; Kura Yerlo; Ngopamuldi Aboriginal Corporation; Nunga Miminar; and Pangula Mannamurna.
- ▶ Continue to deliver the Aboriginal Elders Visiting Program.
- ▶ Continue to deliver the Aboriginal Visitor Scheme and the Prisoner Care Program in partnership with ALRM.
- ▶ Investigate partnership opportunities for the delivery of a Bail Accommodation Support Program for women remanded in custody.
- ▶ Consider opportunities to improve bail outcomes at the ARC through targeted support and partnerships.

## ACTIONS FOR 2021

- ▶ Continue a partnership with the Women's Safety Services of SA (WSSSA) for the delivery of a Domestic and Family Violence Program for women in custody, which explores the cycle of violence and impacts on family and children.
- ▶ Develop a Memorandum of Understanding (MOU) with the Department for Child Protection (DCP), to ensure services, supports and necessary protocols are in place for parents in custody whose children have interface with the Child Protection system. This will ensure activities such as family conferences and parent-child interactions can occur in an appropriate and supported way.

# ACRONYMS LIST

<b>10by20</b>	Strategy for Reducing Reoffending 10% by year 2020
<b>ACCO</b>	Aboriginal Community Controlled Organisations
<b>AHCSA</b>	Aboriginal Health Council of South Australia
<b>AHREC</b>	Aboriginal Health Research Ethics Committee
<b>ALRM</b>	Aboriginal Legal Rights Movement
<b>APC</b>	Adelaide Pre-release Centre
<b>ARC</b>	Adelaide Remand Centre
<b>ASD</b>	Aboriginal Services Directorate
<b>ASF</b>	Aboriginal Strategic Framework
<b>AWP</b>	Adelaide Women's Prison
<b>BASP</b>	Bail Accommodation Support Program
<b>CTC</b>	Cadell Training Centre
<b>CTLIC</b>	Community Transition and Learning Centre
<b>DAIP</b>	Disability Access and Inclusion Plan
<b>DCS</b>	Department for Correctional Services
<b>DFV</b>	Domestic and Family Violence
<b>DFVIP</b>	Domestic and Family Violence Intervention Program
<b>DHS</b>	Department of Human Services
<b>DIS</b>	Department of Innovation and Skills
<b>DPC</b>	Department of the Premier and Cabinet
<b>E2E</b>	End to End Case Management
<b>HD</b>	Home Detention
<b>HIT</b>	High Intensity Treatment Program
<b>HISSP</b>	Home Detention Integrated Support Services Program
<b>ICT</b>	Information and Communications Technology
<b>ICU</b>	Intensive Compliance Unit
<b>IHEP</b>	Integrated Housing Exists Program
<b>KEX</b>	Kiosk Express System

<b>LMS</b>	Learning Management System
<b>LS-RNR</b>	Level of Service/Risk, Need, Responsivity Tool
<b>NDIA</b>	National Disability Insurance Agency
<b>NDIS</b>	National Disability Insurance Scheme
<b>NGO</b>	Non-government organisation
<b>OARS CT</b>	Offenders Aid and Rehabilitation Services Community Transitions
<b>ODA</b>	Office for Data Analytics
<b>OWMC</b>	Our Way, My Choice Program
<b>PAP</b>	Port Augusta Prison
<b>PLP</b>	Port Lincoln Prison
<b>RAP</b>	DCS Stretch Reconciliation Action Plan
<b>REAP</b>	Radicalisation and Extremism Awareness Program
<b>RPB</b>	Rehabilitation Programs Branch
<b>ROHD</b>	Release Ordered Home Detention
<b>RTO/RTOs</b>	Registered Training Organisation
<b>SAHA</b>	SA Housing Authority
<b>SAHMRI</b>	South Australian Health and Medical Research Institute
<b>SALA</b>	South Australian Living Artists Festival
<b>SAPHS</b>	South Australian Prison Health Service
<b>SMART</b>	Self-Management and Recovery Training Program
<b>VPP</b>	Violence Prevention Program
<b>VPP-AM</b>	Violence Prevention Program for Aboriginal Men
<b>WDAT</b>	Workplace Drug and Alcohol Testing
<b>WoS</b>	Whole of Sentence Assessment Review
<b>WRRR</b>	Work Ready, Release Ready
<b>WSSSA</b>	Women's Safety Services of SA
<b>YLP</b>	Yatala Labour Prison








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REDUCING REOFFENDING 10% BY 2020



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