

Reconciliation Action Plan– Stretch RAP

South Australian Department for Correctional Services

Reconciliation Action Plan May 2023 – April 2026



Government of South Australia
Department for Correctional Services

Our Vision for Reconciliation

The Department for Correctional Services (DCS) envisages a South Australia where Aboriginal and Torres Strait Islander people are not over-represented in the justice system, where Aboriginal and Torres Strait Islander staff representation is proportionate to the level of Aboriginal and Torres Strait Islander incarceration, and where Aboriginal and Torres Strait Islander cultures are understood, respected, and valued.

DCS is committed to inspiring a workplace where reconciliation is reflected through our actions. The Department takes pride in being an employer of choice for Aboriginal and Torres Strait Islander South Australians. DCS endeavours to provide services and supports that recognise diverse cultural needs and address the intergenerational trauma that many have suffered in their lives. The Department recognises the Aboriginal and Torres Strait Islander First Peoples of Australia and respects the historical injustices and ongoing inequalities that continue to contribute to the over-representation of Aboriginal and Torres Strait Islander in systems such as correctional services.

Our Business

The Department for Correctional Services (DCS) plays a fundamental role in contributing to the safety of our community. Through the safe, secure, and humane management of people in custody and through the provision of opportunities for rehabilitation, DCS contributes to public safety, reduced reoffending and the protection of victims.

DCS is a state-wide service, operating in metropolitan, regional community and institutional services areas across South Australia. This includes the management and operation of nine South Australian prisons, as well as the operation of fifteen Community Correctional Centres. The Department employs Aboriginal Liaison Officers and Aboriginal Programs Officers which are an integral part of our prison and community services, who deliver culturally tailored support and rehabilitation programs for Aboriginal and Torres Strait Islander people in custody.

DCS Central Office is responsible for a range of services including Chief Executive support and governance, strategic policy and projects, operations management, human resources, financial and safety and information systems. The Aboriginal Services Directorate services the needs of

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Aboriginal and Torres Strait Islander stakeholders within the department, as well as driving the provision of appropriate policy and program development for Aboriginal and Torres Strait Islander people in custody.

DCS provides employment for approximately 2000 people across South Australia. This includes employment of approximately 111 Aboriginal and Torres Strait Islander staff across the organisation, making up almost 6% of the organisations' staff.

Our Clients

Our clients are people who are either in custody or under a supervision order with our Community Corrections teams. While 2.4% (2021 Census, ABS) of the South Australian population identifies as Aboriginal and/or Torres Strait Islander, Aboriginal people make up 24% of DCS client population. This over-representation is significant, and the Department is committed to supporting Aboriginal and Torres Strait Islander people in custody through rehabilitation services whilst in custody and reintegration services upon release to achieve higher rates of engagement with education and employment, while lowering recidivism and over-representation rates. The Department also acknowledges that the impact of offending extends to the wider community including families and communities of people in custody.

Aboriginal Services Directorate

The Aboriginal Services Unit was established in 1995 following recommendations made by the Royal Commission into the Aboriginal Deaths in Custody (RCADIC). As of 2021 the Unit transitioned to the Aboriginal Services Directorate (ASD) which liaises closely with Aboriginal and Torres Strait Islander stakeholders to provide culturally responsive advice and support to clients and staff.

The ASD works across DCS (at both strategic and operational levels) to provide advocacy for Aboriginal and Torres Strait Islander staff, as well as overseeing the development of culturally appropriate services, policies, and procedures across the Department. The Directorate also provides support for the development of Aboriginal and Torres Strait Islander community organisations, other government departments, and for the provision of specialised cultural services to Aboriginal and Torres Strait Islander people in custody and their families.

Our Strategic Plan

The Department's Strategic Plan 2022-2026 incorporates key strategies which align with core Reconciliation actions.

Our Strategic Priorities: to make a difference to reduce reoffending and to improve outcomes for Aboriginal and Torres Strait Islander people in custody.

- **Priority 1** Reduce Reoffending: We will invest in strategic initiatives that ensure that fewer people return to custody.
- **Priority 2** Closing the Gap: We will reduce the over-representation of Aboriginal people incarcerated in South Australia through cultural understanding and engagement.
- **Priority 3** High Performing Teams: We will actively contribute to improving outcomes for all people impacted by the criminal justice system.
- **Priority 4** Innovation and Contemporary Practice: We will think creatively and learn from best practice to ensure that DCS delivers world class correctional services.
- **Priority 5** Safe at Work: We will continue to prioritise the safety of staff, partners, and people under DCS supervision.

Our Reconciliation Journey

Given the over-representation of Aboriginal and Torres Strait Islander people in custodial and Community Corrections populations, DCS has identified, resourced and implemented a number of targeted strategies and programs to support and improve outcomes for Aboriginal clients. The Department's ongoing commitment to acknowledge and address the unique needs and requirements of both its Aboriginal and Torres Strait Islander staff and clients drives the Reconciliation effort. The following strategies and services highlight the Department's Reconciliation journey.

10by20 Strategy

In 2017 as part of the Department's commitment to reduce reoffending, a *Reducing Reoffending: 10% by 2020 Strategic Policy Panel* was formed and chaired by Nyunggai Warren Stephen Mundine AO. The panel sought advice from key Aboriginal stakeholders from government and non-government sectors. The panel published the *Reducing Reoffending: 10% by 2020 Strategic Policy Panel Report*. Strategy 4 specifically addressed the needs of Aboriginal Offenders, including key recommendations:

- Ensure the specific and cultural needs of Aboriginal offenders are included in the implementation of all Panel recommendations.

- Develop a strategic framework for Aboriginal offenders. The framework must be founded on a rigorous examination of issues facing Aboriginal offenders and be results based.
- Ensure that Aboriginal offenders who are returning to country receive specialised transition supports and services.
- Continue to pursue, in concert with the community, the development of a community transition centre close to country.
- Maintain links with the Chief Executive Group for Aboriginal Affairs as a forum for critical discussion on issues, policies and programs affecting Aboriginal offenders.
- Ensure translation services are provided for Aboriginal offenders who do not speak English as their first language.
- Continue to strengthen partnerships with Aboriginal businesses and community organisations.

By August 2022, DCS not only achieved the *10by20* target, but exceeded it and achieved the lowest recidivism rate in the country. This significant achievement was the result of the dedicated staff who worked tirelessly to reduce the rate of reoffending thus contributing to safer communities, fewer crimes committed, and an increase in the provision of opportunities for offenders to turn their lives around. In 2022, the Department received the Premier's Excellence Award for Service Delivery for the exceptional achievements of the *10by20* Strategy.

The South Australian Government and DCS have now committed to a new target of reducing reoffending 20% by 2026 (*20by26*).

Aboriginal Strategic Framework

In 2020 DCS developed an Aboriginal Strategic Framework (ASF) 2020-2025 and accompanying Action Plans (2020-2021, 2022-2023). The Framework defines the Vision, Principles, and Themes for strategic action while the Action Plans outline specific actions to be achieved during the two-year period, under the themes:

- Ensure access to programs and services that are responsive to the unique cultural and gendered needs of Aboriginal offenders,
- Build a culturally competent and responsive workforce,
- Increase Aboriginal and Torres Strait Islander economic participation and strengthen partnerships with organisations, businesses, and communities.

In 2022, the first two-year Action Plan was completed marking the achievements of the Department under the above themes. Approximately 54% of the actionable outcomes were achieved by December 2021. The 2022-2023 Action Plan is currently underway across the Department.

Lemongrass Place

Lemongrass Place (formerly the Community Transition and Learning Centre) is a Commonwealth funded pilot program that provides residential services that support Aboriginal men from regional and remote communities who are exiting prison.

The Centre was established at Port Augusta and is located just outside of the prison. The site is intended to build the skills and capacity of participants to transition successfully back to community, to desist from crime long-term, to engage with education and employment opportunities, and to link participants with Aboriginal community members and organisations.

Aboriginal Cultural Awareness Training

The Department, through the Aboriginal Services Directorate, runs a successful Aboriginal Cultural Awareness training program for all staff. The feedback from these training sessions has been overwhelmingly positive and has contributed to deeper appreciation of historical events that affect Aboriginal and Torres Strait Islander people. This onsite cultural training is undertaken face to face with Aboriginal Programs Officers and is a significant commitment by the Department to actively promote reconciliation for its entire staff and their interaction with Aboriginal and Torres Strait Islander staff and clients.

In 2019, the Department extended the mandate of the training to cover all staff including Community Corrections and trainee correctional officers, and to require all staff undertake a refresher course after three years.

In 2022, the ASD launched the Learning module of Aboriginal Cultural Competency training “*In My Blood It Runs*” specifically designed to build the Aboriginal cultural competency and capabilities of DCS staff.

Aboriginal Impact Policy/Statement

DCS has a policy in place requiring the completion of an Aboriginal Impact Statement for all projects, programs and policies developed by the Department. The Aboriginal Impact Statement is designed to ensure the needs, interests and circumstances of Aboriginal and Torres Strait Islander clients and employees have been incorporated.

The Aboriginal Impact Statement is a declaration which ensures that:

- consultation and negotiation processes have been undertaken with Aboriginal and Torres Strait Islander peoples and organisations.
- the needs, interests and circumstances of Aboriginal and Torres Strait Islander peoples have been properly considered.
- the impacts on Aboriginal and Torres Strait Islander peoples have been identified and, where necessary, mitigation strategies developed.

Aboriginal Impact Statements are reviewed and approved by the Director, Aboriginal Services Directorate.

Five Dimensions

A united Australian society values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared identity. This is achieved within the five inter-related critical dimensions of race relations, equality and equity, institutional integrity, unity and historical acceptance.

- **Race Relations:** All Australians understand and value Aboriginal and Torres Strait Islander and non-Indigenous cultures, rights and experiences, which results in stronger relationships based on trust and respect and that are free of racism.

- **Equality and Equity:** Aboriginal and Torres Strait Islander peoples participate equally in a range of life opportunities and the unique rights of Aboriginal and Torres Strait Islander peoples are recognised and upheld.
- **Unity:** An Australian society that values and recognises Aboriginal and Torres Strait Islander cultures and heritage as a proud part of a shared identity.
- **Institutional Integrity:** The active support of reconciliation by the nation's political, business and community structures.
- **Historical Acceptance:** All Australians understand and accept the wrongs of the past and the impact of these wrongs. Australia makes amends for the wrongs of the past and ensures these wrongs are never repeated.

Our Reconciliation Action Plan

The DCS Reconciliation Action Plan (RAP) represents our organisations commitment to actively pursue reconciliation between Aboriginal and Torres Strait Islander peoples and other citizens of Australia. The RAP provides a framework for action that is progressively achieved and expanded. It has been developed through consultation and collaboration with the Chief Executive, Executive Directors, the Aboriginal Services Directorate and the Strategic Policy, Projects and Partnerships Unit. The RAP Working Group also consulted with prisoners, staff, community providers and other RAP Chairs to provide input into this RAP.

Stretch Reconciliation Action Plan

As DCS has developed and achieved strategies to advance reconciliation internally, the Department has advanced to develop our second Stretch RAP. This type of RAP is focused on implementing longer-term strategies and, by doing so, committing to achieving measurable targets. The Stretch RAP requires DCS to embed reconciliation initiatives into everyday 'business as usual' operations.

Our Reconciliation Action Plan Working Group

The RAP is monitored and actively driven by the DCS Reconciliation Action Plan Working Group. The RAP Working Group has a formal governance structure as outlined in the Terms of Reference with representation of Aboriginal and/or Torres Strait Islander and non-Indigenous staff across the department. Membership includes representation from: Performance Monitoring, Custodial, Policy and Project, Clinicians, Aboriginal Services, Records, Community Corrections, Prison Industries, Procurement, Accommodation and Corporate. The RAP Working Group is co-chaired by the Deputy Chief Executive and the Director of the Cross Borders Program. The RAP Working Group holds quarterly meetings at different DCS sites across the state to promote engagement and reconciliation, and to facilitate consultation with Aboriginal prisoners and DCS staff. The RAP Working Group is highly engaged, visible across DCS locations and leads through experiential engagement with DCS staff and other South Australian RAP Working Groups.



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Action	Deliverable	Responsibility	Timeline
1.1 Establish and strengthen mutually beneficial relationships with Aboriginal & Torres Strait Islander Stakeholders and organisations	1. Continue to implement the Aboriginal Strategic Framework and work with Aboriginal and Torres Strait Islander stakeholders to: <ul style="list-style-type: none"> i. Build a culturally diverse and responsive workforce ii. Provide programs and services that are responsive to the unique cultural needs of Aboriginal offenders iii. Strengthen strategic partnerships with Aboriginal stakeholders through direct engagement and participation in sector forums 	Executive Director, Offender Development	Jan 2024 Jan 2026
	2. Re-establish the Aboriginal Reference Group and support their quarterly meetings to provide advice on policy development and initiatives to address the over-representation of Aboriginal and Torres Strait Islander people in prison. Enable the calling of additional ad hoc meetings as required.	Executive Director, Aboriginal Services Directorate	Dec 2023 Dec 2024 Dec 2025
	3. Implement an engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders	Executive Director, Offender Development	Jun 2024
	4. Review and update engagement plan to work with our Aboriginal and Torres Strait Islander stakeholders	Executive Director, Offender Development	Jun 2024 Jun 2025
	5. Meet with local Aboriginal and Torres Strait Islander organisations to continuously improve guiding principles for future engagement	All Executive Directors	May 2024 May 2025 May 2026
	6. Continue to maintain formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations, including the Aboriginal Legal Rights Movement (ALRM), the Aboriginal Drug and Alcohol Council (ADAC), and the Aboriginal Health Council of South Australia (AHCSA)	Executive Director, Offender Development	Dec 2023 Dec 2024 Dec 2025

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	through Memorandums of Understanding and/or contractual service agreements		
	7. Increase our awareness and understanding of 'lateral harm' in the workplace that can deeply impact Aboriginal and Torres Strait Islander staff.	Executive Director, Aboriginal Services Directorate	Dec 2024

1.2 Engage with recognised and respected partners of the Aboriginal community to assist in reducing the over-representation of Aboriginal and Torres Strait Islander offenders	1. Expand to all prisons the Aboriginal Elders and Respected Persons Visiting Program to assist with the rehabilitation process of prisoners	Executive Director, Aboriginal Services Directorate	Dec 2023
	2. Enable Aboriginal Elders and Respected Persons to work collaboratively with DCS staff to achieve better prisoner outcomes through active recruitment of visiting Elders and appropriate notification- through KEX and ALO's- to Aboriginal and Torres Strait Islander people in custody when these visits are occurring.	Program Manager, Aboriginal Services Directorate	Apr 2024 Apr 2025 Apr 2026
	3. Enhance the Work Ready, Release Ready program, to continue to engage with government agencies and the non-government sector to secure further training and employment opportunities for Aboriginal and Torres Strait Islander people released from custody.	Executive Director, Offender Development	Oct 2023 Oct 2024 Oct 2025
	4. Undertake a review of the Job and Person Specification for Aboriginal Liaison Officers to ensure it adequately reflects the duties, responsibilities, scope, impact, and cultural obligations of the role.	Deputy Chief Executive Executive Director, Aboriginal Services Directorate	May 2024

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1.3 Build relationships through celebrating National Reconciliation Week (NRW)	1. Circulate Reconciliation Australia's National Reconciliation Week (NRW) resources and Reconciliation materials to all staff through Chief Executive announcements and DCS Reconciliation intranet site	RAP Working Group Media and Communications	May 2023 May 2024 May 2025
	2. Renew the DCS NRW Working Group	DCS Executive	May 2023
	3. Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW, including Reconciliation breakfast, and to invite external stakeholders to attend events at prison and regional office sites, supported by CE, Deputy CE and Director Aboriginal Services Directorate	Chief Executive	May 2023 May 2024 May 2025
	4. Encourage and support RAP Working Group members to participate in two external events to recognise and celebrate NRW, including the Reconciliation Week Breakfast, the Lowitja O'Donoghue Oration, Narragunnawli Awards, Apology Breakfast and Apology Day Community event.	Chief Executive	May 2023 May 2024 May 2025
	5. Organise four internal NRW events, including at least one organisation wide NRW event	DCS NRW Working Group	May 2023 May 2024 May 2025
	6. Organise a minimum of one NRW event at each prison site each year	DCS NRW Working Group	May 2023 May 2024 May 2025
	7. Register our NRW events on Reconciliation Australia's NRW website	DCS NRW Working Group	May 2023

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			May 2024 May 2025
	<p>8. Implement internal media strategies to engage all staff to drive reconciliation outcomes including but not limited to:</p> <ul style="list-style-type: none"> Targeted awareness campaign on intranet prior to National Reconciliation Week Inclusion of National Reconciliation Week and NAIDOC planning on Shaping Corrections agenda 	Media and Communications	May 2023 May 2024 May 2025
	<p>9. Implement staffing strategies to ensure the RAP Working Group has capacity to drive National Reconciliation Week and NAIDOC activities by:</p> <ul style="list-style-type: none"> Promoting membership of the RAP Working group through RAP Bulletins Facilitating offline time for RAP Working Group members to coordinate National Reconciliation Week and NAIDOC activities 	Deputy Chief Executive	May 2023 May 2024 May 2025
	<p>10. Maintain the Reconciliation Action Plan site on DCS intranet which includes:</p> <ul style="list-style-type: none"> RAP Working Group membership DCS Declaration for Reconciliation DCS Reconciliation Action Plan RAP Working Group Terms of Reference Meeting Agendas and Minutes from RAP Working Group Links to Reconciliation relevant resources including Statement of Acknowledgement, protocols, procurement Links to National Reconciliation Week and NAIDOC week activities both across Australia and within DCW Promoting Reconciliation actions/activities within and outside of DCS 	Media and Communications	May 2023 May 2024 May 2025

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	<p>11. Communicate our commitment to Reconciliation publicly by:</p> <ul style="list-style-type: none"> • Displaying DCS Declaration for Reconciliation in the Department's Central Office CE reception area, staff kitchen areas and all visitor entrances in prisons and Community Correctional Centres. • Publishing DCS Declaration for Reconciliation on the DCS outward facing website • Promoting DCS active Reconciliation efforts including staff and prisoner lead activities on the DCS website 	Media and Communications	<p>Jul 2023</p> <p>Jul 2024</p> <p>Jul 2025</p>
	<p>12. Present an annual award to one DCS staff or team where they have made a difference in support of the reconciliation effort</p>	Chief Executive	<p>Aug 2024</p> <p>Aug 2025</p> <p>Aug 2026</p>
	<p>13. Collaborate with other RAP Working Groups to implement ways to advance Reconciliation, including SA Health, SAPOL, Department of Education, the Courts Administration Authority, Attorney General's Department, Child Protection, Environment and Water to drive Reconciliation outcomes.</p>	RAP Co-Chairs	<p>Jul 2023</p> <p>Jul 2024</p> <p>Jul 2025</p>

<p>1.4</p> <p>Promote positive race relations through anti-discrimination strategies</p>	<p>1. Continuously improve HR policies and procedures concerned with anti-discrimination</p>	Executive Director, People and Business Services	<p>Jul 2023</p> <p>Jul 2024</p> <p>Jul 2025</p>
	<p>2. Engage with Aboriginal and Torres Strait Islander staff and/or advisors to continuously improve our anti-discrimination policy</p>	Executive Director, Aboriginal Services Directorate	<p>Nov 2023</p> <p>Nov 2024</p> <p>Nov 2025</p>

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	3. Implement and communicate an anti-discrimination policy for our organisation	Media and Communications	Jul 2023 Jul 2024 Jul 2025
	4. Maintain DCS' commitment to the 'Racism. It Stops With Me' campaign i. Endorse campaign by featuring campaign logo in all facilities and selected electronic and print media and marketing ii. Promote the campaign to all staff including promotion on the DCS homepage of the intranet site and links to the 'Racism. It Stops With Me' website	Media and Communications	Jul 2023 Jul 2024 Jul 2025
	5. Provide ongoing education opportunities for senior leaders and managers on the effects of racism	Chief Executive	Jul 2023 Jul 2024 Jul 2025
	6. Senior leaders to publicly support anti-discrimination campaigns, initiatives and stances against racism	All Senior Leaders	Nov 2023 Nov 2024 Nov 2025

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	Action	Responsibility	Timeline
2.1 Increase understanding, value and recognition of Aboriginal & Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	1. Explore extending the Aboriginal Preparatory and Wellness Program Our Way: My Choice modified for Aboriginal women to remand status prisoners.	Executive Director, Aboriginal Services Directorate	Jul 2024
	2. Continue to deliver the Aboriginal Cultural Awareness program to staff as developed in consultation with local Traditional Owners and Aboriginal advisors	Manager, Aboriginal Services Directorate	Jan 2024 Jan 2025 Jan 2026
	3. Update the Correctional Officer Refresher program – to be conducted every three years, expanding on local knowledge from Elders and respected persons.	Executive Director, Aboriginal Services Directorate	Jun 2025
	4. Conduct a review of cultural learning needs across DCS and implement a cultural learning strategy.	Executive Director, Aboriginal Services Directorate	Jun 2025
	5. Commit all new staff to undertake formal and structured cultural learning: <ul style="list-style-type: none"> 100% of all new staff to undertake face to face cultural awareness training within six months of employment 100% of existing staff to have completed face to face cultural awareness training by December 2024 50% of senior leaders to undertake cultural immersion activities 	Deputy Chief Executive	Jan 2024 Jan 2025 Jan 2026
	6. Improve cultural safety for Aboriginal and Torres Strait Islander staff and people in custody across all sites through visible promotion of Aboriginal and Torres Strait Islander cultures, including the 'Racism. Stops with Me'	Deputy Chief Executive	Mar 2025

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	campaign and positive imagery of Aboriginal and Torres Strait Islander people and communities		
	7. Create a calendar of events that highlights days of significance to Aboriginal and Torres Strait Islander peoples for display across all business units and prison sites	Executive Director, Offender Development	Jan 2024

2.2 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	1. Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	Media & Communications	Nov 2023 Nov 2024 Nov 2025
	2. Annually review and update our cultural protocol document and ensure it is tailored for all local communities we operate in.	Executive Director, Aboriginal Services Directorate	Nov 2023 Nov 2024 Nov 2025
	3. Complete a Cultural Competency Assessment Audit, ensuring that all business units have a practical understanding of methods of engagement with Aboriginal and Torres Strait Islander staff, prisoners, offenders and external agencies.	Executive Director, Aboriginal Services Directorate	Jan 2024 Jan 2025 Jan 2026
	4. Invite a local Traditional Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year, including Central Office NRW and NAIDOC Week events at a minimum of four prison sites.	Executive Directors All site General Managers	Jul 2023 Jul 2024 Jul 2025
	5. Include an Acknowledgement of Country at the commencement of important meetings.	Chief Executive	Jul 2023 Jul 2024 Jul 2025

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	6. Encourage all DCS staff to include an acknowledgement to country in email signatures, paying respect to the Aboriginal lands on which DCS businesses operate.	RAP Co-Chairs	Dec 2023
	7. Staff and senior leaders to continue to provide an Acknowledgement of Country at all public events.	Chief Executive	Jul 2023 Jul 2024 Jul 2025
	8. Display an personalised Acknowledgment of Country plaque at the nine DCS managed prisons and the fifteen Community Corrections centres, designed in conjunction with local elders.	Chief Executive	Dec 2024

2.3 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating	1. RAPWG to participate in at least one external NAIDOC Week event	RAP Co-Chairs	Jul 2023 Jul 2024 Jul 2025
	2. Encourage Aboriginal and Torres Strait Islander staff to participate in NAIDOC Week events including an invitation to attend the NAIDOC March and Family Fun Day	Chief Executive	Jul 2023 Jul 2024 Jul 2025
	3. Support staff to participate in at least one external NAIDOC Week event in our local area, including Premier's NAIDOC Awards, NAIDOC Family Fun Day and the NAIDOC Ball	Chief Executive	Jul 2023 Jul 2024 Jul 2025

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NAIDOC Week	4. In consultation with Aboriginal and Torres Strait Islander stakeholders, support external NAIDOC Week events each year, including the NAIDOC March, the NAIDOC Family Fun Day and the NAIDOC Ball	Chief Executive	Jul 2023 Jul 2024 Jul 2025
	5. Provide opportunities for Aboriginal and Torres Strait Islander male and female prisoners to participate in a NAIDOC Week event	Deputy Chief Executive	Jul 2023 Jul 2024 Jul 2025
	6. Explore the revival of NAIDOC Week football matches Cadell Vs Mobilong	Deputy Chief Executive	Jul 2024 Jul 2025
	7. Review HR policies and procedures to <ul style="list-style-type: none"> ○ remove barriers to staff participating in NAIDOC Week ○ Ensure Aboriginal and Torres Strait Islander staff are aware of cultural leave entitlements 	Executive Director, People and Business Services	Jul 2023 Jul 2024 Jul 2025
	8. In consultation with Aboriginal and Torres Strait Islander peoples, organise at least one event during NAIDOC Week at all prison sites.	Director Statewide Operations	Jul 2023 Jul 2024 Jul 2025
	9. Create an Intranet Banner to display during NRW and NAIDOC	Media and Communications	May 2023 May 2024 May 2025

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Action	Deliverable	Responsibility	Timeline
3.1 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	1. Increase the participation of Aboriginal and Torres Strait Islander people in the department to 8%.	Chief Executive	Apr 2026
	2. Continue to access the State government Aboriginal Employment Register in the first instance when filling DCS positions, in line with DCS Policy 63	Executive Director, Business and People Services	Apr 2026
	3. Continue to deliver the Aboriginal Traineeship program across DCS to recruit Aboriginal and Torres Strait Islander staff to the Department, every 12 months.	Executive Director, Business and People Services Executive Director, Aboriginal Services Directorate	May 2023 May 2024 May 2025
	4. Increase the employment of Aboriginal and Torres Strait Islander staff in Community Corrections beyond the current 2% of the workforce.	Executive Director, Community Corrections & Specialist Prisons	May 2026
	5. Explore the placement of an Aboriginal Liaison Officer and a Community Corrections Officer in the APY Lands to provide support for Community Corrections clients.	Executive Director, Community Corrections & Specialist Prisons	May 2024
	6. Continue to maintain the representation of over 20% of Aboriginal and/or Torres Strait Islander people in leadership & management positions .	Executive Director, Business and People Services	Dec 2024 Dec 2025
	7. Support Aboriginal and/or Torres Strait Islander employees to enhance their knowledge and skills and provide opportunities for skills and career development through access to internal and external training opportunities	Executive Director, Business and People Services	Jan 2024 Jan 2025 Jan 2026

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	8. Provide opportunities for Aboriginal and Torres Strait Islander employees through DCS succession leadership and management training including the Tomorrow's Senior Managers Program	Executive Director, Business and People Services	Jan 2024 Jan 2025 Jan 2026
	9. Develop an internal mentoring program for Aboriginal and Torres Strait Islander staff to promote career development.	Executive Director, Business and People Services	Sep 2025
	10. Develop and implement tailored performance development plans for Aboriginal and/or Torres Strait Islander staff.	Executive Director, Business and People Services	Sep 2024
	11. Engage with Aboriginal and Torres Strait Islander staff to consult on our Recruitment, Retention and Professional Development strategy	Executive Director, Aboriginal Services Directorate	Jul 2023
	12. Continue to review HR and recruitment policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	Executive Director, People and Business Services	Aug 2025
	13. Develop Managing Aboriginal and Torres Strait Islander employees training. A session specifically promoted to managers and supervisors of Aboriginal and Torres Strait Islander staff to ensure culturally appropriate and safe day-to-day management of staff	Executive Director, Aboriginal Services Directorate	Dec 2024
	14. Organise a recruitment stall during the NAIDOC Family Fun Day to distribute information and encourage potential Aboriginal and Torres Strait Islander employees to join the department's workforce	Executive Director, People and Business Services	Jul 2023 Jul 2024 Jul 2025
	15. Create DCS environments that are welcoming and acknowledging of Aboriginal and Torres Strait Islander communities through signage recognising Traditional Owners and Country (in language where appropriate) and visual representations of Aboriginal people in public areas	Deputy Chief Executive	Oct 2023

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	16. Support the introduction of an Aboriginal Official Visitor Role into DCS institutions	Chief Executive	Nov 2023 Nov 2024 Nov 2025
	17. Create an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy	Executive Director, Aboriginal Services Directorate	Oct 2023
	18. Complete evaluation of Lemongrass Place (the Community Transition and Learning Centre) initiative to improve rehabilitation and reintegration outcomes which address the high rates of Aboriginal and Torres Strait Islander incarceration	ED Offender Development	Dec 2023
	19. Continue to deliver and further develop the criminogenic program, the Violence Prevention Program for Aboriginal Men	Executive Director, Offender Rehabilitation Services	Jan 2024 Jan 2025 Jan 2026

3.2 Advance initiatives to improve justice outcomes for Aboriginal	1. Implement the recommendations from the Council of Australian Governments Prison to Work Report by ensuring that: <ul style="list-style-type: none"> i. Services and programmes offering support to Aboriginal and Torres Strait Islander prisoners are culturally competent ii. Cultural background and requirements are recorded at intake iii. Proportionate numbers of Aboriginal and Torres Strait Islander prisoners are involved in the Work Ready Release Ready program iv. The specific needs of Aboriginal and Torres Strait Islander female prisoners are identified in the Women Offenders Framework 	Chief Executive	Apr 2026
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and Torres Strait Islander people	v.	External service providers of employment and education engagement are given timely and coordinated access to Aboriginal and Torres Strait Islander prisoners prior to release		
	vi.	Information sharing both within DCS and with external stakeholders is appropriate		
	vii.	NGOs are supported to provide transitional supports to Aboriginal and Torres Strait Islander prisoners		
	viii.	Housing and accommodation programs including the Home Detention Integrated Support Services Program (HISSP) are available to Aboriginal and Torres Strait Islander prisoners on release		
	ix.	Data collection methods are improved		
	2.	Maintain the leadership and frequency of the Prevention of Aboriginal Deaths in Custody Forums	Chief Executive	Jan 2024 Jan 2025 Jan 2026
	3.	Ensure the Prevention of Aboriginal Deaths in Custody Forums continue to address the safety of Aboriginal and Torres Strait Islander people in custody, and progress service improvements and initiatives that support the wellbeing of Aboriginal and Torres Strait Islander offenders	Director, Aboriginal Services Directorate	Jan 2024 Jan 2025 Jan 2026
	4.	Promote the Housing and accommodation programs including the Home Detention Integrated Support Services Program (HISSP) that are available to Aboriginal and Torres Strait Islander prisoners	Executive Director, Community Corrections and Specialist Prisons	Jan 2024 Jan 2025 Jan 2026
	5.	Ensure that all Aboriginal and Torres Strait Islander people in custody and community have access to culturally appropriate interpreting and translating services	Deputy Chief Executive	Jan 2024 Jan 2025 Jan 2026

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	6. Work with SA Health and Wellbeing to promote and embed the Model of Care for Aboriginal Prisoner Health and Wellbeing including the new Aboriginal Health Practitioners.	Principal Advisor Offender Services	Jun 2024
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3.3 Reduce recidivism rates for Aboriginal and Torres Strait Islander offenders	1. Continue to develop the Lemongrass Place (Community Transition and Learning Centre) initiative as a way of promoting better rehabilitation and reintegration outcomes to address the high rates of Aboriginal and Torres Strait Islander re-offending	Chief Executive	
	2. Continue to implement the Aboriginal Strategic Framework to address the high representation and needs of Aboriginal and Torres Strait Islander people in Correctional Services to develop innovative and effective ways to address the specific needs of Aboriginal and Torres Strait Islander offenders	Executive Director, Offender Development	May 2024 May 2026
3.4 Support programs and opportunities for Aboriginal and Torres Strait Islander offenders to engage in the creative arts	1. Develop and roll out programs and opportunities for Aboriginal and Torres Strait Islander prisoners to engage in the creative arts and music therapy through as a way to: <ul style="list-style-type: none"> i. Promote healing and rehabilitation ii. Maintain connection to family, country and culture iii. Build confidence, self-esteem and resilience iv. Develop skills and knowledge around art production and the art industry v. Support and develop career opportunities 	Executive Director, Offender Development	Jun 2025
	2. Seek external funding to support professional artists to conduct at least one workshop series with Aboriginal and Torres Strait Islander prisoners per year	Executive Director, Offender Development	Jan 2024 Jan 2025 Jan 2026

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	3. Hold at least one public exhibition of Aboriginal and Torres Strait Islander prisoner and offender art a year as a part of the South Australian Living Artists festival	Executive Director, Offender Development	Aug 2023 Aug 2024 Aug 2025
	4. Facilitate prisoner engagement with state- and privately-owned art galleries for exhibitions of their work post release	Executive Director, Offender Development	Aug 2023 Aug 2024 Aug 2025
	5. Introduce family tracing services that assist Aboriginal people in custody to identify their family connections and cultural connections	Executive Director, Aboriginal Services Directorate	June 2025

	1. Continue to promote Aboriginal and Torres Strait Islander suppliers to key stakeholders to increase opportunities for Aboriginal and Torres Strait Islander businesses through the South Australian Government Industry Participation Policy and the use of the South Australian Aboriginal Business Connect	Executive Director, People and Business Services	May 2024 May 2025
	2. Continue to review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses	Executive Director, People and Business Services	Jan 2024 Jan 2025 Jan 2026
	3. Maintain commercial relationships with at least seven Aboriginal and/or Torres Strait Islander businesses	Executive Director, People and Business Services	Jan 2024 Jan 2025 Jan 2026

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	4. Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses. This includes the consultation process with the Office of the Industry Advocate and engagement of Aboriginal and/or Torres Strait Islander businesses.	Executive Director, People and Business Services	Jan 2024 Jan 2025 Jan 2026
	5. Regularly report to the DCE Executive group on financial expenditure and investment in Aboriginal and/or Torres Strait Islander businesses.	Chief Executive	Jan 2024 Jan 2025 Jan 2026

Action	Deliverable	Responsibility	Current Status
4.1 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	1. Maintain 50% Aboriginal and Torres Strait Islander representation on the RAPWG	Deputy Chief Executive	May 2024 May 2025 May 2026
	2. Renew the Terms of Reference for the RAPWG annually, and membership every six-months.	RAP Working Group Chairs	May 2024 May 2025 May 2026
	3. RAPWG meet at least four times per year to drive and monitor RAP implementation, and include client consultation at each RAPWG site visit, where achievable.	Deputy Chief Executive	Dec 2023 Dec 2024 Dec 2025
	4. Actively promote RAPWG activities and engagements through RAP Bulletins and external facing DCS Social Media	RAP Working Group Chairs	May 2024 May 2025 May 2026

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4.2 Provide appropriate support for effective implementation of RAP commitments	1. Support RAP Co-Chairs to implement initiatives and ideas that arise from RAP meetings	Chief Executive	May 2024 May 2025 May 2026
	2. Embed appropriate systems and capability to track, measure and report on RAP commitments – including maintaining a central database for RAP documentation and evidence	Director Governance and Executive Support	Dec 2024
	3. Include the RAP as a standing agenda item at DCS Executive, Senior Leadership, and Shaping Corrections meetings.	Chief Executive	May 2024 May 2025 May 2026
	4. Maintain an internal RAP Champion from senior management	Deputy Chief Executive	May 2024 May 2025 May 2026
	5. Explore the option of RAP Champion rotations and Senior management proxies to maintain diverse representation.	Deputy Chief Executive	May 2024 May 2025 May 2026
	6. Create a role description for RAP Membership so there is consistency of impact and increased understanding of the role across all members across the organisation	RAP Working Group Chairs	June 2024

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4.3 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	1. Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia	Deputy Chief Executive	Dec 2023 Dec 2024 Dec 2025
	2. Publicly report against our RAP commitments annually, outlining achievements, challenges and learnings.	Director Governance and Executive Support	Dec 2023 Dec 2024 Dec 2025
	3. Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer	Director Governance and Executive Support	Dec 2023 Dec 2024 Dec 2025
4.4 Continue our reconciliation journey by developing our next RAP	1. Register via Reconciliation Australia's website to begin developing our next RAP	Deputy Chief Executive	Jan 2023
	2. Consult across sites and business units to ensure RAP aspirations are incorporated	RAP Working Group	May 2024 May 2025
	3. Update and provide contact details for public enquiries about the RAP, including member representation through email signatures and DCS Intranet	RAP Working Group	Dec 2023

Contact details: Kathryn Harris, Senior Aboriginal Project Officer, Aboriginal Services Directorate, 08 82269117