



Government
of South Australia

Department for
Correctional Services

20BY26 REPORT 2023

REDUCING REOFFENDING 20% BY 2026



20 BY **26**

Acknowledgement of Country

The State Government acknowledges that this document was developed on Kurna land.

The State Government respects the Kurna people as the Traditional Custodians of the Adelaide region and that their cultural and heritage beliefs are still as important to the living Kurna 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 the initiatives detailed.



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Minister's Foreword



In 2016 the State Government set an ambitious goal to reduce reoffending 10% by 2020 (10by20). The dedicated efforts of DCS staff and community partners were instrumental in surpassing this target, with the 2022 Report on Government Services confirming a remarkable 15% reduction in reoffending. Notably, South Australia boasted the nation's lowest recidivism rate at that time.

Despite this significant accomplishment, recidivism remains a persistent issue for South Australia. The vast majority of people incarcerated in SA's prisons have been in custody before, with many of these individuals having committed multiple offences. Building on the legacy of my predecessor and now Premier of South Australia, the Honourable Peter Malinauskas MP, I am committed to further reducing South Australia's reoffending rate. In late 2022, I announced a new target to reduce reoffending 20% by 2026 (20by26) which is a further 10% reduction from the initial 10% target.

I am pleased to share this inaugural 20by26 Annual Report detailing progress made on DCS's initiatives under the Department's 20by26 Strategy. Key priority areas include Closing the Gap; remand to bail; alternatives to custody; community reintegration; education, training, and employment; and targeted programs for specific cohorts.

The disproportionate representation of Aboriginal people within the justice system is a significant social justice concern in South Australia and across the country. The Malinauskas Government remains committed to reducing the incarceration rate of Aboriginal adults by at least 15% by 2031. This 20by26 Annual Report highlights the Closing the Gap initiatives taken to mitigate the overrepresentation of South Australian Aboriginal men and women within the justice system.

The Government will continue to invest in innovative and effective ways to drive down rates of reoffending and enhance community-based reintegration responses. I look forward to continuing our work together under 20by26 to make the community a safer place.

A handwritten signature in blue ink, appearing to read 'Joe Szakacs', written in a cursive style.

Hon Joe Szakacs MP
Minister for Correctional Services

Chief Executive's Foreword



I am pleased that the State Government has renewed their commitment to further reduce reoffending in South Australia 20% by 2026 (20by26), in line with a focus on Closing the Gap for incarcerated Aboriginal South Australians 15% by 2031.

This 20by26 Strategy builds on the success of our 10by20 campaign, which was initiated in 2016. I'm happy to report that DCS not only achieved but exceeded the 10by20 goal of reducing reoffending 10% by 2020, as well as had the lowest recidivism rate nationally in 2022.

This is a great credit to every staff member at DCS and to our valued partners who have worked tirelessly since the initial target was introduced. Together we have helped to build a safer community by providing opportunities for people to turn their lives around through access to best practice rehabilitation and reintegration programs.

Key to the success of 10by20 was the State Government's investment in proven rehabilitation programs that achieve results at scale. Utilising evidence-based programs and conducting regular evaluations to ensure quality and continuous improvement were important aspects of the strategy.

We have achieved significant successes, but the work does not stop here. This report provides a snapshot of the current initiatives that DCS is implementing and outlines the strategic focus of the Department moving forward. Through the 20by26 initiatives discussed in this report, we will continue to focus on our core objectives of reducing reoffending, Closing the Gap, rehabilitation, and community safety.

This is a significant undertaking by the Department, and it cannot be achieved without the continued dedication of each staff member and our partners. I want to sincerely thank you all for your commitment and efforts to date. I look forward to continuing our work throughout 2024 and beyond.

A handwritten signature in black ink, appearing to read 'David Brown', written in a cursive style.

David Brown
Chief Executive,
Department for Correctional Services

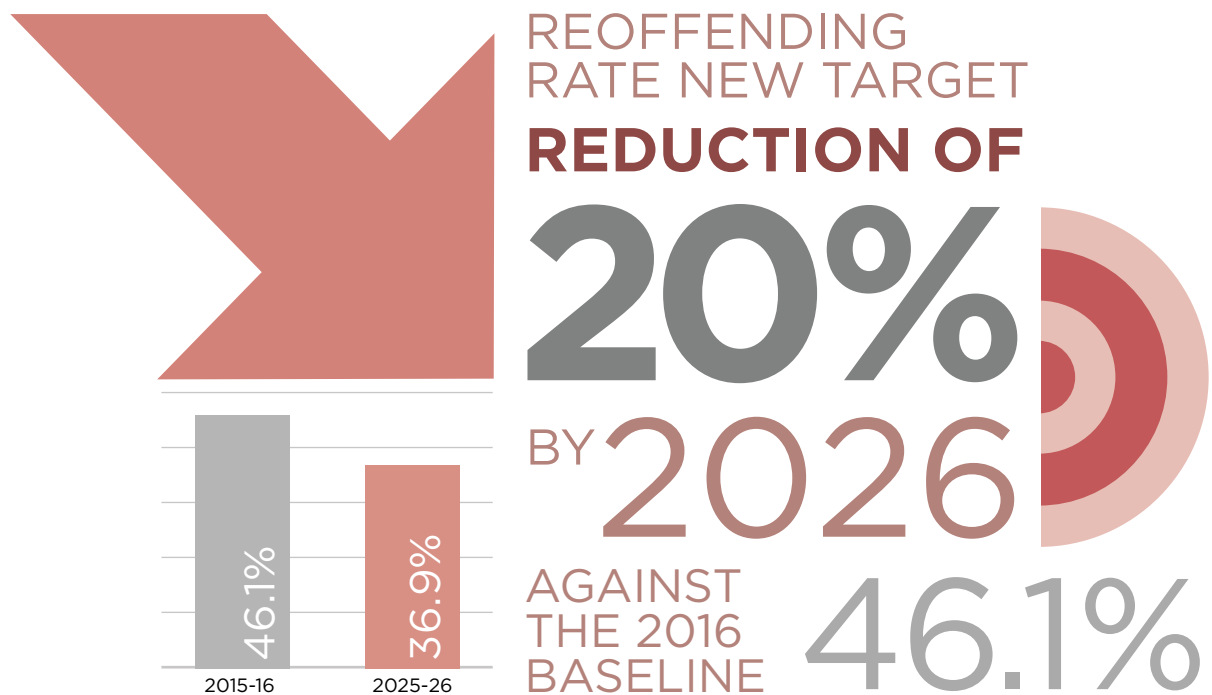
Background

The DCS 10by20 Strategy, launched in 2016, aimed to reduce the rate of reoffending by 10% by 2020. The strategy succeeded in reducing the rate of recidivism 15%, bringing the rate down from 46.1% to 39.3% (Report on Government Services 2022). This was the lowest recidivism rate in the country at that time, and well below the national average of 53.1%

This is a significant achievement considering that prior to the 10by20 Strategy there had been a rapid growth in prisoner numbers. DCS witnessed a 50% increase over a 10-year period between 2011-2021, that did not align with broader SA population growth.

Addressing the rising prisoner numbers through focusing on key drivers became a high priority and focus for DCS. This, in turn, has contributed to the creation of a safer community, fewer victims, and increased opportunities for people in contact with the criminal justice system to contribute positively to their families and communities. In addition, there have been immense economic savings for government as a result of these reduced reoffending rates.

In late 2022, the Minister for Correctional Services, Joe Szakacs, announced a new target to reduce reoffending 20% by 2026 against the 2016 baseline (46.1%), renewing the State Government's commitment to continue driving down recidivism rates.



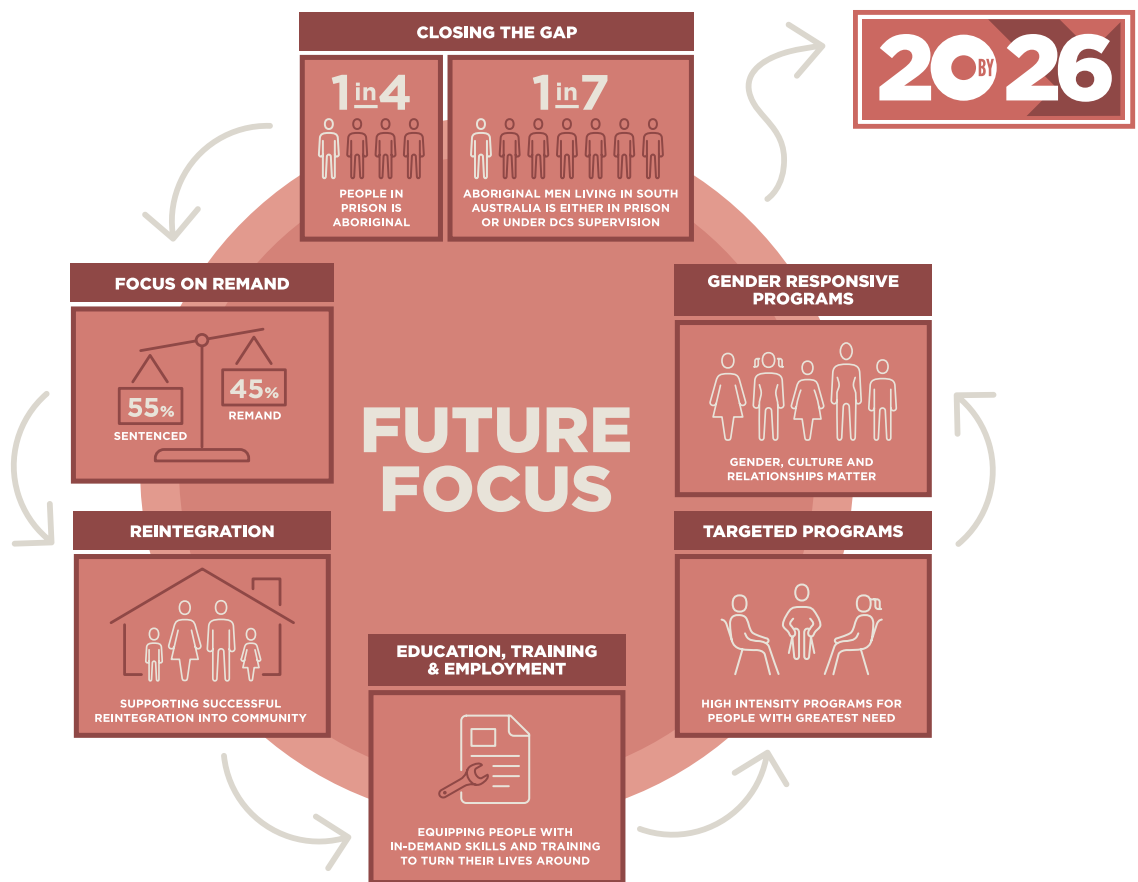
Introduction

DCS continues to implement new initiatives aligned with key priority areas. Initiatives have been categorised by the already established Six Strategic Directions shaped by the 10by20 Strategy:

The Six Strategic Directions

	<p>1. Successful Return to Community</p>
	<p>2. Employment and Industry</p>
	<p>3. Prioritising Target Cohorts</p>
	<p>4. Strategy for Aboriginal Offenders</p>
	<p>5. DCS Agency and Staff Response</p>
	<p>6. Partnerships and Collaboration</p>

The six strategies outlined in *10by20* will continue to guide the development of evidence-based policies and programs aimed at achieving real change and contributing to reaching the new target. Rehabilitation and reintegration interventions that target specific cohorts with the greatest need will continue to underpin the Department's approach.



Annual 20by26 Reports will inform and provide updates on the progress, achievements and outcomes of new initiatives under 20by26.

As a result of national counting rules that measure the rate of return to custody within two years of an offender's release, the final recidivism rate achieved under this strategy will be determined at 30 June 2028. The final measure is scheduled to be published by the Productivity Commission in January 2029.



Strategy 1: Successful Return to Community

Community Supervision

What	Aim	Progress
Port Augusta Community Corrections	Scope and design a new culturally safe community corrections centre in Port Augusta	<ul style="list-style-type: none"> Site identification process commenced
Women's Northern Supervision Unit	Review and expand the pilot of the Women's Northern Supervision Unit	<ul style="list-style-type: none"> 12-month pilot and evaluation complete
Women's Hive	Implement the Women's Hive in partnership with OARS as an alternative reporting centre in Christie's Beach	<ul style="list-style-type: none"> Pilot commenced
Alternative Reporting Options	Explore virtual reporting options for people with a reduced risk profile in community	<ul style="list-style-type: none"> Project development commenced

Transitional Planning and Reintegration Support

What	Aim	Progress
NDIS Program	Increase access to the NDIS for eligible prisoners	<ul style="list-style-type: none"> Pilot complete and evaluation underway; operations ongoing
Disability Community Transition Project	Cross-agency collaboration to support people with disability to transition from custody	<ul style="list-style-type: none"> Program coordinator position commenced; data collection ongoing
Housing Outcomes	Improve access to sustainable housing outcomes for people re-entering the community	<ul style="list-style-type: none"> Lemongrass Place residential transition support program for Aboriginal men ongoing
Clinical Case Management	Deliver clinical case management for targeted offending in partnership with the Exceptional Needs Unit, Department of Human Services	<ul style="list-style-type: none"> New Pathways pilot underway
Justice Liaison Officer, Aboriginal Men and Women	Recruit a new Justice Liaison Officer to increase remand to bail for Aboriginal men and women	<ul style="list-style-type: none"> Recruitment underway

Strategy 2: Employment and Industry

Vocational Training and Support

What	Aim	Progress
Work Ready Release Ready Plus	Increase vocational training and employment pathways through WRRR+	<ul style="list-style-type: none"> Co-design underway to explore enhanced service model
TAFE Partnership	Deliver training in partnership with TAFE for high demand industries	<ul style="list-style-type: none"> Expansion of TAFE service delivery options underway
Carey Training Partnership	Expand partnership with Carey Training and continued implementation of Road to Redemption programs	<ul style="list-style-type: none"> Expanded course delivery at prison sites in development Road to Redemption program expanded to northern region

Education and Technology

What	Aim	Progress
E-Learning	Scope a prison technology strategy to enhance education and rehabilitation opportunities for people in prison	<ul style="list-style-type: none"> Scoping best practice to inform future strategy
Education and Vocational Training	Develop an education and vocational training strategy to enhance education and training delivery in prisons	<ul style="list-style-type: none"> In development



Prison Industries

What	Aim	Progress
Cadell Dairy Upgrade	Implement the Cadell Dairy upgrade	<ul style="list-style-type: none"> New dairy commissioning commenced; completion scheduled early 2024
AWP Bush Foods Market Garden	Launch an AWP Bush Foods Market Garden, prison industry and revegetation activities across AWP and Adelaide Pre-release Centre	<ul style="list-style-type: none"> AWP Market Garden program underway and revegetation activities ongoing



Strategy 3: Prioritising Target Cohorts

Prison Based Rehabilitation

What	Aim	Progress
Mirnu Correctional Treatment Unit 2	Implement the YLP correctional treatment unit for men on Extended Supervision Orders	<ul style="list-style-type: none"> • Planning ongoing; unit operational early 2024
Mirnu Correctional Treatment Unit 3	Implement the YLP correctional treatment unit to provide a complex needs response for men	<ul style="list-style-type: none"> • Planning ongoing; unit operational early 2024
Strong Women, Strong Families, Strong Communities	Progress child- and family-oriented approaches at AWP and YLP that consider the impact of parental incarceration	<ul style="list-style-type: none"> • AWP Family Worker position developed, in partnership with DCP position • Family Conferencing pilot under development

Key Policies and Strategies

What	Aim	Progress
Strong Foundations and Clear Pathways: Women's Action Plan	Establish a new women's action plan and continue implementation of the Senior Officers Group (SOG)	<ul style="list-style-type: none"> • Action plan in development; SOG inaugural meeting held
Veterans Staff, Prisoners and Offenders Strategy	Continue implementation of the veterans' strategy	<ul style="list-style-type: none"> • Successful pilot complete; ongoing model under development
Drug and Alcohol Strategic Framework	Deliver an alcohol and drug strategic framework with associated annual action plans	<ul style="list-style-type: none"> • Alcohol and drug framework in development with cross-sector partners
African Communities Project	Improve outcomes for people of African descent and to make DCS an employer-of-choice for employees of African descent	<ul style="list-style-type: none"> • Project commenced; Principal Advisor recruited

Strategy 4: Strategy for Aboriginal Offenders

Cultural Identity and Connection Programs

What	Aim	Progress
Cultural Identity Programs	Deliver cultural identity programs in prison and community in partnership with Elders, ACCOs and the Attorney General's Department	<ul style="list-style-type: none"> Respected Leaders Program to recommence early 2024 Scoping of Aboriginal Artist in Residence options underway



Residential, Housing and Support Pathways

What	Aim	Progress
Yalakiana Tapa - Pilot Marni Tapa	Pilot Marni Tapa, individualised cultural support for Aboriginal men and women on bail	<ul style="list-style-type: none"> InComPro engaged to deliver Marni Tapa 12 month pilot
Yalakiana Tapa - Wodli	Scope Wodli, a cultural residential and rehabilitation 'healing lodge' for Aboriginal men	<ul style="list-style-type: none"> Planning underway for co-design and procurement in early 2024
Yalakiana Tapa - Residential Treatment	Scope residential treatment pathways for Aboriginal people requiring intensive drug and alcohol services	<ul style="list-style-type: none"> Planning underway for co-design and procurement in early 2024
Lemongrass Place	Continue the Lemongrass Place pilot program to support Aboriginal men from remote communities transition from custody	<ul style="list-style-type: none"> Partnership with Aboriginal Drug & Alcohol Council to deliver Lemongrass Place program underway Evaluation of pilot in progress
Remand to Bail	Implementation of Justice Liaison Officer positions to improve outcomes for remandees eligible for bail	<ul style="list-style-type: none"> Justice Liaison Officer role ongoing Recruitment of Aboriginal Justice Liaison Officer underway

In-Prison Rehabilitation Programs

What	Aim	Progress
Mirnu Correctional Treatment, Unit 1	Implement the YLP Mirnu correctional treatment units to increase cultural rehabilitation and reintegration programs for Aboriginal men	<ul style="list-style-type: none"> • Planning ongoing; unit operational early 2024
ADAC Partnership	Increase drug and alcohol services in partnership with ADAC	<ul style="list-style-type: none"> • ADAC contracted to deliver: drug & alcohol services; transport to remote country regions; reintegration support at Lemongrass Place
Yakanarna, Healing Sisters	Aboriginal Services Directorate implementation of programs	<ul style="list-style-type: none"> • Cultural programs updated for ongoing delivery • Yakanarna program evaluation underway
Aboriginal Men, Family Violence Program	Pilot a modified version of the AMFVP targeting Aboriginal men on remand	<ul style="list-style-type: none"> • Program redevelopment in progress for delivery to commence by 2024

Policy and Strategy

What	Aim	Progress
SA Government, Closing the Gap	Work with SA Government agencies to support state-wide Closing the Gap initiatives	<ul style="list-style-type: none"> • Closing the Gap initiatives embedded into DCS Business Plan 23/24 and Strategic Plan 22/26
Aboriginal Justice Strategy	Contribute to the development of an Aboriginal justice strategy	<ul style="list-style-type: none"> • To commence



Strategy 5: DCS Agency and Staff Response

iSafe Reform

What	Aim	Progress
iSAFE Tranche 1	Complete Tranche 1 and cut over from current legacy systems to iSAFE	<ul style="list-style-type: none"> Configuration of iSAFE solution continues; operational early 2024
End-to-End Case Management	Progress implementation of the end-to-end case management model	<ul style="list-style-type: none"> Activities underway through Action Plan 2023 - 2024

Safe at Work

What	Aim	Progress
Safe at Work	Drive a health and safety strategy across the Department to increase staff understanding of a safer workplace, including physical, psychological and cultural safety	<ul style="list-style-type: none"> Inaugural Safe at Work Forum held November 2023; DCS-wide consultations continuing

New Infrastructure

What	Aim	Progress
YLP and AWP Visits Centre	Commission new YLP and AWP Visits Centre	<ul style="list-style-type: none"> New YLP and AWP Visits Centre operational
Port Augusta Prison Redevelopments	Bluebush and Greenbush facilities upgrade	<ul style="list-style-type: none"> SA government committed \$30 million over three years to upgrade prisoner accommodation and staff facilities
270-Bed Build YLP	Finalise 270-bed build at YLP, and commission new facilities	<ul style="list-style-type: none"> New facility completed; operational early 2024

Innovation and Contemporary Practice

What	Aim	Progress
Shaping Corrections	Review the Shaping Corrections model in consultation with DCS staff to update and align with current strategic priorities	<ul style="list-style-type: none"> Shaping Corrections Forum 2023 held New model under development
Reconciliation Action Plan	Launch a new RAP	<ul style="list-style-type: none"> Conditional endorsement of the SADCS Stretch RAP by Reconciliation SA
Justice Sector Data	Review justice sector data and implement dashboard platforms	<ul style="list-style-type: none"> DCS dashboards complete; distribution ongoing

Procurement and Staff Investment

What	Aim	Progress
ACCO Procurement	Increase total procurement with ACCOs and businesses for delivery of a range of services and cultural and rehabilitation programs	<ul style="list-style-type: none"> Deferring to ACCOs for DCS services
Aboriginal Employment	Develop an Aboriginal Employment, Retention & Professional Development Strategy	<ul style="list-style-type: none"> Aboriginal consultant engaged to develop Strategy for first quarter 2024
Aboriginal Economic Participation	Increase Aboriginal economic participation, including through procurement	<ul style="list-style-type: none"> Aboriginal providers engaged to deliver various services; total spend \$2.24 million for 22/23 FY



Strategy 6: Partnerships and Collaboration

Policy and Strategy

What	Aim	Progress
Lived Experience Policy	Develop a lived experience policy to inform increased involvement of people with lived experience in DCS	<ul style="list-style-type: none"> Development of DCS Lived Experience Policy underway
Volunteers Action Plan	Implement a volunteers action plan that enhances volunteer activities across DCS	<ul style="list-style-type: none"> Volunteers Action Plan developed

Innovation and Contemporary Practice

What	Aim	Progress
Community Grants Program	Review the CGP and implement the next round	<ul style="list-style-type: none"> Launch of revised approach to CGP early 2024
Songs Inside	Songs Inside women's music and social impact initiative and documentary	<ul style="list-style-type: none"> Performance with Adelaide Symphony Orchestra held at AWP & documentary production underway
Women's Peer Mentoring	Collab4Good Women's Peer mentoring and empowerment program	<ul style="list-style-type: none"> Co-design sessions complete



Acronyms List

Acronym	Meaning
10by20	Reducing Reoffending 10% by 2020
20by26	Reducing Reoffending 20% by 2026
DCS	The Department for Correctional Services
CC	Community Corrections
WRRR	Work Ready Release Ready
NDIS	National Disability Insurance Scheme
ADAC	Aboriginal Drug & Alcohol Council
CTG	Closing the Gap
AWP	Adelaide Women's Prison
APC	Adelaide Pre-release Centre
YLP	Yatala Labour Prison
ASD	Aboriginal Services Directorate
R2R	Road to Redemption
RoGS	Report on Government Services
SA	South Australia





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