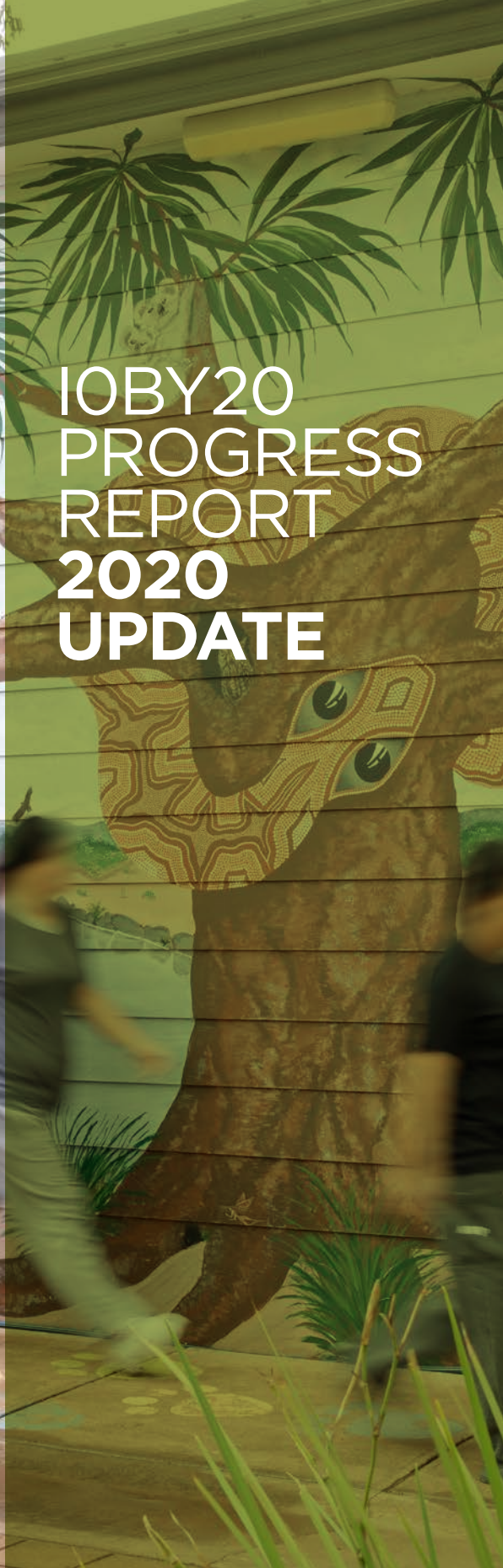




IOBY20 PROGRESS REPORT 2020 UPDATE



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 Kurna people as the 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 its recommendations.

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MINISTER'S FOREWORD

The 10by20 Progress Report 2020 touches on the achievements undertaken by the Department for Correctional Services (DCS) and provides an overview of progress in 2019.

It also lists upcoming actions for 2020 against the six strategic directions taken by DCS to improve rehabilitative and organisational outcomes. These directions are grouped under the headings of successful return to community; employment and industry; prioritising

target cohorts; strategy for Aboriginal offenders; DCS agency and staff response; and partnerships and collaboration.

Since the election of the Marshall Liberal Government, I am proud to say that more than \$200 million has been invested in corrections.

Reducing reoffending remains a key priority for the Marshall Government. The most recent reported rate of return to corrective services in South Australia was the lowest reported figure since the 10by20 Strategy was launched and the lowest in the nation at 44.9% for the 2018-19 financial year.

In 2019, all prison sites across the state were successfully transitioned to smokefree environments. The Government also committed much needed funding for an Offender and Intelligence Management System upgrade to replace the current Justice Information System. This upgrade will be the first of its kind in over 30 years and will improve data security, facilitate greater information exchange and allow for a holistic and integrated approach to prisoner and offender management.

Improvements to prisoner and offender management will continue to feature strongly this year with the initiation of an End to End Case Management project. Best practice models interstate and internationally will be examined and the philosophy of "one offender, one plan" will be investigated to ensure continuity of service across the system, particularly when offenders transition between prison and community environments.

2020 will also see the launch of an Aboriginal Strategic Framework and Action Plan which will build on the work being done as part of the 10by20 Strategy for Aboriginal offenders. The Framework will prescribe that programs and services are responsive to the unique needs of Aboriginal prisoners and offenders; build a culturally competent and responsive workforce; increase Aboriginal economic participation; and strengthen partnerships with organisations, businesses and Aboriginal communities.

Stable housing and access to employment opportunities are critical to offender reintegration. The Work Ready, Release Ready program is proving to be highly effective with approximately 750 participants involved since it first began. In 2019, more than 86 prisoners were placed into paid employment as part of the program and over 61% were engaged in vocational training, placing them in a stronger position to secure employment upon release.

I am proud of the work that has taken place and continues as part of 10by20 and anticipate the future successes of this important initiative.

Vincent Tarzia

Hon Vincent Tarzia MP
Minister for Correctional Services





10BY20

THE SIX STRATEGIC DIRECTIONS

10BY20: THE SIX STRATEGIC DIRECTIONS



I



SUCCESSFUL RETURN TO COMMUNITY

PROGRESS FOR 2019

Commenced an End to End (E2E) discovery phase project to understand the current state of case management in the South Australian correctional system, and associated gaps in service provision. This work will form the basis of designing and implementing a more holistic model for future practice, in particular with respect to prisoners who transition between custody and community.

E2E guiding principles: person centric; holistic; dynamic; partnerships focus; outcomes driven; strengths focus; positive relationships; culturally competent; gender responsive; community safety; evidence based.

Changes to the Integrated Housing Exits Program (IHEP) eligibility criteria has opened up the service to a greater number of participants. The Program is now available to those who are subject to a head sentence of 24 months or less.

20 IHEP participants secured private rental or long term stable housing between January and December 2019.

Exceeded IHEP target for women offenders accessing the program, with 23% of female participants in 2019.

As part of the Prisoner Education Network (PEN) project, intended to provide prisoners with access to education and vocational training, a student learning management system has been designed, known as WAVES on PEN.

Awarded a grant to Offenders Aid and Rehabilitation Services Community Transitions (OARS CT) to support delivery of the pre-release Alcohol and Other Drugs (AOD) program in custodial environments and to promote and strengthen pathways for offenders to access support when they return to the community.

In 2019, approximately 70% of participants in the Work Ready Release Ready (WRRR) employment phase of the program, were assisted into paid employment.

Drafted a trauma informed program for women offenders called Stepping Stones, focusing on women's identity, relationships and drawing on desistance theory.

The DCS Rehabilitation Programs Branch achieved an increase of close to 20% in the amount of participants commencing rehabilitation programs between 2017-18 to 2018-19.

Adapted the WRRR program eligibility criteria, to ensure women offenders are better targeted for the program and to ultimately increase recruitment capacity for the female cohort.

Received positive indicators from the ASPIRE Social Impact Bond partnership, showing a reduction in women's days in custody and admissions into prison in 2019, as a result of individualised supports in place for women to sustain accommodation upon release.

Continued to improve prisoner and offender access to disability assessments and referrals to the National Disability Insurance Scheme (NDIS), to support desistance from crime when returning to the community.

The South Australian Prison Health Service (SAPHS) in partnership with the Drug and Alcohol Services South Australia (DASSA) developed a pamphlet for prisoners with contact information for key health services, including information regarding harm minimisation details for prisoners leaving custody. This pamphlet is now routinely provided to prisoners.

UPCOMING ACTION FOR 2020

Establish an E2E and iSAFE unit to work intensively, in consultation with key DCS business units, to ensure an effective overhaul of case management in the current system.

Implement WAVES on PEN, to provide prisoner access to both TAFE SA and DCS education programs. It is envisaged that an increase in skills and training of prisoners, will ultimately assist in creating work opportunities post-prison.

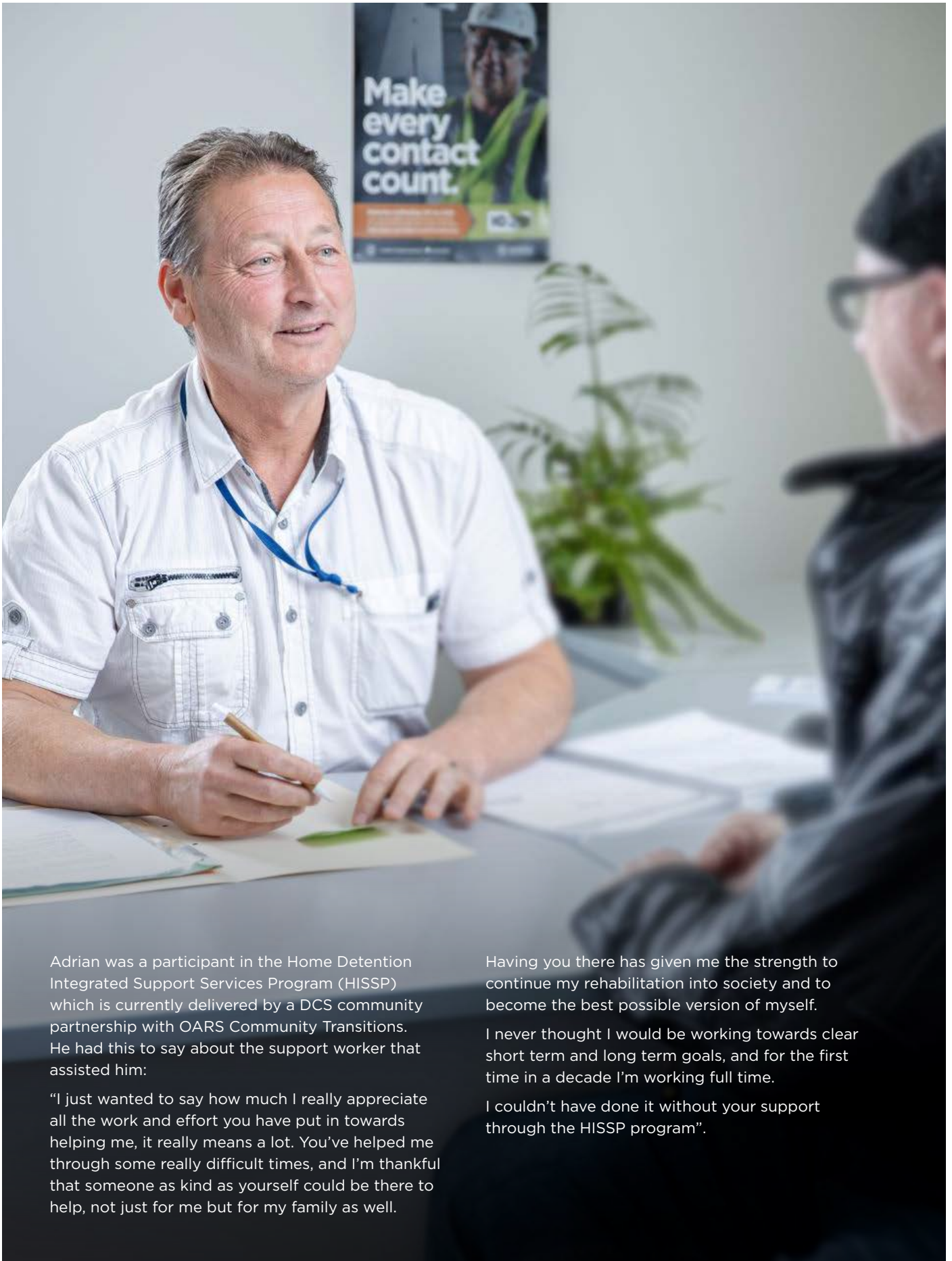
Undertake an evaluation of 'The Arches' Bail Accommodation Support Program via Community Matters to determine the effectiveness of bail and sentencing outcomes for participants of the program, with a focus on rates of reoffending, return to custody rates and any associated cost savings.

Continue to contribute to a reduction in reoffending and improve employment opportunities for offenders returning to the community, by providing prisoners access to Vocational Education and Training (VET) with various Registered Training Organisations (RTOs) with a focus on delivering skills and knowledge required for specific industries and, in particular, industries in demand.

Deliver an Aboriginal Women's Preparatory and Wellness Program at the Adelaide Women's Prison (AWP).

Continue to progress a reintegration initiative, aiming to provide accommodation, reintegration support services and tenancy support services to participants identified as at risk of exiting prison into unstable accommodation, and continue to seek and pursue other solutions for sustainable housing for offenders upon release from prison.

Commence a criminogenic gender-informed pilot program for women, Stepping Stones, which will seek to address key causes of offending whilst also acknowledging and addressing gender-specific needs.



Adrian was a participant in the Home Detention Integrated Support Services Program (HISSP) which is currently delivered by a DCS community partnership with OARS Community Transitions. He had this to say about the support worker that assisted him:

"I just wanted to say how much I really appreciate all the work and effort you have put in towards helping me, it really means a lot. You've helped me through some really difficult times, and I'm thankful that someone as kind as yourself could be there to help, not just for me but for my family as well.

Having you there has given me the strength to continue my rehabilitation into society and to become the best possible version of myself.

I never thought I would be working towards clear short term and long term goals, and for the first time in a decade I'm working full time.

I couldn't have done it without your support through the HISSP program".

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

2



EMPLOYMENT AND INDUSTRY

PROGRESS FOR 2019

Developed a Memorandum of Administrative Arrangement (MOAA) between DCS and TAFE SA, to ensure the partnership continues to grow, resulting in more Vocational Education and Training (VET) opportunities for prisoners.

DCS advanced a new partnership with a private Registered Training Organisation (RTO), Australian Workplace Training, to conduct accredited training for female prisoners in Warehousing Operations at the Northern Distribution Centre at Adelaide Pre-release Centre (APC).

Introduced new accredited training packages for WRRR participants, including:

- ▶ Micro Business, Textiles, Warehousing Operations, Retail Operations, Mental Health First Aid, and Information Technology.

Engaged TAFE SA to deliver Certificate II in Applied Fashion Design and Technology for the first time at AWP.

Signed a Memorandum of Understanding (MOU) to establish a partnership between DCS and the Australian Red Cross, to deliver their Community Based Health and First Aid Program at AWP in 2020.

As part of the WRRR program, engaged Workskil Australia to provide specialised support services to assist prisoners previously on Disability Support Pensions, who are willing and able to participate in the program.

Workskil Australia acquired a dedicated resource to solely broker employment opportunities for ex-prisoners.

Employment outcomes continued for female prisoners who have participated in the U-TURN Program at AWP, with two women currently employed from APC, in demolition related work as part of the U-Turn Construction Pathways program; and two women employed on the current project site, as part of the U-Turn Coffee Caravan program. The caravan provides coffee, hot chocolate and snack food to tradespeople working on site at AWP. Profits from the Coffee Caravan go to the U-Turn Foundation.

Continued partnerships with South Australian universities to build a commercialisation strategy that incorporates prisoner art activities in a broader Creative Industries program. This will include the scoping of current markets and exploration of options for industry production of art-related products.

Continued to host Prison Industries Manager forums, to continue discussions on prison industry expansions and to contribute to long term business plan goals.

Partnerships with the Department for Environment and Water and with the South Australian National Football League (SANFL) have provided paid employment opportunities for female prisoners.

Donated wheelie bin covers, showcasing Aboriginal prisoner artwork, for the upcoming Monarto Safari Park expansion.

UPCOMING ACTION FOR 2020

Investigate prison industry opportunities which may include:

- ▶ Expanding laundry services from Port Augusta Prison (PAP) to additional mining operations;
- ▶ The establishment of an Olive Crushing Plant at Cadell Training Centre (CTC);
- ▶ Honey, eggs and native food production at CTC, AWP and Port Lincoln Prison (PLP);
- ▶ Growing flowers for commercial export at AWP and PLP;
- ▶ Fishing burley production at PLP.

Explore additional short course options for AWP including White Card, Tag and Testing and Work Zone Traffic Management.

Continue to conduct a feasibility study to provide opportunities for prisoners to access apprenticeships and traineeships whilst in custody, in line with industries where skilled workers are in demand.

Facilitate the delivery of a Living Smart Capacity Building Program grant, jointly funded by DCS and the Adelaide and Mount Lofty Resources Management Board to be run at AWP. The Program will be delivered by Amy Orange from Fourth Sector Solutions and Dr Keri Chiveralls from Dream Awake: Research Education Design (DARED).

Continue to strengthen and promote relationships with the local business sector, to overcome barriers for offenders and prisoners gaining meaningful employment or access to education and training, by hosting a community engagement forum in the Northern-metropolitan region.

Continue to progress the WRRR goals for the financial year 2019-20:

- ▶ Work Ready Phase – 150 participants;
- ▶ Release Ready Phase – 200 participants;
- ▶ Employment – 150 participants

Anton started the WRRR program at CTC, whilst completing a five year prison sentence.

Once released, Anton had many barriers to address, including a lack of employment history, anxiety about reintegration into community and housing instability.

He was released to reside at his sister's house and identified a goal of working in construction.

However, Anton experienced greater post-release anxiety than he had anticipated and was finding it difficult to connect with friends and with his children. His WRRR mentor realised that it was important to address these difficulties in reintegrating, prior to assisting him with finding employment.

After a few months of working on himself, Anton was ready to find work and secured paid employment in the meat processing industry, however, due to an unstable housing situation he soon fell out of employment.

Anton did not let this failure to maintain employment keep him from progressing and improving. He later secured housing with a friend and within one month, found work as a Trades Assistant.

Anton continued to pursue his goal to work in the construction industry, and subsequently secured a role in this field. The company that hired him has been pleased with his work to date and due to the assistance that WRRR has provided him, he has maintained employment and successfully completed his parole.

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

Investigate opportunities to deliver accredited training packages to prisoners, such as:

- ▶ Barbering;
- ▶ Fitness;
- ▶ Meat Processing.

Investigate the option to include Indigenous bush food production as part of a plan to expand Creative Industries.

3



PRIORITISING TARGET COHORTS



Strong Foundations and Clear Pathways for women offenders

Women's Action Plan 2019-2024: Strong Foundations and Clear Pathways2

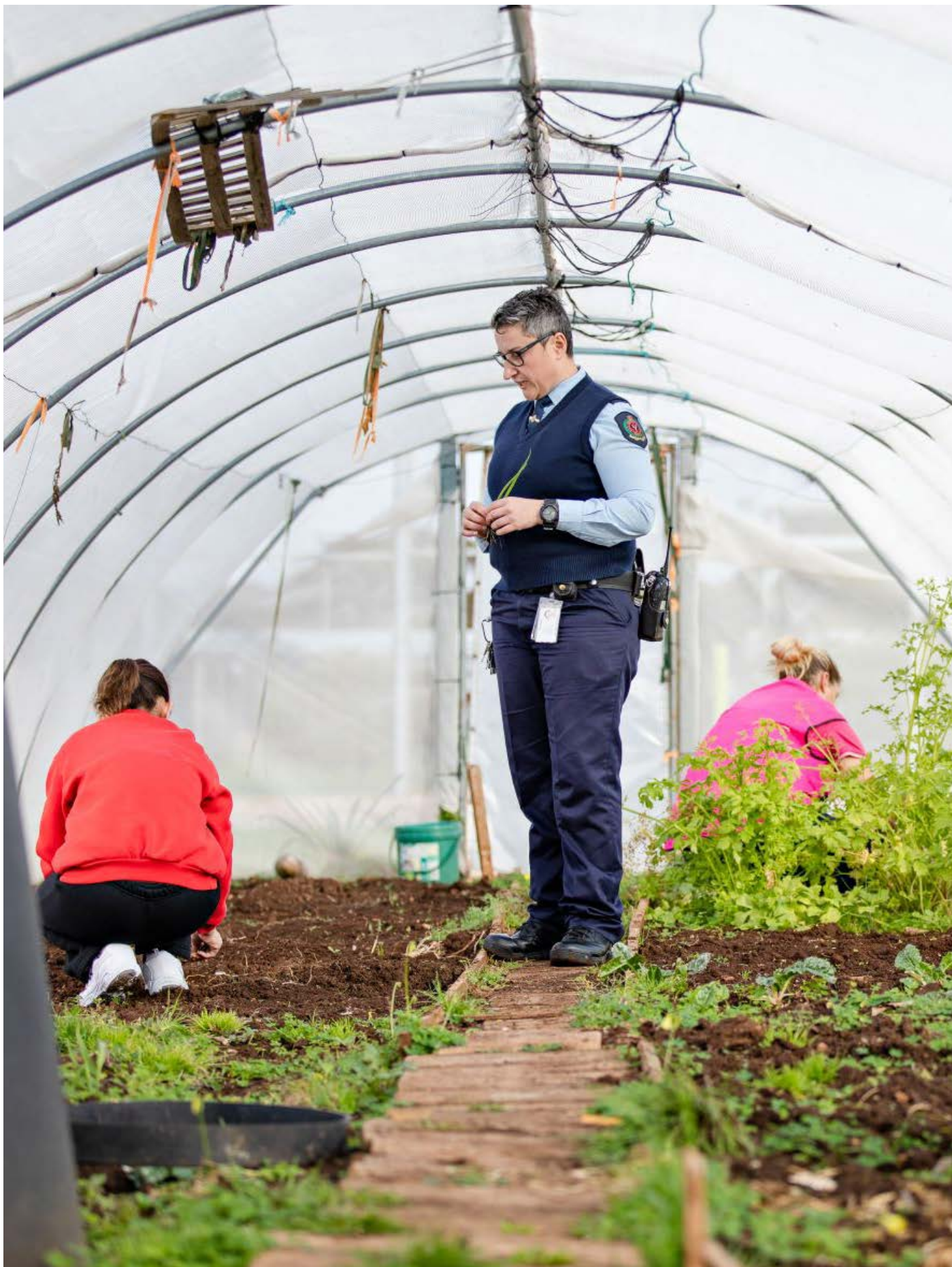
DCS' second five year action plan for women: Strong Foundations and Clear Pathways2 continues to address women's common pathways into our system and the factors underlying women's offending. Comprehensive and holistic programming for women will be maintained, addressing the interplay between women's offending and their common experience of accumulative trauma, mental health issues, substance dependence, unhealthy relationships and poverty.

Under this next plan gender centric supervision models and targeted reintegration support services remain our focus. We will continue to assist women to have the opportunities and supports that enable them to sustain a safe and meaningful life in community.

Key outcomes to achieve under the 2019-2024 Action Plan:

- ▶ **Services and interventions** meet women's distinctive needs and risks.
- ▶ **Planning and engagement** are trauma informed and reduce women's risk of further abuse.
- ▶ **Respectful, healthy relationships and connection** are modelled and supported.
- ▶ **Custodial and community accommodation** is safe and the least restrictive option.
- ▶ **Staff practice and outputs** reflect a gendered and cultural understanding.
- ▶ **Policy and planning** are underpinned by evidence and best practice.
- ▶ **Inclusive relationships and partnerships** with Aboriginal women, agencies and communities.
- ▶ **Services, supports and reforms** address the context of women's criminal justice involvement.

With a focus on **healthy lifestyles, supportive relationships and meaningful opportunities**, Strong Foundations and Clear Pathways2 works to assist women to turn their lives around and to have the best possible chance for success.



PROGRESS FOR 2019

Developed and released a new Research and Evaluation Agenda 2019-2022, to guide the research commissioned by DCS, ensuring that it aligns with the 10by20 Strategy. Key priorities include:

- ▶ Better management and rehabilitation of prisoners and offenders.
- ▶ Building of a more diverse and flexible workforce, including the use of technology or emerging trends on safety and security, to meet the complex demands of the system and business needs.
- ▶ Sharing and development of new and innovative ways of thinking to tackle emerging challenges such as a rise in Domestic and Family Violence (DFV), growth in remand, tailoring responses to Aboriginal and female populations and an increasingly diverse and complex offender population.

The University of New South Wales delivered the Evaluation of Home Detention (HD) in South Australia: Final Report in 2019, that included the following findings:

- ▶ Less than one-fifth (16.3%) breached the conditions during their order and less than one-fifth (17.4%) returned to custody at some point following the conclusion of their Release Ordered Home Detention (ROHD) order.
- ▶ Breach numbers had not increased despite significantly longer ROHD sentences since 2016; suggesting that the assessment processes for ROHD are effective at targeting those more likely to manage HD conditions.
- ▶ ROHD prisoners were significantly less likely to return to custody: 20.0% compared to 34.3% (when comparing a sample of ROHD prisoners matched with a sample of prisoners discharged from prison).
- ▶ HD prisoners are likely to benefit from improved life trajectories, which are potentially reflected in significant positive benefits and system cost offsets, for example increased housing retention and less reliance on homelessness services.
- ▶ The Evaluation found high levels of overall compliance and very low rates of recidivism.

Trialled a Group Supervision model for women offenders in Port Pirie, in partnership with the Australian Red Cross. Group sessions were themed as frameworks for thinking and problem solving discussing DFV and relationships, substance use, mental health and finances.

Delivery of a new health centre and residential facilities at AWP, with construction work underway from 2019.

Commenced an internal evaluation of the WRRR program to determine the efficiency and effectiveness of the service in securing suitable workforce activities for prisoners and offenders.

DCS Executive endorsed the use of a validated assessment tool, namely, Level of Service/Risk, Need, Responsivity (LS-RNR) and an associated time efficient screener tool (LSI-R:SV) which will provide a more accurate prisoner risk of reoffending assessment.

Streamlined the process for the Sentence Management Unit by ensuring all assessment outcomes and reports are incorporated into the One Offender Individualised Plan Report. This means only one report needs to be completed and referred to, increasing efficiencies for Assessment Clinicians.

Drafted a DCS Counter Radicalisation Strategy in response to the Marshall Government's election commitment to prevent radicalisation within South Australian prisons. The Strategy includes provisions that focus on the management and rehabilitation of extremist prisoners as well as staff awareness and training.

Trialled a group supervision model for women offenders, in partnership with the Australian Red Cross. Group sessions included brainstorming and problem solving for key issues such as DFV, substance abuse, mental health and managing finances.

Established an inter-agency committee to drive child-centred activities as part of the Stronger Together: Safe Children and Strong Families 2017-2020 Strategy. A key project as part of this Strategy is to commission a short stay mother and child live-in unit at AWP.

Continued to facilitate the delivery of the OARS' SMART Recovery for AOD and Gambling, to prisoners across the State, including those on remand and short sentences.

As a result of improvements made to the Making Changes program, a 13% increase in participants commencing a prison-based module of the program was observed between 2017-18 and 2018-19, and an even greater increase was observed in Community Corrections with a 76% increase in participants over that same period.

UPCOMING ACTION FOR 2020

Implement the LS-RNR and LSI-R:SV risk assessment tools in 2020.

Finalise the DCS Counter Radicalisation Strategy and publish it on the DCS website.

Operationalise a new Health and Wellbeing Centre at AWP, including facilities for mother and child short stay accommodation.

Launch the next Strong Foundations and Clear Pathways: Women Offender Framework and five year Action Plan.

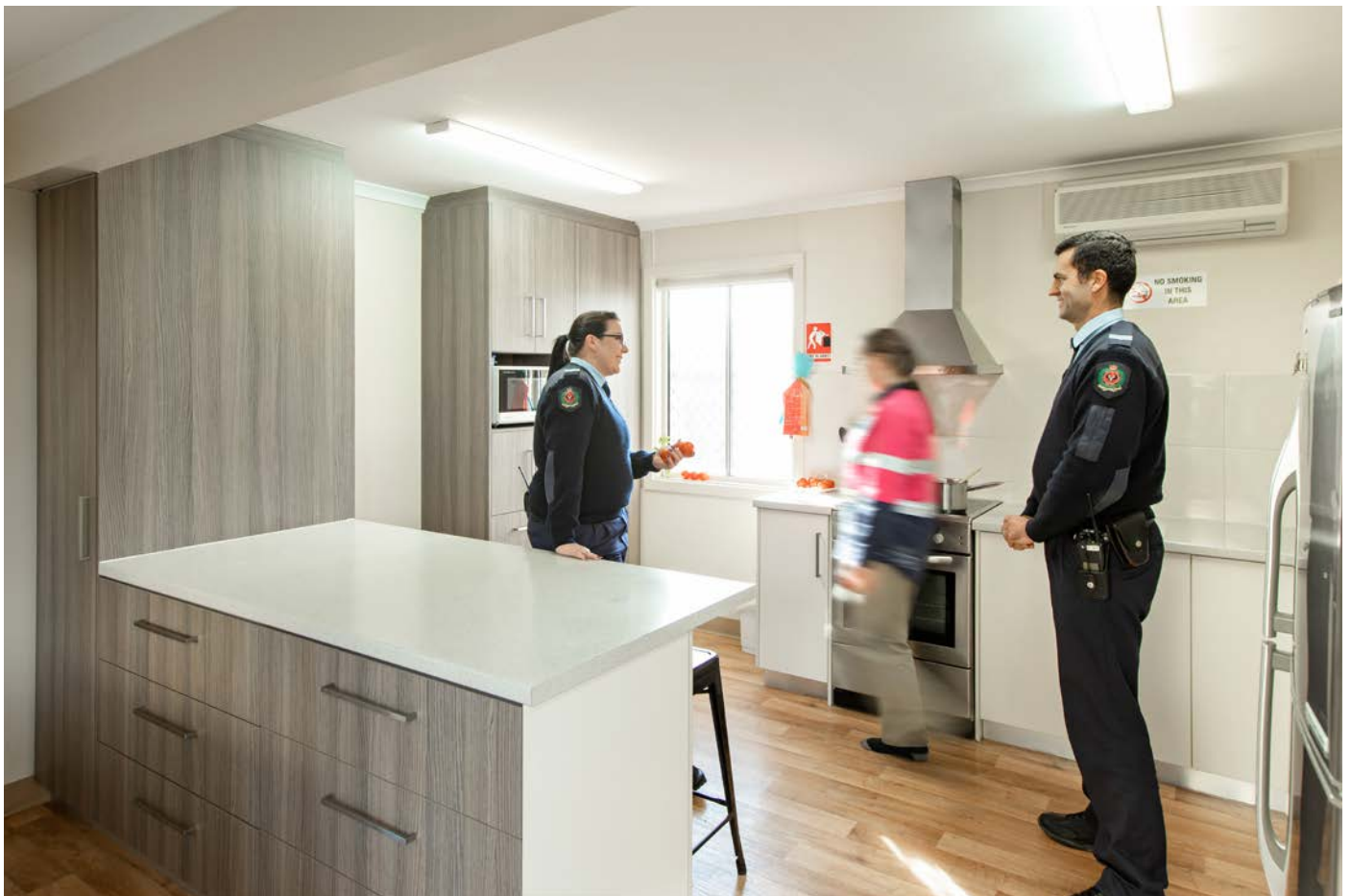
Arrange the first meeting of the new Strong Foundations and Clear Pathways Ministerial Working Group.

Investigate opportunities to deliver the Wellbeing and Resilience program to staff in male prison sites.

Deliver a new accredited Working with Women in Prison training package, which will meet three units of competency for Certificate III in Correctional Practice.

Deliver DFV and safety planning training to selected professional staff at AWP, to equip them with skills to better assist women who have experienced DFV.

Continue to monitor, review and evaluate the Department's rehabilitation programs.



4



STRATEGY FOR ABORIGINAL OFFENDERS

PROGRESS FOR 2019

Worked closely with Nunkuwarrin Yunti of South Australia Inc and the Aboriginal Health Council of South Australia, to deliver an Aboriginal health response as part of the Smokefree Prisons Strategy, including videos to assist with translation of key information, and the delivery of yarning circles and other support services for prisoners.

DCS' Aboriginal Services Unit staff worked collaboratively with the Corporate Communications branch of the Department to produce a smokefree information video in Pitjantjatjara language for prisoners from remote communities.

Continued a partnership between DCS and the Aboriginal Legal Rights Movement (ALRM), which is formalised by an MOU, describing the services that will be carried out by ALRM. These services include: the Aboriginal Visiting Program, the Custodial Notification System, provision of legal services to prisoners in DCS facilities, Aboriginal community legal education, programs for Aboriginal prisoners and offenders and establishing an information sharing protocol.

Continued delivery of the Violence Prevention Program for Aboriginal Men (VPP-AM), a joint initiative between the Rehabilitation Programs Branch and the Aboriginal Services Unit, which caters to the unique needs of Aboriginal and Torres Strait Islander offenders. Aboriginal men participate in the Our Way My Choice program as a precursor to the VPP-AM.

Continued provision of the Elders Visiting Scheme, with Elders visiting all prisons across the state on a monthly basis (with the exception of PLP and Mount Gambier Prison) to provide cultural and community support to prisoners.

Worked closely with the Aboriginal Sobriety Group, including assisting offenders released into the community without secure accommodation, to access the rehabilitation facility Lakalinjeri Tumbetin Waal.

Continued to facilitate formal and informal partnerships with Aboriginal community organisations, and engaged the Aboriginal Reference Group (comprised of key government and community stakeholders) to provide cultural support and advice.

Hosted an Aboriginal staff forum in November 2019, giving staff the opportunity to provide valued feedback and insight from a cultural perspective, on key departmental initiatives and projects including the ASF and E2E.

Continued to progress the ASF by finalising a literature review and environmental scan, and undertook further consultation to ensure it is well informed and relevant to the needs of Aboriginal people in South Australia.

Awarded a grant to RAW Recruitment, a privately owned and operated Aboriginal company, to provide support in connecting Aboriginal offenders with employers for mentoring them to sustain long term employment.

Exceeded the 20% target of Aboriginal participants accessing IHEP, with approximately 31% of Aboriginal participants in 2019.

Wellbeing and Resilience program continued to be delivered at AWP, with additional programs rolled out to a group of Aboriginal female prisoners and to participants of the Greyhound Adoption Program.

Continued to ensure that the needs of Aboriginal offenders are included in the implementation of panel recommendations, by ensuring appropriate mechanisms are in place to assess the cultural impacts of research projects on Aboriginal prisoners and offenders.

Reviewed Correctional Officer training content to ensure that it supports the recommendations of the Royal Commission into Aboriginal Deaths in Custody.

A Cross Borders Indigenous Family Violence Program (CBIFVP) has operated throughout the Ngaanyatjarra, Pitjantjatjara and Yankunytjatjara (NPY) Lands since 2007. In 2019, an evaluation by the Rehabilitation Programs Branch, Program Services Unit, found that across the three jurisdictions, 53.8% fewer general violent offences were committed following completion of the CBIFVP by the 167 participants included in the study. In South Australia, where family and domestic violence offences could be specifically identified (due to the presence of a specific offence type), an 11.5% reduction in those offences was observed.

Michael, a young Aboriginal man, commenced the WRRR program in 2018 whilst serving time at PAP, however on release he lacked motivation and direction and had significant barriers that were affecting his ability to fully engage with the program.

Michael was incarcerated again in late 2018 as a result of a parole breach, and was subsequently released in early 2019. On his release, Michael took the initiative to reach out for help and asked to be reconnected to the WRRR program to aid his transition back into community.

Attending weekly appointments with WRRR, it became evident that Michael had some personal matters that were affecting his morale, in particular he was grieving the loss of two very close family members who had passed away within months of each other. WRRR referred Michael to counselling services for additional support to work through his grief and loss.

Michael was convinced he would never find suitable employment due to his lack of work history. WRRR continued to work closely with him, setting attainable employment goals.

Michael fully engaged with the WRRR program, and on upon completing appropriate qualifications including obtaining his driver's licence was able to secure paid employment as a labourer on a large construction project.

Group artwork from the Aboriginal prisoners program, Our Way My Choice – Port Augusta 2020.

UPCOMING ACTION FOR 2020

Launch the ASF and associated Action Plan, to ensure the framework is results based, and progress can be measured.

Create videos in Pitjantjatjara/Yankunytjatjara language for use in both prisons and community correctional centres for prisoners and offenders that require key information to be translated.

Seek to expand the Elders Visiting Scheme to include PLP and Mount Gambier Prison.

Progress scoping of a viable location for the Community Transition Learning Centre, to provide specialised services for Aboriginal offenders who are returning to country.

Commence a pilot of the Our Way, My Choice program for Aboriginal women at AWP.

Investigate the opportunity to provide family members of participants of the Our Way, My Choice program, to be present for selected modules of the program.

Develop and implement a culturally responsive Aboriginal-specific rehabilitation program for male prisoners, which will target a range of cohorts and offence types.

5



DCS AGENCY AND STAFF RESPONSE

PROGRESS FOR 2019

Continued operation of the Office for Correctional Services Review (OCSR), which was established in late 2018, and has oversight of all matters involving the Independent Commissioner Against Corruption (ICAC), Ombudsman SA, Health and Community Services Complaints Commission (HCSCC) and the State Coroner's Office.

Completed a review of the Correctional Officer Training Course, which resulted in 37 recommendations, including making enhancements to current training content, implementing additional training sessions, and instigating a change to the overall structure of training to allow greater classroom delivery time.

Developed a 12 month Gender Equality and Respect Action Plan, detailing key commitments for DCS to encourage a supportive workplace culture, which actively challenges gender stereotypes and norms.

Continued consultation with key stakeholders regarding the proposed practices and applications of the Workplace Drug and Alcohol Testing (WDAT) program, in line with new provisions passed by the Parliament contained in the Correctional Services Miscellaneous Amendment Bill 2018. The overall aim of the initiative is to improve workplace safety, whilst ensuring the integrity, safety and security of DCS facilities.

Wellbeing and Resilience training continued to be rolled out to DCS staff, with a total of nine two-day workshops being delivered with approximately 135 staff participating. Evaluations of the training sessions continue to be very positive. Over a four year period, DCS has provided the training to 996 staff members.

Evaluated the Community Corrections Reflective Practice Framework, which resulted in early indications that the Framework is having a positive impact on staff knowledge, abilities and self-confidence to effectively case manage offenders.

As part of the State Government's commitment to better public services, the Better Prisons Program established a Key Performance Indicator framework for all South Australian public prisons, to ensure all sites strive to function at their best possible capability and improve efficiencies.

Reviewed the public prisons' operating models to better align resources to achieve outcomes and reduce reoffending.

The DCS Workforce Planning and Development branch facilitated four Advanced Skills training programs in 2019,

which included a component on 10by20: Introduction to Rehabilitation. These sessions provided an overview to understanding offender pathways, complex needs and prisoner program objectives as well as the concept of 'Every Contact Matters'.

Two Advanced Skills training programs covered content on understanding DFV and explored the concept that DFV is a gendered issue. The course content highlighted key statistics around DFV, impacts on women and children, and also responding effectively to inappropriate behaviour exhibited by DFV offenders.

Developed two e-Learning modules including, Introduction to Offender Rehabilitation and Introduction to Women Offender Rehabilitation, which will provide Correctional Officers with theories that underpin best practice.

Partnered with the Office of the Chief Psychiatrist to expand training for DCS staff, including Connecting with People, Suicide and Self-harm Risk Mitigation training.

Developed and implemented a range of strategies including changes to legislation, to ensure known members and/or associates of outlaw motorcycle gangs are refused entry to prisons. Put mechanisms in place to improve safety and security and reduce the incursion of drugs in prisons.

DCS continues to provide leadership opportunities for its staff through the SA Leadership Academy. As public sector employees, staff from all DCS directorates have the opportunity to access the suite of leadership programs on offer.

UPCOMING ACTION FOR 2020

Roll out the WDAT program with an initial focus on testing people appointed to designated positions; and in circumstances where there is reasonable cause to believe that someone may be under the influence of alcohol and/or drugs.

Deliver Workplace Equality and Respect training to members of a DCS' Shaping Corrections Regional Working Groups.

Review Gender Equality and Respect Action Plan against its measures in June 2020.

As part of the Better Prisons Program, implement new prison operating models to achieve increased efficiencies, improved outcomes and reduced reoffending, whilst maintaining safety and security, and also progress the \$200 million infrastructure investment in the Northfield precinct including additional high security beds and upgraded facilities.



iSAFE news article

iSAFE

The South Australian Government recognised the need for a contemporary Offender and Intelligence Management System to replace the outdated Justice Information System (JIS) and in doing so, has pledged \$15 million in funding for this project.

The iSAFE system will:

- ▶ Improve the quality of intelligence information to be sourced, stored and used in more sophisticated ways and allow for more effective security measures to be implemented and routinely employed.
- ▶ Enable effective case management to improve rehabilitation and recidivism outcomes.

- ▶ Better support information sharing to enable greater informed decision making.
- ▶ Improve cyber security.
- ▶ Reduce risk and costs of ICT service provision.

iSAFE will support the 10by20 Strategy by enabling DCS to conduct intensive case management across the correctional system, and it will also allow DCS to collect and securely share data and information with a growing number of agencies and jurisdictions.

Stemming from Better Prisons, the Yatala Labour Prison (YLP) Y22 Program was developed to support positive transformational change occurring at the site. The Y22 Program will ensure that as part of improvements to prisoner management, there will be increased NGO involvement and improvements to the deployment of resources. This will ensure that YLP can continue to transform, grow and renew by the year 2022

Provide increased opportunities for flexible working arrangements for Correctional Officers.

Support ICAC in their evaluation of DCS as it relates to the prevention, detection and management of serious misconduct, maladministration and corruption. This process will focus on governance, human resource management, information management and prisoner management and involve a submission, staff interviews and surveys, a review of policy and procedures and key stakeholder engagement. The evaluation commenced in February 2020 and is due for completion by the end of the 2020 calendar year.

DCS will establish a Learning Academy. The Learning Academy will incorporate most of the current functions of departmental training and development with additional responsibilities that will include overseeing training across DCS. To support this, a Training and Development Steering Committee has been established. The Learning Academy will bring a renewed focus on risk, compliance, mandatory training and other operational training requirements.

Implement outcomes of the mandatory Correctional Officer training review.

DCS will progress procurement of a new eLearning platform to provide a one-stop learning environment for DCS staff. The new platform will provide a blended learning experience for DCS staff, supporting both face to face and eLearning training.

6



PARTNERSHIPS AND COLLABORATION

PROGRESS FOR 2019

Safely and securely transitioned all South Australian prison sites to a smokefree environment and engaged the support services of Cancer Council, Indigenous agencies and other health related service providers to deliver smoking cessation counselling and support services, diversionary activities and health expos for prisoners.

Continued to contribute to the Public Health Partnership Agreement (PHPA) which acknowledges and builds on existing relationships and collaborative action between SA Health and Wellbeing and DCS. A key partnership project of the PHPA has been the state-wide menu review, which aims to improve nutrition through food provision in South Australian prisons. A recent review was conducted across all prison sites with key staff engagement. The report and recommendations have been endorsed by DCS Executive, and implementation is planned for 2020.

Worked collaboratively with SAPHS, DASSA and Cancer Council to deliver a Smokefree Prisons Nicotine Replacement Therapy Model in line with best practice.

Worked collaboratively at state and national levels as part of the Australia and New Zealand Counter Terrorism Committee, with representation at the National Prisoner and Reintegration Working Group and SA Countering Violent Extremist Taskforce.

Worked collaboratively with SA Police and the Australian Criminal Intelligence Commission for the ongoing identification and management of serious organised criminal enterprises.

Entered into a second three year partnership with SAHMRI (Wellbeing and Resilience Centre) to continue to build on the positive outcomes of the first three years of the partnership through the ongoing commitment to lead, measure, build and embed wellbeing and resilience across DCS staff and also offenders.

With 70-80% of the women's prison population having experienced DFV, in 2019 the Women's Safety Services SA commenced a contract to deliver programs to women at AWP which discuss healthy relationships and address women's victimisation in relationships.

The State Government engaged Serco Australia Pty Ltd for the provision of the management and operation of the Adelaide Remand Centre, with a reducing reoffending target incorporated into that contract.

Worked collaboratively with the Department for Innovation and Skills and TAFE SA, to inform a policy paper for DCS Executive members to consider, regarding access to apprenticeships and traineeships for prisoners.

DCS continued to share information to contribute to the Vulnerable Children Project (VCP). The VCP is South Australia's first multi-agency integrated data project. The project facilitates information sharing between agencies to

provide frontline workers and strategic decision makers with a fuller picture of South Australia's vulnerable children and their families. The VCP helps the South Australian Government meet its commitments to recommendations in the Child Protection Systems' Royal Commission report, The Life They Deserve. It also pioneers a multi-agency approach to sharing data under the Public Sector (Data Sharing) Act 2016.

Improved information sharing between DCS and the Department of Human Services (DHS), by updating DCS Standard Operating Procedures to ensure that information is requested from DHS, for any person entering DCS custody for the first time between the ages of 18-25 years.

Continued to work collaboratively with the National Disability Insurance Agency and DHS to work through prisoner referrals to the NDIS, and achieved 80 approved and funded plans as of November 2019, with 32 of those plans for Aboriginal offenders.

UPCOMING ACTION FOR 2020

Continued to work closely with Workskil Australia to implement the WRRR program and to make adaptation as needed to ensure the program remains accessible and in tune with changes that will increase participation for different cohorts, including those with disability or women offenders.

Form new MOUs and MOAAs with a variety of stakeholders including TAFE SA, ALRM, and the Australian Red Cross to continue to progress important work pertaining to supporting prisoners to desist from crime by having greater access to training, services and supports that they require, and to fill identified gaps in these areas.

Continue to support the 2018 Council of Australian Governments' agreement for corrections representation at the Joint Counter Terrorism Team in South Australia.

SAPHS and DCS Joint Systems Protocol to be reviewed and updated to include information about the interface and engagement points for DCS and SAPHS, and to outline information sharing requirements, escalation points and complex prisoner case conferencing.

Continue to partner with TAFE SA, Workskil Australia and other RTOs to build on the provision of education and employment services for prisoners and offenders.

Electronic monitoring services to continue to be provided through a contract (currently by G4S), to ensure that DCS has access to the latest technology to continually increase resilience and monitoring software functionality.

Continue to partner with DCS, SAPHS and the Communicable Diseases Control Group, to implement the Blood Borne Virus Prevention Action Plan 2017-2020.

Building Wellbeing and Resilience

In 2019, DCS entered into a second three year partnership with the South Australian Health and Medical Research Institute (SAHMRI) to deliver Wellbeing and Resilience training, based on the positive results achieved to date. This includes the delivery of practical wellbeing and resilience skills for both DCS staff and women prisoners at AWP. This partnership has produced an upsurge of interest amongst staff at all levels and sites which demonstrates both a strong commitment by DCS to encourage a positive workplace culture, but also a clear demand from participants to learn useful skills to increase capacity for personal resilience. DCS hopes that a continued partnership will encourage and support staff and prisoners alike to undertake the training and to find useful tools for withstanding personal and professional challenges and for adopting preventative measures to guard against the effects of stress.

Participant comments in 2019:

Great. I will utilise these skills in both my work and home life. Thank you.

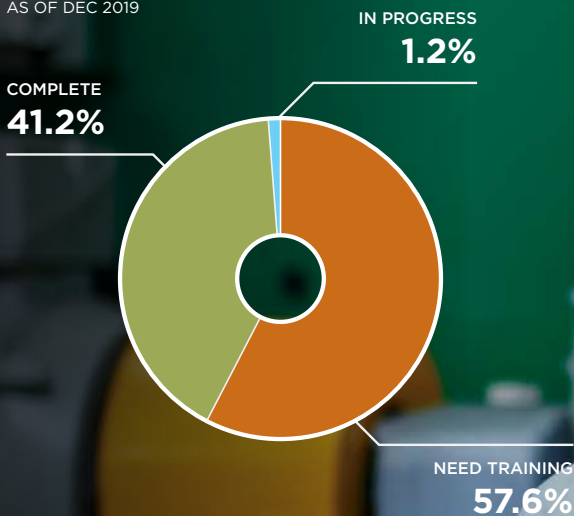
Thoroughly enjoyed and will recommend to others. Thank you!

Useful training. Can be used in personal and professional life.

Wow, wonderful training, you have given me much to digest and I am keen to put these newly learned skills into practice.

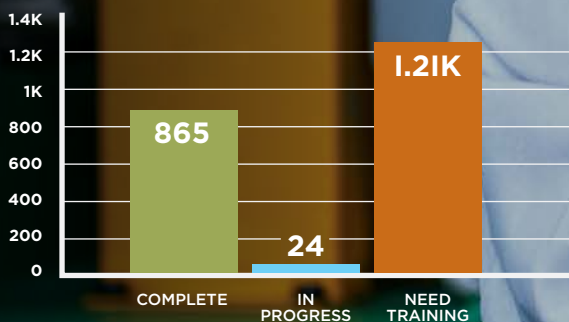
RESILIENCE & WELLBEING (RNW) TRAINING SNAPSHOT

AS OF DEC 2019



RESILIENCE & WELLBEING (RNW) STAFF GAP ANALYSIS

AS OF DEC 2019 - CURRENT STAFF



ACRONYMS LIST

IOBY20	Strategy for Reducing Reoffending 10% by year 2020
ALRM	Aboriginal Legal Rights Movement
AOD	Alcohol and Other Drugs
APC	Adelaide Pre-release Centre
ASF	Aboriginal Strategic Framework
AWP	Adelaide Women's Prison
CBIFVP	Cross Borders Indigenous Family Violence Program
CTC	Cadell Training Centre
DASSA	Drug and Alcohol Services South Australia
DCS	Department for Correctional Services
DFV	Domestic and Family Violence
DHS	Department of Human Services
E2E	End to End Case Management
HCSCC	Health and Community Services Complaints Commission
HD	Home Detention
HISSP	Home Detention Integrated Support Services Program
ICAC	Independent Commissioner Against Corruption
ICT	Information and Communications Technology
IHEP	Integrated Housing Exits Program
JIS	Justice Information System
LS-RNR	Level of Service/Risk, Need, Responsivity Tool

MOAA	Memorandum of Administrative Arrangement
MOU	Memorandum of Understanding
NDIS	National Disability Insurance Scheme
NPY Lands	Ngaanyatjarra, Pitjantjatjara and Yankunytjatjara Lands
OARS CT	Offenders Aid and Rehabilitation Services Community Transitions
OCSR	Office for Correctional Services Review
PAP	Port Augusta Prison
PEN	Prisoner Education Network
PHPA	Public Health Partnership Agreement
PLP	Port Lincoln Prison
ROHD	Release Ordered Home Detention
RTO/RTOs	Registered Training Organisation(s)
SAHMRI	South Australian Health and Medical Research Institute
SANFL	South Australian National Football League
SAPHS	South Australian Prison Health Service
VCP	Vulnerable Children Project
VET	Vocational Education and Training
VPP-AM	Violence Prevention Program for Aboriginal men
WDAT	Workplace Drug and Alcohol Testing
WRRR	Work Ready, Release Ready
YLP	Yatala Labour Prison





REDUCING REOFFENDING 10% BY 2020



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