

Department for Correctional Services Overview

31/01/2020

Prepared by the Office for Correctional Services Review

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Department for Correctional Services Overview

Chief Executive Welcome

The Department for Correctional Services (DCS / the Department) is a key agency within South Australia's criminal justice system. The portfolio is responsible for the operation of nine prisons with over 2,900 adult prisoners incarcerated on any given day. The Department is also responsible for carrying out the orders of the courts and Parole Board. This includes the supervision of approximately 5,700 offenders in the community at 16 Community Correctional Centres under various orders.

The Department is committed to public protection and to making a contribution to community safety. We are committed to providing offenders with an opportunity to address their offending behaviour and to have a positive impact on recidivism. The Department works closely with other justice agencies in South Australia and in other jurisdictions to fulfil its objective and mission.

Our service is underpinned by the *Correctional Services Act 1982* and is enabled through the facilities that we operate; the systems and procedures we have in place; the targeted evidence based programs and services we deliver; and our staff. The Department's team is multi-disciplinary and employs more than 2000 people across more than 26 sites.

I would like to take the opportunity to highlight some key information to assist in the evaluation of the practices, policies and procedures of the Department.

The corrections field has become increasingly complex and there has been a fundamental shift in corrections policy. There are now new areas of practice and demand. There are also new legislative responsibilities around terrorism and high risk offenders, domestic and family violence, child protection, victim management and risk management.

The Department's Strategic Plan, 2018-2022 (appendix 1), sets out the direction and outlines the key strategies and priorities we will pursue to contribute to our ultimate goal of making the community a safer place in which we all can live. The Strategic Plan brings together ideas from many sources including research on the justice sector; workshops with the DCS Executive and senior managers; as well as input from Shaping Corrections Regional Working Groups (RWG) and key stakeholders. It is also based on thinking about what the Department has learnt and achieved, particularly in the last few years of challenging growth and change.

As a Department we value our people and this is reflected in both the Strategic and Business plans. This briefing paper will provide an overview of the staff we employ and the workplaces they are situated in.

The Department recognises the vital contribution that stakeholders and partners make in achieving our departmental outcomes. We continue to forge strong partnerships with our stakeholders using a collaborative approach to achieve better outcomes towards a safer community. Key stakeholders include SAPOL, Courts Administration Authority (CAA) and the Parole Board. The Department does however work with a wide range of other stakeholders and partners across the community and government.

The Department will seek to provide you with high quality assistance during the evaluation process and we welcome working with you and your staff.

Strategic Overview

The Department plays a key role in the criminal justice sector (CJS). The Department is committed to making a contribution to public protection through the safe and secure management of the state's prisons and through the effective supervision of offenders under community based orders. The Department's primary objective is to ensure that we carry out the orders of the courts, whether that be a prisoner serving a term of imprisonment or an offender serving a community based supervision order.

The Department's service delivery framework 'Shaping Corrections' describes the service elements of Safety and Security; Offender Management and Rehabilitation; and Collaboration and Engagement.

Our service is underpinned by the *Correctional Services Act 1982* and is enabled through the facilities that we operate; the systems and procedures we have in place; the targeted evidence based programs and services we deliver; and our staff. The Department's team is multi-disciplinary and employs more than 2,000 people across more than 26 sites. Central to our success are the following principles:

1. Offenders are treated humanely within public safety requirements;
2. A risk based approach to offender reintegration;
3. That we target our limited resources at evidence based programs that reduce reoffending and ensure public protection;
4. That we actively pursue a multi-agency approach to the management of our highest risk offenders; and
5. Partnerships with the community through the not-for-profit and private sectors will enhance reintegration outcomes for offenders.

Mission, Vision and Values

Correctional Services has an important role in the South Australian (SA) criminal justice system. This is reflected in the Department's mission, vision and values. The Department's mission, vision and values are fundamental to operations and to the overall success of the Department.

Our mission is to ***'manage offenders in a safe, secure and humane environment and provide opportunities for rehabilitation and reintegration.'***

The Department's vision is for ***'a safer community by protecting the public and reducing re-offending.'***

Our values guide our behaviours and decision making to help us to demonstrate the attitudes and actions necessary to achieve our goals.

Honesty and Integrity - We act ethically, honestly and in the best interests of our staff and stakeholders.

Professionalism and Accountability - We demonstrate our commitment through competency, accountability, ethics and pride in our work.

Commitment to Service - We proudly serve the community and government of South Australia.

Collaboration and engagement - We work in collaboration with our people, stakeholders and

the community.

Make a difference - Our people are empowered to make a difference in our workplace

Equity, Diversity and Cultural Inclusion - We recognise and promote the diversity of individuals and their contributions, and we strive to treat all people with dignity and understanding.

Outcomes

The Department for Correctional Services is committed to achieving identified outcomes for its stakeholders, including the community, the South Australian government, courts, Parole Board and victims of crime.

Key outcomes identified include:

- Improved public protection
- Reduced reoffending
- Improved opportunities for rehabilitation and reintegration
- Safe, secure and humane environments
- Skilled, professional and valued workforce
- Safety, health and wellbeing in the workplace
- Improved outcomes for Aboriginal offenders and Torres Strait Islander offenders
- Improved and targeted service delivery for women offenders
- Accountable and better public services

Strategic Plan

The Department's Strategic Plan sets out the direction of and outlines the key strategies and priorities we will pursue to contribute to our ultimate goal of making the community a safer place in which we all can live. Strategic planning in DCS defines what is going to be important for the next four years and sets priorities for what we will do and how we will work. The Strategic Plan reflects and highlights the Department's ongoing commitment to a safer community by aligning our priorities to those of the government.

A Strategic Plan brings together ideas from many sources – from research on the justice sector; to workshops with the DCS Executive and senior managers; as well as input from Shaping Corrections RWG and key stakeholders. It is also based on thinking about what the Department has learnt and achieved, particularly in the last few years of challenging growth and change.

To reach our goals, we have identified three Key Strategies that will focus our direction. These strategies guide all other planning processes across the department. They are:

- Offender Management and Rehabilitation
- Our People, Productivity and Performance
- Innovation, Leadership and Engagement

The Key Strategies are used to organise our Key Priorities through the Corporate Business Plan and Key Performance Indicators (KPIs) over the coming years. The KPIs represent the measures we will use to determine if we are successful in meeting our Key Strategies and Priorities and reporting on our progress.

Business Plan

The 2019-2020 Business Plan (appendix 2) focuses on a number of important new initiatives and projects for progression throughout the year and strengthens the Department's focus on the reduction of reoffending.

Key initiatives include:

- Implement a zero tolerance approach towards attempts to introduce drugs and other illicit contraband to our prisons
- Ensure that information security, cyber security and records management is considered by all DCS areas to enable identification of escalating risks and facilitate predicting and responding to potential incidents
- Finalise the policy and operational procedures for the Protective Security Framework
- Establish effective analytics capabilities to support the Department
- Implement intelligence management and case management systems to support the operation of the Office for Correctional Services Review
- Implement and manage the Department's enterprise risks through effective audit and risk management framework
- Progress a business case to disrupt and block the illegal use of mobile phones within South Australian prisons
- Complete the implementation of the new Electronic Monitoring Systems contract
- Strengthen workforce management practices, rostering principles, management and workforce flexibility to ensure the efficient and effective deployment of resources
- Continue to progress the Counter Terrorism Action Plan to prevent radicalisation in prisons including development of a full Cabinet Submission for iSafe, an offender and intelligence management system

Shaping Corrections

Shaping Corrections is the Department's key innovation and service improvement initiative, which focuses on:

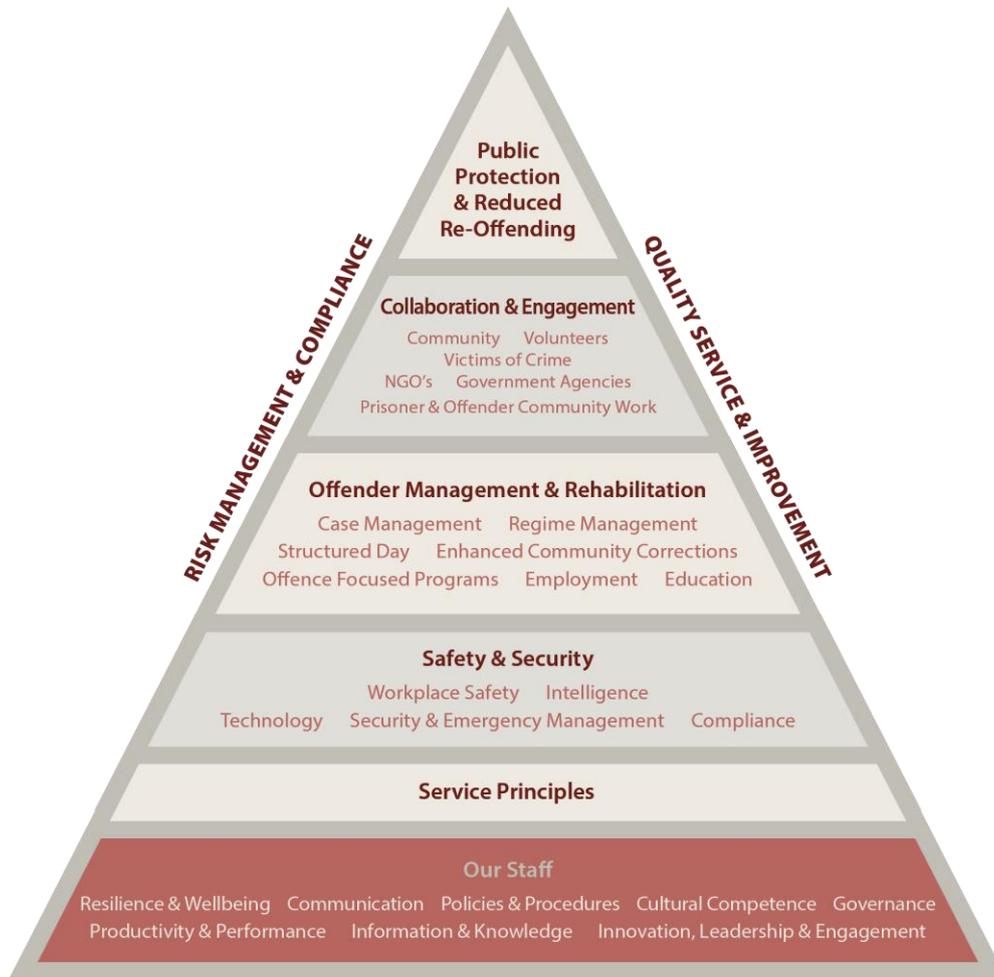
Continuous improvement – improving our services (systems, processes and practice)

Collaboration and engagement – collaborating with and engaging staff, stakeholders, partners and the community to identify, develop and implement service improvements; and

Sustainable innovation – exploring and championing new ideas and new ways of doing things which can be sustained over the long-term.

A key feature, and significant to the success of Shaping Corrections, are the RWG staff forums. RWGs consist of staff representatives from various business areas and different levels across the Department, who meet together bi-monthly, to workshop, discuss, engage and collaborate to provide innovative solutions to address complex and critical issues for the Department and to continuously improve services. RWGs add value to the organisation by tapping into the knowledge, skills and local experience of staff to develop new and improved services.

The Service Delivery Framework is a 'picture' of the key operational services that the Department provides; clearly outlining the key areas of service delivery where DCS must focus and succeed if it is to maintain public protection and reduce re-offending. The framework assists the Department to communicate priorities and identify key opportunities to improve performance in service delivery.



SERVICE DELIVERY FRAMEWORK

The Correctional Service Principles are an extension of the Service Delivery Framework. The Service Principles underpin and guide correctional practice:

SERVICE PRINCIPLES

- ▲ Legislation underpins everything we do
- ▲ A safe and secure environment is paramount
- ▲ Our staff are central to successful service delivery
- ▲ Offenders are treated humanely within public safety requirements
- ▲ We are committed to providing consistent quality services
- ▲ Services are delivered with cultural competence
- ▲ Offender risk is managed based on sound assessment
- ▲ Offender programs are targeted to ensure public protection and to reduce re-offending
- ▲ Management of offenders takes account of victims' perspectives
- ▲ A risk based approach is taken to offender reintegration
- ▲ Offenders are meaningfully engaged in pro-social activities
- ▲ Offenders are required to take responsibility for their behaviour
- ▲ We engage in active information sharing and partnering both internally and externally to enhance public protection and to reduce re-offending

In 2019 Departmental priorities which were a key focus for Shaping Corrections were:

- 10 by 20 Strategy, including Work Ready, Release Ready initiative, Aboriginal Strategic Framework and other key initiatives.
- SmokeFree Prisons Strategy
- BetterPrisons initiative.

New emerging issues/topics were workshopped at the State-wide Forum in September 2019, some of which will become a key focus in 2020. Topics included:

- Drug and Alcohol testing in DCS
- Virtual Reporting and Supervision in Community Corrections
- Technologies and Artificial Intelligence for Corrections of the future
- I WORK FOR SA survey summary themes for DCS

In 2020 some of the key focus for Shaping Corrections will be:

- I SAFE – End to End Case Management
- Better Prisons program
- Work Place Equality and Respect Project/ White Ribbon Reaccreditation
- and a Blank Canvas ideas initiative.

Safety and Security

Safety and security measures are integral to DCS operations. South Australian prisons are equipped with some of the most advanced technology to provide for the secure management of prisoners, including those prisoners who present the greatest risk to our community.

The Department's service delivery framework has refocussed the agency on key service strategies that are intended to improve outcomes. In the area of safety and security some of the key achievements in the last seven years have included:

- Strengthening barrier control at entry points to our facilities to minimise the risk of unauthorised entry; to target attempts to introduce contraband, especially drugs; and to strengthen our identification of persons entering and exiting the facilities.
- The construction and commissioning of new pedestrian and access control facilities at Yatala Labour Prison, the Adelaide Remand Centre, Mount Gambier Prison and Mobilong Prison.
- Strengthening Standard Operating Procedures to ensure staff understand their roles and responsibilities in terms of identification and authorisation of visitors and the appropriate screening of the visitor.
- Implementing legislative amendments that enhance the protection of children by preventing persons sentenced for child sex offences from receiving visits from young people.
- The construction and commissioning of new secure accommodation at MGP, PAP and AWP and the construction and commissioning of additional low security accommodation at PLP.

- The expansion of the Operations Security Unit to enhance drug detection and deterrence capability.
- Improved collaboration with other justice agencies including SAPOL, Police Corrections Unit, AFP, ACIC, Joint Counter Terrorism Team, Border Force and other state police agencies.

Serious Offender Committee

The Serious Offender Committee (SOC) provides high level oversight and sentence management decision making for serious offenders. The SOC is co-chaired by the Executive Director Community Corrections and Specialist Prisons and the Executive Director Offender Development and, in addition to other departmental representatives, includes membership from SAPOL and Victims Support Services, as well as an Aboriginal representative.

The SOC has oversight of prisoners assessed as high risk of general, sexual or violent reoffending, prisoners serving a life sentence or indeterminate sentence (under s.23(1) of the *Criminal Law Sentencing Act 1988*), prisoners identified as protective security or public interest, and any other prisoner identified by the co-chairs, Deputy Chief Executive or Chief Executive.

Better Prisons

The State Government's Better Prisons program, announced on 4 September 2018, is a major new reform initiative aimed at reducing reoffending by improving the quality, safety and efficiency of our prison system. As part of the program, the Department for Correctional Services (DCS) has been tasked to implement four overarching strategies:

1. Increase Capacity

Construct and commission a further 310 high security beds and critical supporting infrastructure at the Yatala Labour Prison (270 beds) and the Adelaide Women's Prison (40 beds).

2. Improve Competition

Increase private sector involvement in service delivery by transferring the operation of the Adelaide Remand Centre to a private provider through a competitive procurement process.

3. Improve Accountability

Implement a benchmarking framework against which each public prison's budget and service performance will be measured.

4. Improve Workforce Flexibility

Introduce the use of part-time and casual correctional officers to improve the efficient deployment of resources to meet justifiable operational demand.

Better Prisons is central to achieving the Government's commitment to improving the State's prison system in order to accommodate the growing prison population, strengthen security, improve productivity and system performance and drive down the rate of reoffending. The program will empower people at all levels of DCS to contribute to better ways of delivering services.

The Better Prisons Program will focus on achieving:

- Reduced reoffending
- Better public services
- Performance reporting against set targets
- Additional beds and critical support infrastructure
- Benchmarked budgets for all prisons
- Changes to prison operations to increase productivity
- Increased choices for the delivery of public services
- Greater transparency and accountability

Key Better Prison milestones to date include the following:

Outsourcing of the Adelaide Remand Centre

Following a competitive procurement process and successful transition phase, Serco Australia Pty Ltd took over management of the Adelaide Remand Centre (ARC) on 14 August 2019. Subsequently, works commenced on upgrading all cells at the site to a safe cell standard and this work was completed in December 2019. The ARC is now operating as the primary male admissions facility for metropolitan Adelaide.

Adelaide Remand Centre Staff Transition

The Better Prisons team was responsible for managing the transition of staff from the ARC as a result of the outsourcing. All ongoing DCS ARC employees were guaranteed ongoing employment with the Department. The Better Prisons team undertook to transfer ongoing ARC employees to the Northfield Precinct, another site, or to exit via Targeted Voluntary Separation packages. The Staff Transition occurred successfully.

Better Prisons Benchmarking Project

A part of the Better Prisons Program, DCS is responsible for implementing a benchmarking framework against which each public prison's budget and service performance will be measured. The Better Prisons benchmarking reform involves the development of a benchmarked budget and post model for each site, the implementation of key performance indicators (KPIs) for all prisons, and the development of prison performance agreements.

Benchmarking continues to progress across our SA prisons with Mobilong Prison, the Adelaide Women's Prison / Adelaide Pre-release Centre and Port Lincoln Prison having successfully completed the implementation of their new benchmarked post models. The Better Prisons team is currently undertaking consultation on the preliminary (draft) post benchmarks at the Cadell Training Centre and Yatala Labour Prison post model. Benchmarking consultation will commence at Port Augusta Prison on 5 February 2020.

The introduction of KPIs is a central element of the Better Prisons benchmarking project. KPIs will be implemented within all South Australian public prisons. Through the KPI framework DCS will have the ability to better monitor the efficiency and effectiveness of operations within our prison system. To date, 13 KPIs have been developed, to be introduced subsequent to the implementation of the benchmarked budget and post models at all sites.

Workforce Flexibility Project

The workforce flexibility project is underway with an initial focus on supporting existing DCS Correctional Officers to transfer to part-time. The second phase of this project will include the introduction of casual correctional officers to improve the efficient deployment of staff to meet operational demand as needed.

Northfield Precinct Upgrade

At the Adelaide Women's Prison, the 40 bed secure unit, Health and Admissions Building and Offender Development Building have been completed with operational commissioning pending. Works have also commenced on a new 40 Bed Residential Accommodation unit. The new Visitor Reception and Visit Centre has a targeted operational date of June 2021.

Early works have commenced on the YLP upgrade, including a new car park, business centre and staff wellness centre with construction scheduled to be completed by September 2020.

Our People

As of 30 December 2019, the Department employed a total of 2009 staff over 1919.5 FTEs. The following information provides an overview of the Department's staff profile as of that date.

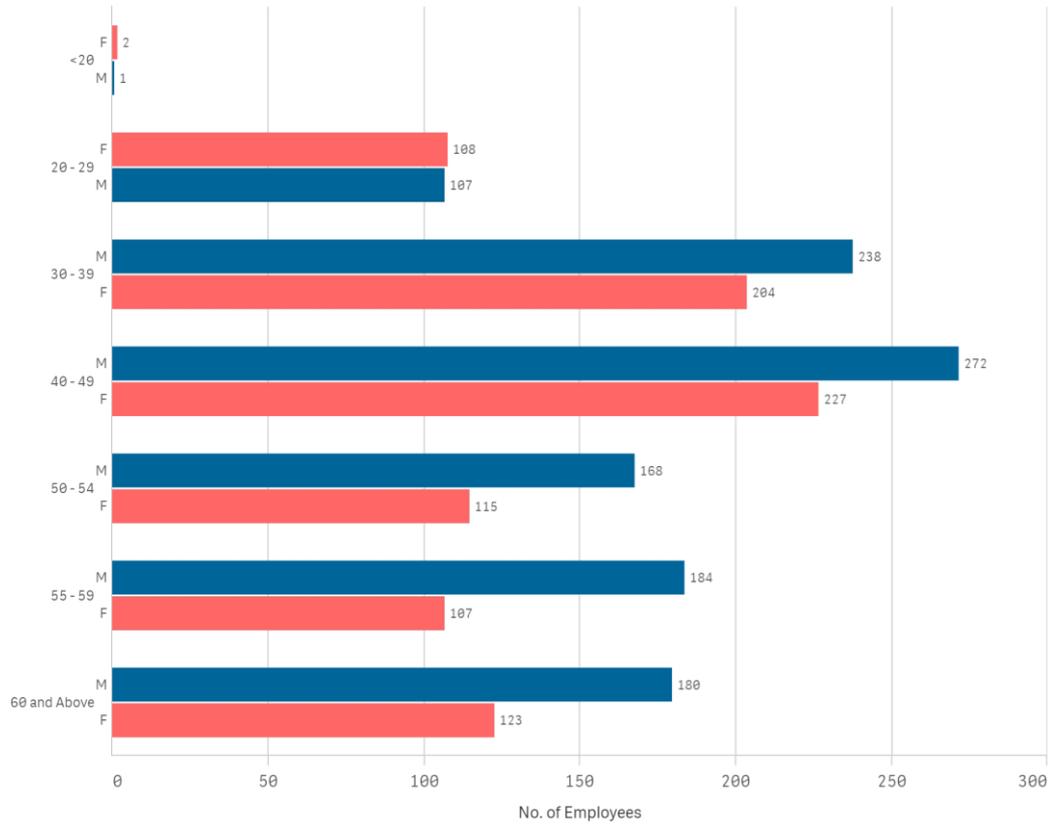
Location	FTE
Aboriginal Services	10
Adelaide Pre-Release	22
Adelaide Remand Centre	1.6
Adelaide Womens Prison	147.7
Asset Services	10.2
Cadell Training Centre	72.5
Chief Executive	57.37
Corporate Finance	13.4
Corrections Business Centre - Northern Country	16.74
Corrections Business Centre - Southern	22.52
Corrections Business Centre - Northern Metro	26.83
Knowledge & Info Systems	25.73
Mobilong Prison	194.91

OFFICIAL: Sensitive

Location	FTE
Community Corrections North Region	103.24
Offender Development Directorate	3.6
Offender Rehab Services	65.57
Operations Security Unit	8
PBS Directorate	3
Port Augusta Prison	311.62
Port Lincoln Prison	78.2
Prisoner Assessment Unit	3
Rehab Programs Branch	1
Sentence Management Unit	44.64
Community Corrections South Region	116.36
Statewide Operations	20
Statewide Services	116.3567
StatewideOps-Directorate	2
Strategic Policy Projects & Partnerships	10.8
Workers Comp Pool	1
Workforce Management	21.4
Workforce Planning & Dev	12
Yatala Labour Prison	376.17
Total	1919.50

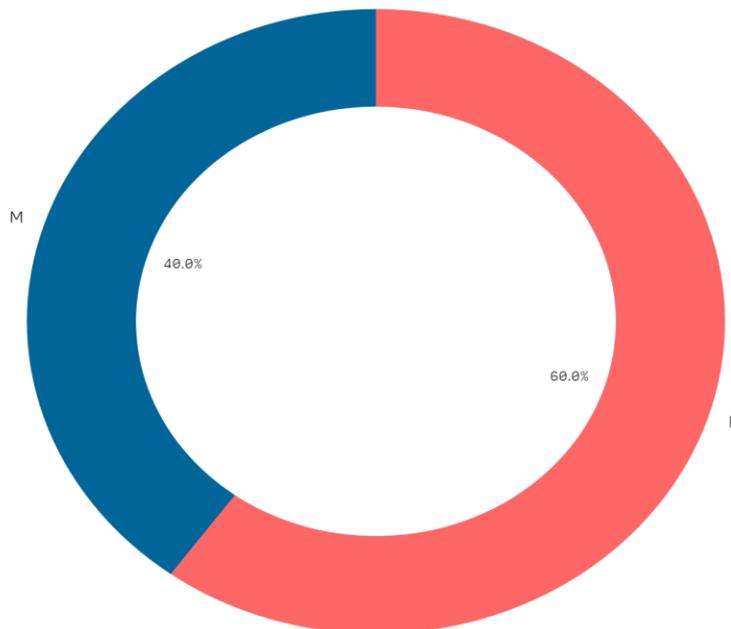
DCS Employees by Age Group and Gender

Employees by Age Group & Gender
As of 30 January 2020



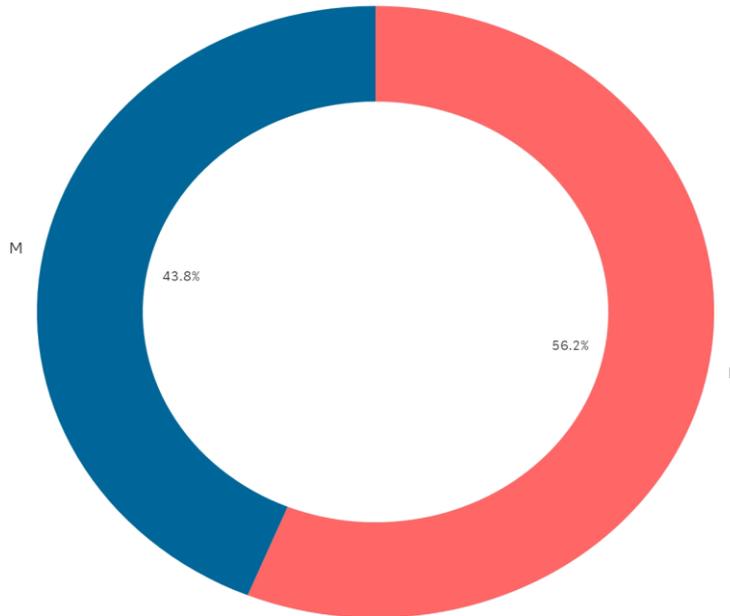
DCS Executive and Senior Manager by gender

Executives & Senior Managers by Gender
As of 30 January 2020



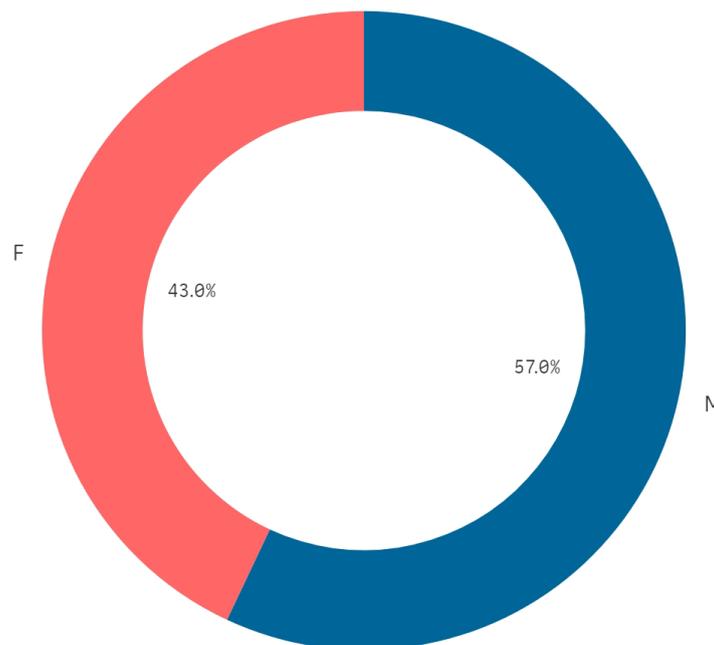
DCS Managers by Gender

Managers by Gender
As of 30 January 2020

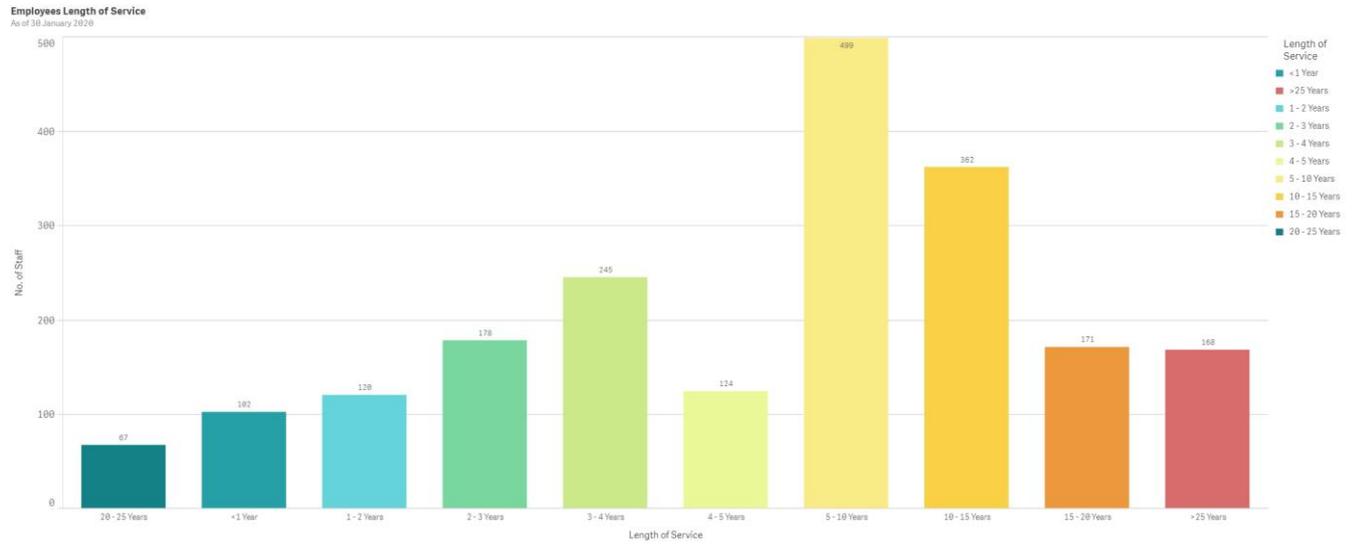


DCS Employees by Gender (non-managerial)

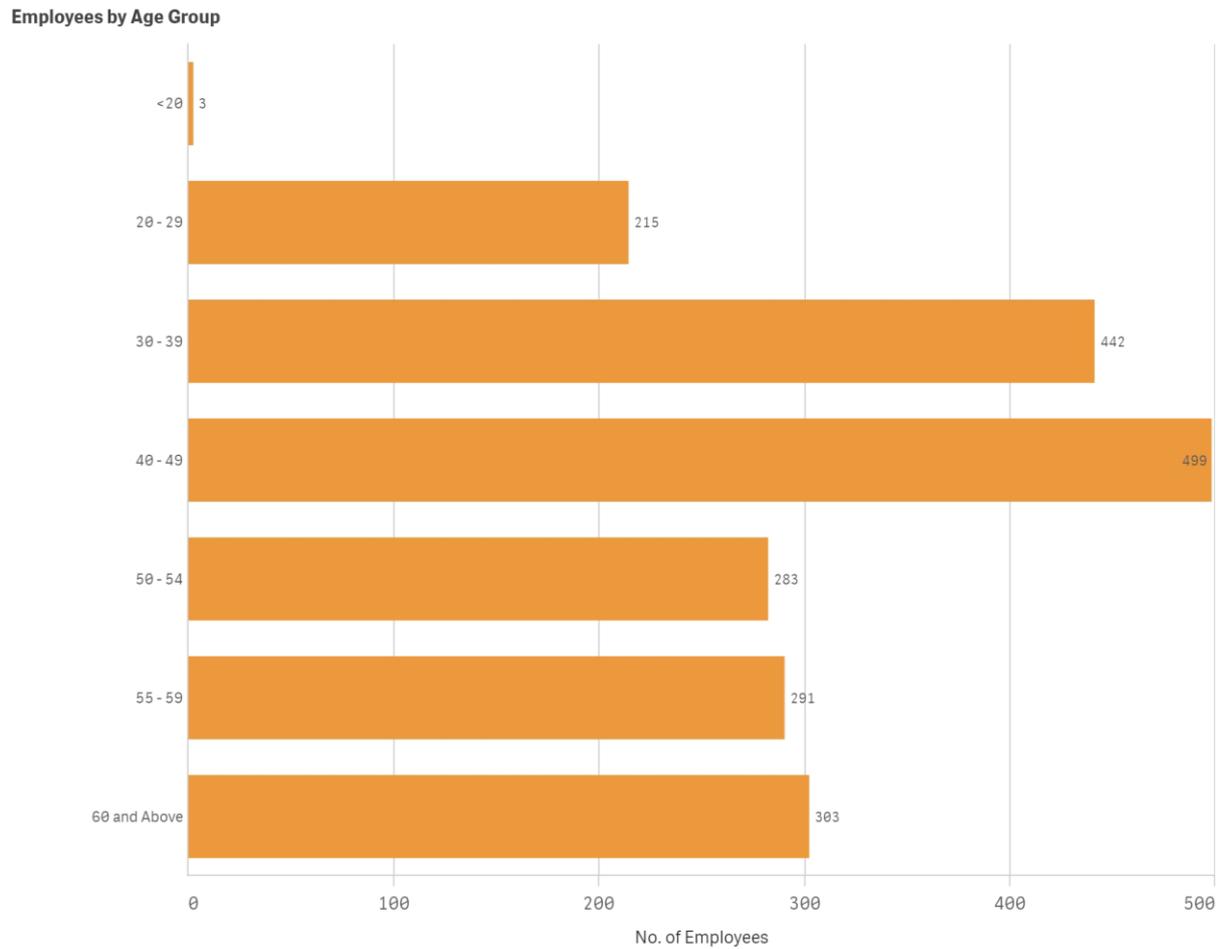
Employees by Gender
As of 31 January 2020



DCS Employees Length of Service



DCS Employees by Age Group



The Department

Executive Group

The Executive Group of the Department supports the Chief Executive to set the strategic agenda and direction and ensure the Department meets its objectives. The Executive Group is the key decision making body for matters of critical operational and strategic importance for the Department as well as for long term strategy and governance. The Executive Group provides fair, respectful and ethical leadership to the organisation, leading the operational and strategic business of the Department with enthusiasm and professional integrity, to ensure the highest quality of correctional services are delivered for the Department's stakeholders, staff and offenders.

The Executive Group includes

- Chief Executive;
- Deputy Chief Executive, Statewide Operations (DCE);
- Executive Director Community Corrections and Specialist Prisons (EDCCSP);
- Executive Director People and Business Services (EDPBS);
- Executive Director Offender Development (EDOD); and
- Director Aboriginal Services Unit (DASU).

Department Structure

The Department has five primary directorates. A full description is provided from page 20.

Office of the Chief Executive

The Office of the Chief Executive includes the Governance and Executive Support Unit (GES) and the Office for Correctional Services Review (OCSR). GES is responsible for strategic and business planning; corporate performance analysis and reporting; the preparation and provision of high level information and documents to a range of stakeholders; cross agency collaboration and all corporate communications. The GES unit plays a critical role in the provision of effective liaison and support to the Office of the Minister for Correctional Services, as well as undertaking Freedom of Information and release of information functions. GES is also responsible for the provision of valuable and timely services to victims of crime, and oversees the prisoner and offender complaints management system.

OCSR services the Department through its four main functions:

- promoting and supporting integrity and professional conduct across DCS;
- reporting key findings to the Chief Executive on critical incident investigations;
- maintaining DCS effectiveness through audit and risk management; and
- forecasting threats to the safety and security of operational environments and supports dynamic threat management.

The Risk and Performance Committee is a significant aspect of risk management with DCS and appendix 3 – Risk and Performance Committee Charter provides detailed information of its role and purpose.

Appendix 4 –Organisation chart provides a pictorial view of the Departmental structure.

Statwide Operations

The Deputy Chief Executive, Statewide Operations has direct oversight of the Statewide Operations Directorate, which includes the Community Corrections and Specialist Prisons Directorate, managed by the Executive Director Community Corrections and Specialist Prisons. Statewide Operations is responsible for providing safe and secure correctional services to remand and sentenced prisoners and offenders, including the management and operation of the nine South Australian prisons, 16 Community Correctional Centres, Operational Support and Performance and Security and Emergency Management.

Community Corrections and Specialists Prisons

Community Corrections and the four specialist prisons are directly accountable to the Executive Director Community Corrections and Specialist Prisons.

Offender Development

The Offender Development directorate is responsible for leading rehabilitation and reintegration services across custodial and community corrections. This includes functions of offender assessment, sentence planning and review, rehabilitation programs and psychological services. The Directorate includes the Sentence Management Unit (incorporating psychological services), Offender Rehabilitation Services, Vocational Training and Education Services SA (VTEC-SA), Strategic Policy, Projects and Partnerships, Aboriginal Services Unit, Shaping Corrections and the Volunteers Unit.

People and Business Services

People and Business Services is responsible for Finance and Budget Management, Procurement, Information Systems, Asset Management, Human Resources, Employee Relations, and Workforce Planning and Development. The Directorate works closely with and supports all areas of the Department to ensure the optimum use of financial, physical and human resources. The Directorate is responsible for managing the Department's capital works program which includes ensuring that infrastructure projects are delivered to meet the expanding needs of the prison system. The Directorate works closely with other government entities including the Department of Treasury and Finance, Auditor-General's Department, OPS, Shared Services SA and the Department for Planning, Transport and Infrastructure. This Directorate is managed by the Executive Director of People and Business Services.

Directorates

Office of the Chief Executive

Governance and Executive Support

Executive Services

Executive Services is responsible for the preparation of high quality ministerial and departmental correspondence and briefing papers. It is also responsible for the preparation of key documents related to governance and accountability including the Annual Report and Estimates Committee papers. The unit is responsible for the analysis of legislation and legislative amendments and the preparation of Cabinet Submissions; and provides support for the operation of the Visiting Inspectors and Visiting Tribunal.

Executive Services prepares professional reports for Parliament pursuant to the *Coroner's Act 2003* and prepares briefings and responses to Ombudsman's correspondence.

Corporate Communications

The Corporate Communications team is responsible for the Department's communications and media objectives and effective and timely internal and external corporate communications. The team contributes to the development, implementation and management of the Department's internet and intranet websites.

The team collates and analyses information relating to the Department's operations which may be of interest to the media and community and respond to reactive media enquiries. The team participates in the implementation of media strategies and produces and publishes a range of material for internal and external distribution across a range of formats.

Strategic Planning and Corporate Performance

Strategic Planning and Corporate Performance is responsible for leading the development, implementation and management of effective strategic and business planning processes for DCS. The team develops and implements integrated, best practice processes in relation to governance, strategic and business planning, performance reporting and business excellence; that align with the South Australian government's strategic direction and the DCS vision, mission, values and strategic priorities.

Further, Strategic Planning provides high level advice and recommendations to Executive and Senior Managers on the development of an integrated strategic planning and reporting framework that effectively supports the achievement of the Department's mission, values and key strategic objectives. In addition, the team identifies, develops and implements improvements to the Department's performance reporting frameworks to enable DCS to gain visibility of activity and proactively and strategically plan for the future. The team develops, reviews and enhances appropriate performance measures and indicators and facilitates business planning processes to assist DCS business units to integrate and implement corporate strategy and direction.

Victim Services

The Department's Victim Services Unit is responsible for the implementation of timely, accurate and respectful information to victims. Officers are required to liaise with victims, provide advice and seek input and comment from victims in relation to prisoner and offender operational matters. The unit advocates on behalf of victims, communicates the views of

victims to senior staff and negotiates successful outcomes on behalf of victims.

The Victim Services Unit consults with government and non-government victim support agencies and departmental stakeholders, to ensure that the rights of victims are upheld. The unit also manages the Victims' Register.

The unit is also responsible for the administration, monitoring and evaluation of the departmental Complaints Management System, which includes the operation of the Prisoner Complaint and Advice Line (PCAL): a freecall telephone service for prisoners to raise any issues with operators, independent of the prison sites.

Freedom of Information

The Freedom of Information unit is responsible for leading and managing the effective delivery of Freedom of Information (FOI) and Release of Information (ROI) services for the Department. The unit ensures the Department complies with its legislative responsibilities as described by the *Freedom of Information Act 1991* and with relevant legislation and guidelines relating to the release of information and information sharing.

Data Analytics and Systems Analysis

The Data Analytics team is responsible for the development and delivery of quality information, products and services to departmental management and staff as well as external stakeholders to support corporate planning and reporting, data development, performance monitoring and decision-making. The team provides expert research, analysis and advice to support the development and maintenance of an integrated departmental reporting system and the provision of prisoner/offender projection modelling and analysis.

Other key activities include:

- Providing detailed and high quality management information reporting and analysis by extracting data from systems and developing accurate and timely responses.
- Researching and reviewing new and innovative techniques and systems and working across the Department to establish and maintain complex data and business process models that support core business activities.
- Consulting, liaising and negotiating with internal and external customers regarding the type of information required and providing expert advice and developing protocols for the use of sensitive and confidential information.
- Providing specialist technical input into designing, implementing, documenting and maintaining of intra-departmental information collection systems to ensure the timely and accurate provision of performance indicator data.
- Monitoring and analysing performance against corporate/business unit objectives and targets and producing corporate and business unit performance reports for a range of internal and external stakeholders.

Office for Correctional Services Review (OCSR)

The Office for Correctional Services Review (OCSR) reports directly to the Chief Executive. The unit contributes to safety and security across the Department and the broader community by targeting criminal activity and offending behaviour, through intelligence reporting and investigation.

Services provided by the unit contribute to reduced incidents in prisons, reduced levels of contraband in prisons, the identification of gangs, organised crime and national security targets and the effective management of high risk offenders and visitors.

OCSR works collaboratively with SAPOL and other law enforcement agencies to detect and act on patterned or syndicated illicit or illegal activity relevant to prisoners. SAPOL have undertaken investigations in relation to illegal activities identified by OCSR which resulted in charges, including drug trafficking, being laid against prisoners and their associates in the community. Intelligence officers and analysts attached to OCSR assist prison General Managers and SAPOL to detect contraband entering the prison system or in the possession of prisoners or their visitors. Visitors who are detected with or suspected of attempting to introduce contraband, or attempting to gain entry using a false identification, can be banned from visiting any of the state's prisons and be reported or charged with offences by SAPOL.

Under a Memorandum of Understanding signed in 2011, the OCSR also works closely with the Australian Criminal Intelligence Commission to exchange intelligence in relation to the activities of identified prisoners of interest and their criminal associations. The OCSR represents the Department at a national level in relation to counter terrorism and violent extremism at the Prisoner Management and Re-integration Working Group. The OCSR also works with the Australian Security Intelligence Organisation (ASIO), SAPOL State Protective Security Branch and the AFP through the Joint Counter-Terrorism Taskforce (JCTT) in relation to identified prisoners and offenders.

OCSR also provides an investigation reporting process to the Chief Executive for all matters relating to serious staff misconduct. Matters that are identified as potential serious misconduct, maladministration or corruption are referred to the Office for Public Integrity (OPI). Matters that are identified as potentially criminal and do not fall within the Independent Commissioner Against Corruption remit are referred to SAPOL. The OCSR supports these agencies and undertakes internal investigations to report to the Chief Executive. The OCSR also prepares briefings and responses to Ombudsman's enquiries.

Under authority of the Chief Executive, the OCSR conducts forensic investigations into significant incidents including deaths in custody, escape custody, deaths of offenders under supervision, serious disturbances and other matters as directed. These investigations are referred to the Investigation Review Committee (Terms of Reference - appendix 5) for consideration of relevant findings and appropriate action. Matters relating to the death of a prisoner/offender are also referred to the Coroner's Court for consideration in any Coronial Inquiry.

People and Business Services

Corporate Finance

The Corporate Finance Branch, comprising Management Accounting, and Reporting and Compliance is responsible for providing professional financial management reporting and compliance services across the Department. The branch provides relevant, accurate and timely financial reports for budget monitoring including external reporting (liaising with Shared Services in the preparation of general purpose financial reports). This extends to responsibility for providing management accounting expertise and support to all business units (including prisons, community corrections regions and prison industries) and coordinating and managing the process of preparing their budgets.

Procurement

The Corporate Finance Branch also supports the Department's procurement processes through the provision of a range of services that support the efficient procurement of goods and services ensuring consistency between Department procurement practices and whole of government policies to optimise value for money, satisfy probity requirements and manage risk outcomes.

Asset Services

The Asset Services Branch provides strategic asset planning and project management services to the Department. This includes management of major infrastructure projects, minor works, asset management and planning and related equipment, electronic security and surveillance systems and effective facilities management.

Workforce Management

The Workforce Management Branch is responsible for Employee Relations, Human Resources, Employee Assistance Program, Injury Management, Injury Prevention and Rosters to facilitate efficient, progressive and equitable employee management and employee relations for DCS.

Workforce Planning and Development

The Workforce Planning and Development Branch has the responsibility for strategic workforce planning and delivery of a range of learning and development programs and corporate services related to workforce development, e.g. consultancy on course design, accredited training, training calendar, performance development and study assistance and the recruitment and training of Correctional Officers. Collectively, these specialist services are aimed at building workforce capability and capacity in an inclusive and professional environment.

Knowledge and Information Systems Branch

The Knowledge and Information Systems Branch (KISB) maintains a strong focus on deploying key ICT systems to support departmental services and decision making and managing a multi-sourced environment to ensure operational systems are secure and highly available. Services include the delivery and support of corporate business applications and business intelligence systems; the delivery and maintenance of corporate ICT infrastructure, user support services; consultancy in records management policy and procedures and management and use of central file services and archiving.

Offender Development

The Offender Development Directorate develops, implements and monitors forensic assessments, programs and psychological interventions based on best practice standards. The Directorate also develops and implements policies and procedures designed to enable interventions with offenders to occur in a coordinated manner, which targets criminogenic needs and promotes community safety. The Directorate utilises a framework across the Department for providing supervision and maintaining the quality of assessments, programs and interventions.

With a focus on sentence planning, assessment and intervention, the Directorate oversees the development of initial offender assessments, case management plans, the delivery of individual or group-based intervention in custodial and community settings, as well as the targeting of services to assist offenders with their reintegration and transition into the community. The implementation and monitoring of services through the Offender Development Directorate occurs through procedures, policies and frameworks developed in consultation with other directorates within the Department.

Offender Rehabilitation Services

Offender Rehabilitation Services (ORS) delivers program based intervention in prisons across the state and in metro-based Community Correctional Centres. The unit delivers moderate and high intensity programs for violent offenders, moderate and high intensity programs for sexual offenders, the Making Changes program for general offenders, and the Domestic and Family Violence Intervention Program for domestic violence offenders. These programs are evidence-based and centred on cognitive-behavioural principles. They are overseen by a clinical supervision framework to provide for best practice, as well as program integrity.

The clinicians responsible for program delivery have specialist skills and extensive experience in delivering therapeutic interventions to offenders. The unit operates against a stringent program delivery framework to ensure compliance with National Australian Program Standards.

The unit also provides consultancy services to Community Corrections staff with regard to offenders who have previously progressed through an ORS program. This allows for progressive throughcare between treatment delivery and risk management in the community. After a program has been completed, offenders are assisted with their reintegration needs including: identifying appropriate community supports; planning for employment; and developing targeted risk-management strategies to ensure compliance with any conditions set by the Parole Board or the courts.

Sentence Management Unit

The Sentence Management Unit (SMU) provides risk assessments and coordinates professional oversight of criminogenic assessments and treatment planning across the Department. SMU operates from Adelaide Women's Prison and involves psychological services, assessment and sentence planning, educational assessments and administrative services.

Departmental psychologists provide specialist assessment services utilising evidence based criminogenic and psychological assessments. Psychologists are also involved in the High Risk Assessment Team. This involves a multi-disciplinary approach which facilitates urgent referrals for prisoners requiring immediate treatment, crisis intervention and specialised management strategies.

SMU is responsible for:

- Offender assessments and Individual Development Plans (for adult offenders with a sentence of 12 months or greater), and decision making with regard to prisoner placement;
- Administrative support to the SOC and the Home Detention Committee;
- Maintenance of records on prisoners who have sentences of 12 months or more;
- Communication of relevant information to the Parole Board;
- Providing an interface between Youth Justice and the adult correctional system;
- The monitoring of prisoner security ratings and status;
- The auditing of offender plans, case reviews, case note entries, assessments and case files for all sentenced prisoners with an effective sentence of six months or more;
- The implementation and quality control of case management (as described in the relevant departmental Standard Operating Procedures);
- The monitoring of bed space issues for all institutions and the management of the movement of prisoners between institutions.
- The identification, review, referral for application, and recording of prisoners, through the SOC and the Chief Executive, who are or may be subject to an order for indeterminate detention under the *Criminal Law Sentencing Act 1988*, or an Extended Supervision Order (ESO) or Continuing Detention Order (CDO) under the *Criminal Law (High Risk Offenders) Act 2015*.

Aboriginal Services Unit

The Aboriginal Services Unit (ASU) was established to service the needs of the Department's Aboriginal stakeholders as well as monitor the Department's implementation of recommendations from the Royal Commission into Aboriginal Deaths in Custody (1991). The unit plays a critical role in maintaining the connection between Aboriginal prisoners and offenders and their community.

ASU works across the Department (at both policy and operational levels) to provide advocacy for Aboriginal departmental staff and support to Aboriginal prisoners and offenders, as well as to oversee the development of culturally appropriate services and provide cultural advice and training. ASU also actively participates in the growth of partnerships and support for Aboriginal community organisations, and other government departments, for the provision of targeted services to Aboriginal offenders.

To assist Aboriginal prisoners to better reintegrate into the community and to reduce recidivism, as they near their release date their Aboriginal Liaison Officers (ALO) will provide them with referrals and contact details for a number of organisations who can provide services suited to their situation and location. This includes Aboriginal Prisoner and Offender Support Services (APOSS), Kornar Winmil Yunti (KWY), Aboriginal Sobriety Group (ASG), Aboriginal Recruitment and Training (ART), Aboriginal Community Connect (ACC) and Aboriginal Legal Rights Movement (ALRM).

ASU also provides several culturally specific programs for prisoners and offenders. These programs are continually evaluated and enhanced to ensure that best-practice principles are applied. Programs include the Aboriginal Elders Visiting Program (AEVP), Our Way My Choice, Respect Sista Girls 2 and Drumbeat.

South Australia also participates in the Cross Border program with Western Australia and the Northern Territory. The program provides for persons who have a connection with a cross-border region (Aboriginal people living on regional or remote lands) to have court matters

heard, orders to be supervised and custody to occur in any participating jurisdiction.

Strategic Policy, Projects and Partnerships

Strategic Policy, Projects and Partnerships (SPPP) is responsible for the development, oversight and implementation of key departmental criminal and social justice reforms. The unit leads and contributes to planning, development and evaluation of criminal justice policy as well as managing the departmental policy and procedure structure to ensure quality assurance and legislative compliance utilising project management discipline. Responsibility for the effective facilitation of complex projects and initiatives that align to the Department's strategic plan is also a key feature of the unit's work.

Liaison with key stakeholders to establish and maintain effective partnerships underpins the work of the unit and involves participation in high level inter-jurisdictional committees and working parties. Oversight of the DCS Research Agenda is also a key component of the SPPP work.

Principal Advisor Women Offenders

In recent years, DCS has significantly increased its focus on female offenders, with the appointment of the Principal Advisor for Women Offenders and the subsequent launch of Strong Foundations & Clear Pathways: Women Offender Framework and Action Plan 2014 to 2019 in December 2015. The framework is designed to focus on the enhanced planning, communication and coordination across the Department for gender specific targeted approaches.

The Principal Advisor for Women Offenders focuses on matters specific to female offenders including the correctional environment, provision of services and other practices. Women make up a small but increasing number of people entering South Australian prisons and subject to community supervision each year. AWP is the main facility for accommodating female prisoners in South Australia, utilising a multi-disciplinary approach to address the needs of female prisoners.

The release of the Strong Foundations & Clear Pathways: Women Offender Framework and Action Plan was a significant milestone for the Department.

The Strong Foundations & Clear Pathways initiative is about laying a strong foundation of rehabilitation opportunity for women offenders and identifying clear pathways to transitional support and community reintegration.

The extent to which women can reintegrate themselves and communities can reintegrate women is central to changing outcomes for all offenders and the safety of the community. We want to broaden the circles of positive influence in women's lives including family, cultural and spiritual groups, individuals, business sectors, industries and organisations cascading out to the broader community.

Vocational Training and Education Services SA (VTEC-SA)

DCS is committed to providing opportunities for prisoners and offenders to enhance employment opportunities through effective educational and vocational programs. Nationally accredited educational and vocational programs are available at all prisons through the Department's registered training organisation (RTO) VTEC-SA, which has oversight of prisoner and offender training and education. The RTO provides accreditation and compliance for both offender and staff qualifications.

The Department believes that prisoners should be prioritised to ensure that those who pose the highest risk to the community have their criminogenic program and work readiness needs

addressed.

VTEC-SA has developed a comprehensive language, literacy and numeracy (LLN) diagnostic assessment tool to assess and prioritise prisoners with the highest need. The tool assesses the current skills and knowledge of prisoners and determines any gaps in their learning and is linked to a nationally accredited LLN curriculum. It provides offenders with an individualised learning plan:

- that will assist the offender in completing a criminogenic program to address offending behaviours, and
- prepare offenders with targeted vocational skills to assist in gaining employment upon release. Formalised into the Work Ready, Release Ready Program (WRRR).

VTEC-SA has twelve qualifications on scope for prisoners and offenders which are encompassed in four training packages:

- Certificates and courses in General Education for Adults (basic literacy and numeracy) to certificate I level
- Education and skills development (advanced literacy and numeracy) to certificate II level
- Business (used extensively for computer literacy) to certificate IV level
- Horticulture to certificate II level.

These courses are seen as crucial enablers for the further development of job skills, life skills and employment opportunities deemed important to reduce offending behaviour.

DCS has formed a key partnership with TAFE SA to provide a wide range of vocational qualifications and licences to prisoners forming the qualification base for the WRRR project. Although this initiative is at the early stages of implementation it has received considerable support and participation from prisoners who have demonstrated a keen appreciation of improving their LLN and vocational skills.

Shaping Corrections

Shaping Corrections is the Department's key staff engagement, improvement and change management initiative and is underpinned by a Service Delivery Framework and Service Principles. It is an innovative continuous improvement strategy, utilising collaborative engagement between staff stakeholders, partners, and the community to identify, develop and implement service improvements.

Program Evaluation

Evaluation of the Department's offence-focussed programs is undertaken in house by staff from the Program Services Unit, which is responsible for the development, implementation and review of the Department's criminogenic programs.

The two main types of evaluation employed by the Department are process evaluation and outcome evaluation. Process evaluation is used to provide information about how a program is operating; whether it is working as intended and what improvements can be made. In this respect it serves a performance monitoring purpose and, based on the research findings, modifications can be made to enhance a program's operation.

Outcome evaluation involves the assessment of the effectiveness of a program or initiative and whether it is achieving its objectives. This type of evaluation is usually carried out at the completion of a program, in order to judge how well it has achieved its objectives. This may involve the measure of a program's immediate impact such as changes in pro-criminal attitudes at the conclusion of a program, or longer term effect such as a reduction in re-

offending. It may also include an assessment of the economic impact of a program and whether it represents value for money.

In order to identify more immediate measures of program effectiveness the Department has developed an evaluation framework that focusses on identifying significant shifts in particular treatment targets. This identifies areas of deficiency for each program participant and provides a clinically significant assessment of treatment targets that are specific to the individual. Post-treatment assessments enable improvements in these areas to be identified.

In order to evaluate the longer term impacts, the Department has developed a recidivism methodology, which underpins the evaluation of its criminogenic programs. This includes the use of a recidivism metric known as the Rehabilitation Impact Factor (RIF). This metric indicates the reduction in the rate of recidivism for participants who complete a treatment program. In order to compare the RIF metric with an appropriate untreated group, a matched comparison approach is employed. DCS has begun to apply its recidivism methodology to its criminogenic programs, with a reoffending analysis of the Violence Prevention Program currently underway. It is expected that recidivism analyses of the remaining criminogenic programs will be undertaken once a sufficient sample size and follow-up period has been achieved.

Volunteers

The Volunteer Unit provides services and support to offenders in prison and in the community. Volunteers provide essential support to offenders through a wide range of services including transport, education, library services, tax support, employment readiness and life skills. Volunteers come from all walks of life –and the services they provide are as varied as their backgrounds.

The Volunteer Unit was established in 1975 following recommendations by the Criminal Law and Penal Methods Reform Committee. Volunteer services include: Prisoner Visiting Program, Court Support Program, Quit Smoking Initiative, Prisoner Release Program, Transport Program, Community Mentor Program, Aboriginal Volunteer Programs, Creative writing courses, Living Skills programs, Wellbeing programs (meditation, yoga etc) and Prisoner education support.

Community Corrections and Specialist Prisons

Community Corrections

Community Correctional Centres are staffed by a combination of qualified social workers, criminologists, those with other behavioural science degrees and officers who have been recruited from other various backgrounds. Community Corrections promotes successful re-integration into communities through partnerships with other agencies both government and non-government.

One of the many duties entrusted to a Community Corrections Officer (CCO) role is the supervision of individuals who have been charged with an offence, and released from the courts, prison or Parole Board on a supervised order.

It is the role of a CCO to provide case management to offenders by conducting assessments, making recommendations of appropriate intervention strategies to address criminogenic needs and ensuring offenders comply with the conditions of their order as set by the court or Parole Board. Case Managers develop strategies to reduce offending during supervision with the offender and work intensively to change offending behaviour. Improving public safety and

managing offenders based on their level of risk are the key principles behind the supervision process. In accordance with the Department's evidence-based practice of Enhanced Community Corrections (ECC) offenders are managed according to risk with higher risk offenders receiving a higher level of supervision, monitoring and compliance activity. CCOs are also required to prepare reports for the Parole Board, Pre-Sentence Reports for courts and assessments for offenders who may be eligible for Court Ordered Home Detention.

The Department's relationship with other justice agencies including SAPOL and the Courts Administration Authority (CAA) is critical to offender risk management and community safety

The Department manages 16 Community Correctional Centres and other outreach services which are located across the state. The centres are divided into two regions: the Southern Region and the Northern Region.

Southern Region

The Southern Region supervises offenders at four major locations in the metropolitan area: Adelaide Community Correctional Centre, Edwardstown Community Correctional Centre, Port Adelaide Community Correctional Centre and Noarlunga Community Correctional Centre. The Intensive Compliance Unit (ICU) is also located at Edwardstown Community Correctional Centre. Community Corrections provides an outreach service in Victor Harbor.

The Southern Region also supervises offenders at three main country centres: Murray Bridge Community Correctional Centre, Berri Community Correctional Centre and Mount Gambier Community Correctional Centre.

Northern Region

The Northern Region services Adelaide's northern suburbs, the Barossa Valley and the north and far north western areas of the State, which includes the Yorke Peninsula and Eyre Peninsula. Offenders within the greater northern metropolitan area are supervised through three major locations North East Community Correctional Centre at Holden Hill, the Elizabeth Community Correctional Centre, and the Gawler Community Correctional Centre. The Barossa and Yorke Peninsula regions are serviced through the Department's Gawler Community Correctional Centre operations.

The far north and north western region of South Australia supervise offenders at six locations: Port Pirie, Port Augusta, Whyalla, Port Lincoln, Ceduna and Coober Pedy and an outreach service includes visiting the APY Lands.

Once an offender is placed on a community based order or re-enters the community from prison (but remains under the Department's supervision) supervision is managed in accordance with the Department's evidence-based practice of Enhanced Community Corrections (ECC), which manages offenders according to the level of risk they present to the community.

Community Based Orders

South Australian courts can sentence offenders to complete community based sanctions. During the period of their community based sentence, offenders are supervised by the Department through case management services provided by CCOs. Promoting rehabilitation and reintegration has the potential to: build stronger connections to community; provide immersive learning and cultural experience; provide holistic and integrated case management; assist offenders to remain in the community; reintegrate back into communities, and maintain employment and family connections.

Community based orders include:

- Bail Supervision Intensive
- Bail Supervision
- Community Service
- Supervised Good Behaviour Bonds
- Supervised Suspended Sentence Bonds
- Release Ordered Home Detention
- Court Ordered (Sentenced) Home Detention
- Parole
- Licence
- Extended Supervision Orders
- Continuing Detention Orders

Community Corrections also includes the Parole Board Secretariat, the DCS Courts Unit and the Intensive Compliance Unit.

Parole Board Secretariat

The Parole Board Secretariat functions as an administrative unit of the Department for Correctional Services. It provides administrative services to the Parole Board and processes all parole related matters. The Secretary of the Parole Board is a departmental employee and works closely with the Presiding Member and other board members.

DCS Courts Unit

The Courts Unit prepares reports at the request of the Magistrates' and Higher Courts across South Australia. These include Bail, Home Detention (HD) Bail (Intensive Bail Supervision), Pre-Sentence Reports, Court Ordered Home Detention Reports (Sentenced Home Detention) and Supervision Suitability Reports. The reports assist the Magistrate or Judge to determine the suitability of an offender to be supervised in the community and to set appropriate conditions. The reports can also contain information relating to the offender's risk of re-offending, employment, accommodation suitability, background history, current situation, offending history, victim information, likelihood of compliance with an order as well as any information with regard to programs that may assist in addressing offending behaviour. The Courts Unit also provides a verbal reporting system whereby Magistrates can request information of the Department at short notice, to be presented verbally in court as a means to reduce time delays associated with preparing written reports.

Intensive Compliance Unit

The use of electronic monitoring for offenders in the community has proven to be an effective supervision tool with more and more jurisdictions worldwide adopting this additional method for monitoring offenders.

Electronic monitoring in South Australia is undertaken by the Intensive Compliance Unit (ICU). The unit operates 24/7 and is made up of a team of Monitoring Centre Officers who respond to alerts; and Intensive Compliance Officers who respond in the field up until 11pm to undertake drug testing, breath testing, equipment installation, as well as checks and home visits to offenders on the basis of their risk and tier level of supervision.

High quality offender supervision remains a key focus for the Department and all electronic monitoring units are GPS capable. This equipment allows for higher intensity supervision of offenders to monitor compliance with their conditions. It also provides access to real time data allowing for more rapid responses by the Department or SAPOL if an offender breaches a condition or enters an exclusion zone. The system also has the ability to detect offenders who

attempt to or succeed in removing their ankle bracelet. This enables DCS to immediately respond to the offender's last known location.

Offenders subject to electronic monitoring have very strict conditions, restricted movement, sophisticated monitoring and supervision that requires a high level of compliance. Regular and random home visits are also conducted which include a visual inspection of the equipment. The number of individuals being monitored on HD has increased since changes to legislation in 2016 that introduced HD as a sentencing option for the courts and expanded the Department's HD program.

Statewide Operations

Security and Emergency Management

The Security and Emergency Management team is responsible for the security and operational preparedness of South Australia's prisons and Community Correctional Centres. The team has a specific focus on the management of security, risk, emergency response and specialist operational training. The Director is also accountable for the Operations Security Unit (dog squad) and has oversight of local Emergency Response Groups (ERG).

Operational Support and Performance

Operational Support and Performance is responsible for delivering consistent statewide community corrections and prison system operations, with a focus on enhancing operational performance, supporting operations and monitoring and managing operational compliance. The team is also responsible for developing, implementing and monitoring operational strategies, policies and procedures. The Director Operational Support and Performance also operates as the General Manager for the Mount Gambier Prison and is responsible for overseeing the performance of the private contract of service for the prison.

Principal Advisor Offender Services

The Principal Advisor Offender Services reports to the DCE and works in partnership with the General Managers. The role provides expert clinical, operational and systems advice on moderate to high risk health and mental health prisoners across the nine prisons. The role ensures high quality health and mental health services are provided to prisoners through partnering with the South Australian Prison Health Service (SAPHS) and the Forensic Mental Health Services (FMHS).

Correctional Facilities

Each of the Department's prisons offer a unique function within the correctional system and are committed to keeping prisoners, staff and the community safe. Over recent years infrastructure changes have been implemented to enhance prison security, access control, and to ensure safety measures are updated and reviewed in response to evolving criminal activities.

A prisoner's ability to progress through the correctional system is managed through an individualised case management system. This system informs a prisoner's assessed level of risk (both institutional and with regard to the community) as well as their level of behavioural compliance in accordance with the various prison regimes.

The following prisons come directly under the executive oversight of the Deputy Chief Executive:

- Adelaide Remand Centre
- Mount Gambier Prison
- Mobilong Prison
- Port Augusta Prison
- Yatala Labour Prison

The specialist prisons come under executive oversight of the Executive Director Community Corrections and Specialist Prisons:

- Cadell Training Centre
- Port Lincoln Prison
- Adelaide Pre-Release Centre
- Adelaide Women's Prison

Adelaide Pre-Release Centre

The Adelaide Pre-release Centre (APC), established in 1990, is the main pre-release facility in South Australia. APC plays a crucial role in preparing male and female prisoners nearing the end of their sentence to return to the community. The centre accommodates up to 60 male and 24 female low security prisoners in cottage style accommodation and is located within the Northfield precinct. Prisoners at APC are generally in the last 12 to 24 months of their sentence and are able to participate in accompanied and unaccompanied family leave, education, work release and community service programs.

Partnerships for community service based work undertaken by APC prisoners include those with the Department of Environment, Water and Natural Resources (DEWNR) such as the Parks Preservation Program, where prisoners work within the Cleland and Blackhill Conservation Parks, Second Chances SA, Enfield Baptist Church and the Department's Repay SA Program. These partnerships assist prisoners to develop self-confidence, participate in meaningful contribution to the community and often provide an opportunity to develop work-ready skills for their release.

The Northfield Distribution Centre (NDC) facility, located at nearby YLP, provides work opportunities for APC women nearing the completion of their sentence. The NDC is a central warehouse, established as a prison industry to provide canteen services and warehouse supplies to multiple prisons. Two Correctional Industry Officers supervise, support and train the prisoners, contributing to prisoner skill levels and embedding a suitable work ethic to

increase their success rate in holding a job when released.

APC also has established employment partnerships with both government and non-government organisations such as DEWNR Fire Operations, Integrated Waste Services, Intract Australia (Indigenous based employment), SA Amateur Football League, TOLL Logistics Group (Second Step Program) and SA Structural. These partnerships place prisoners into meaningful paid employment pre-release to increase their opportunity for successful community reintegration and reduced reoffending.

The prison garden also provides employment opportunities for prisoners through the supply of fresh seasonal vegetables to the state's prison kitchens. The garden is also a long standing supporter of Foodbank SA, Salvation Army and the Adelaide Zoo and regularly donates substantial quantities of fresh produce for community distribution by state charities and churches.

Meaningful education is also given a high priority at APC. Prisoners attend courses to address identified literacy and numeracy deficiencies and to obtain vocational education qualifications such as first aid certificates, white card certificates and driver's licences, all aimed at enhancing a prisoner's opportunity to gain meaningful employment.

Family visits are encouraged in a normalised environment to better prepare prisoners for release. There is also a focus on discharge planning and release preparation at APC.

Adelaide Remand Centre

The Adelaide Remand Centre (ARC) is a high security remand facility which was commissioned in 1986 and is located on Currie Street in metropolitan Adelaide. The ARC accommodates up to 274 remand prisoners and is managed by SERCO. SERCO is responsible for the day-to-day operation of the prison, with the Director Operational Support and Performance taking responsibility for functions under the *Correctional Services Act 1982* that cannot be delegated to the contractor.

Performance is monitored by a Contract Compliance Framework to ensure compliance with the contract specifications. This monitoring is conducted to ensure the prison remains operationally effective, provides value for money, and that SERCO complies with its contractual obligations.

The facility accommodates mainstream prisoners.

The prison's close proximity to the metropolitan courts allows easy facilitation of transfers for prisoner court appearances. In addition, the ARC also manages a video conferencing facility which allows prisoners to be directly linked (electronically) to the court.

Prisoners accommodated at the ARC have access to a fully equipped Health Centre with 10 beds, exercise yards and a gymnasium as well as recreational areas.

There are a range of programs and services for remand prisoners; including crisis intervention and support services, case management, structured recreation, and education

The ARC Kitchen is operated by prisoners (under supervision). There are a number of programs offered or due to commence at the site in February 2020 including Life Choices, a Hep C program, Smart Recovery Program and a basic literacy numeracy course. The site is working with TAFE to offer short courses in First Aid and White Card training.

Adelaide Women's Prison

The Adelaide Women's Prison (AWP) is the state's only dedicated women's prison. Opened in 1969, AWP has the capacity to accommodate up to 176 females who are supported through the Strong Foundations and Clear Pathways framework. It caters for both remand and sentenced prisoners and high, medium and low security ratings. There are a range of accommodation types from secure cell accommodation to low security residential living cottages.

AWP employs a multi-disciplinary approach to the management needs of female prisoners through individualised prisoner engagement and constructive activity; including education, training, employment and targeted programs based on specific needs and trauma informed care. Programs such as the therapeutic Making Changes program are delivered to provide an offence focussed program for prisoners to address their criminogenic needs, with a focus on Alcohol and Other Drugs (AOD). Alternative AOD programs include SMART recovery, run through OARS, focussing on addictive behaviours. Cultural programs integral for Aboriginal prisoners' rehabilitation, reintegration and overall wellbeing, are the Respect Sista Girls 2 Program, Marra Dreaming and the Salt and Pepper team. Other successful programs run at AWP are the Greyhound Adoption Program (GAP), barista training (TAFE accredited), knitting program and the Red Cross FoodREDi cooking program. These programs address and support rehabilitation together with reintegration and community linkages. This enhances the prisoner's readiness to change, assisting them to make pro-social life changing decisions, which work towards a common goal of creating a safer community.

Employment opportunities at AWP include a textiles workshop, full-time education, grounds and maintenance work, kitchen, laundry and employment with community connected programs such as kennel hand positions with the Greyhound Adoption Program. The prison's textiles workshop has a number of external customers and also makes the state's prisoner clothing and undertakes community service projects. The prison provides a range of educational programs with literacy and numeracy studies actively encouraged. A number of vocational studies are also delivered at AWP including Certificates in Garment Construction, Commercial Food Production, Business Studies and Women's Studies.

Cadell Training Centre

Cadell Training Centre (CTC) is a low security prison farm accommodating up to 204 male prisoners. The facility, covering approximately 1,600 hectares, was opened in 1960 and is located at Cadell in the state's Riverland region.

Prisoners are housed in either cell block dormitory accommodation or drug free cottage style accommodation. Prisoners residing in the drug free units sign individual contracts to provide regular urinalysis testing and remain drug free.

All prisoners at CTC take part in structured activities and are either undertaking education, intervention or are employed within the prison industries program or support services such as maintenance and garage duties. Prisoners have access to a wide variety of work such as olive groves, dairy, citrus, nursery, irrigation unit and a garage and workshop area.

There are three main industries at CTC:

- A registered Holstein-Friesian stud that processes and packages the milk produced for use in the prison system as well as for the Royal Adelaide Hospital, and provides cream to a contractor for the production of cheese.
- A citrus industry that has been replanted with a new variety of orange which will employ a significant amount of prisoners by next year when the harvest is expected to reach a

revenue earning crop.

- Olive oil production.

The prison provides for a wide range of employment focussed education programs including literacy and numeracy and nationally recognised qualifications in horticulture and dairy; as well as training in backhoe, truck, vehicle, forklift credentials and White Card. Cadell has a long running learner driver program where prisoners can practice driving and get a licence before their release.

The prison has developed and maintains an excellent relationship with the local community through community work programs and assists towns, government facilities and non-profit organisations with small building projects, painting concreting, paving, roofing and work in the state's National Parks. Cadell has also worked with Biosecurity SA Primary Industries and Regions SA (PIRSA) with an extensive clean-up program to mitigate the risk of a fruit fly outbreak in the Riverland. Prisoners have also been involved in some building modifications within the prison which has saved the Department significant costs.

Additionally, the prison kitchen prepares Meals on Wheels for program recipients in the area. Meals on Wheels volunteers pick the meals up from the prison and deliver them to those in need. This program has been ongoing for approximately 30 years.

The Cadell Country Fire Service (CFS) Brigade is staffed by custodial staff, members of the public and prisoners. Prisoners are able to obtain level one and level two qualifications as part of their involvement, as well as a number of other accreditations such as Compressed Air Breathing Apparatus, Suppress Wild Fire, Government Radio Network Usage, Burn Over Drills and Off Road Driving. The Cadell CFS was part of the fire-fighting efforts following the November 2015 Pinery bushfires. The Cadell work gangs committed 2,640 hours to removing damaged trees and fixing broken fences and were also involved in painting, paving and revegetation in some of the towns affected.

Mobilong Prison

Mobilong Prison was commissioned in 1987 and is an open campus-style facility located near Murray Bridge. It has the capacity to accommodate 472 medium and low security males in both cell based and residential style living arrangements.

The prison has both a Structured Day and incentive based regimes in place and maximises prisoner participation in a range of employment, programs and services that are designed to develop skills and reduce the risk of re-offending. Services include prisoner education, grounds maintenance, sport, fitness and wellbeing, ceramics classes, barista classes, Father's Voice, Learner's Permit introductions, creative writing, Aboriginal art classes and many other recreational and developmental activities.

Prison industries undertake a range of external business contracts including electronic waste recycling, assembly work, HEGS peg assembly and packing, lighting assembly, clothesline assembly, a busy metal fabrication and engineering workshop and a commercial kitchen and bakery. Mobilong produces bakery products for South Australian prisons and also for Youth Justice and courts facilities in South Australia.

Aboriginal relations are a focus at Mobilong with two full time ALOs supporting the needs of Aboriginal prisoners. The ALOs are engaged in rehabilitation program delivery, as well as the arrangement of visits by guest speakers and Elders from the Aboriginal community and to assist Aboriginal prisoners with transition to the community.

Mobilong has recently opened the Greyhound Adoption Program (SA) which has capacity for

sixteen greyhounds. The program currently has seven greyhounds, seven handlers and two volunteer prisoners who work to prepare dogs for their new life away from racing over a six week fostering period. In early 2018 the first group of greyhounds graduated from Mobilong in preparation for their introduction to their forever homes.

Mount Gambier Prison

Mount Gambier Prison (MGP) is privately managed and operated by G4S Custodial Services under a five year contract (expiring in December 2022). Opened in 1995, the prison can accommodate 653 male sentenced and remand prisoners and caters primarily for medium and low security prisoners. The prison can also accommodate short-term high security male and female prisoners (if required for court appearances). G4S is responsible for the day-to-day operation of the prison, with the Director Operational Support and Performance taking responsibility for functions under the *Correctional Services Act 1982* that cannot be delegated to the contractor.

Performance is monitored by a Contract Compliance Framework to ensure compliance with the contract specifications. This monitoring is conducted to ensure the prison remains operationally effective, provides value for money, and that G4S complies with its contractual obligations.

A range of programs are provided at Mount Gambier Prison including therapeutic, education and work programs. The prison also offers opportunities for prisoners to participate in music, art and religious classes.

Mount Gambier Prison is currently undergoing a \$61.8m expansion which is set for completion in July 2018 and this will make Mount Gambier the second largest correctional facility in South Australia. The expansion provides a further 160 residential style prisoner beds, taking total numbers at Mount Gambier to 653. The expansion also includes a new support and education building and an extension to the industries building, a new visits centre, medical centre and video conferencing suites. This expansion will also have a positive impact on the local community, creating employment opportunities and more work for local businesses, and a focus on achieving outcomes that directly contribute to reduced reoffending.

Port Augusta Prison

Port Augusta Prison (PAP) was opened in 1969 and is a multi-purpose facility providing accommodation for up to 617 high, medium and low security prisoners. The prison is South Australia's largest facility and caters for remand and sentenced, male and female prisoners. The prison has a high proportion of Aboriginal prisoners and includes a Complex Needs Unit to manage female prisoners with complex health and mental health needs.

Programs and services delivered at PAP include crisis intervention and support services, prisoner assessment and sentence planning, case management, education, the delivery of Making Changes and the Violence Prevention Program as well as an Aboriginal Elders Visiting Program and Crossing Borders Program. The prison's vocational training program includes metal fabrication, construction pathways, kitchen operations skills and horticulture.

Pakani Arangka, which means 'a good growing place', is a dedicated unit for up to 36 Aboriginal prisoners. The unit is located within a large garden and allows cultural interaction amongst prisoners while providing a range of culturally specific programs.

The Tea Tree Unit (Aged and Infirm) was opened in September 2016 to accommodate prisoners who have specialised needs such as shower chairs, walking frames and non-slip surfaces. The Tea Tree Unit is for low and medium security prisoners who are unable to be

accommodated in other prison units due to health issues and high needs attributable to age related decline.

The new 128 bed Saltbush Unit was officially opened on 13 November 2017. The new Industries building, opened at the same time will include a joinery for the production of timber furniture, a metal fabrication plant and a textile workshop that will produce prisoner bedding and clothing for both South Australia and the Northern Territory.

Port Lincoln Prison

Port Lincoln Prison (PLP) was opened in 1966 and is located a 650 kilometre drive west of Adelaide on the lower Eyre Peninsula. PLP provides accommodation for up to 178 medium to low security prisoners and is considered a farm property. The prison's 'Bluefin' low security accommodation unit also includes accommodation specifically designed for prisoners who are aged, or who have mobility issues.

PLP consists of approximately 200 hectares of land, which is currently used for a number of farming activities including barley, canola and livestock production. The commercial garden produces a wide range of vegetables, which are used within the institution and sold to the local community through contracts with vegetable retail outlets, hotels and restaurants.

Each year PLP supports the local community through a number of activities including setting up and dismantling the infrastructure and general clean-up for the Tunarama Festival.

Approximately 40% of the prisoner population at PLP are involved in educational programs and a number of prisoners are provided with vocational training including Senior First Aid Certificate, OH&S White Card, Horticulture Certificate and Kitchen Operations Certificate.

Programs and services provided at the prison include case management, crisis intervention, delivery of the Sexual Behaviour Clinic and Making Changes.

PLP operates a successful Peer Support program 'The Listener' where identified prisoners are able to be trained to support other prisoners with various issues associated with being incarcerated. Case management staff at the prison work closely with Listener Supporters to ensure positive outcomes.

The prison kitchen is operated by prisoners (under supervision) who achieve TAFE accredited qualifications.

Yatala Labour Prison

Yatala Labour Prison (YLP) was built in 1854 and is located at Northfield in the northern suburbs of Adelaide. YLP is South Australia's largest metropolitan prison, accommodating up to 576 male remanded and sentenced, high, medium and low security prisoners, including those in protective custody. The prison also includes a 24-bed maximum security unit 'G Division', which is the highest security accommodation for prisoners from across the system when required.

YLP delivers a range of programs and services to prisoners, including those facilitated by SMU (for sentence planning), education and vocational training, core programs, the Domestic Violence Program (DVP) and the Sexual Behaviour Clinic (SBC). A number of therapeutic programs are also delivered at YLP including Parenting, Pre-Release Accommodation, Job Application, Health and Fitness, and Positive Lifestyles. Currently there are programs for Smart Recovery and the Aboriginal Elders Visiting Program as well as the Alpha program and religious worship facilitated weekly.

YLP provides one to one support to prisoners via a multi-disciplinary Offender Development

Team. Social Workers respond to individual prisoner requests for assistance and fulfil assessment, treatment and monitoring responsibilities in connection with YLP's HRAT function for prisoners assessed to be at risk of self-harm.

YLP provides an extensive prison industry program consisting of nine workshops in the industries complex that are supervised by Correctional Industry Officers. The programs include a dedicated gang of grounds workers who maintain the grounds within the inner walls of the prison. Each workshop within the complex produces products for a wide range of companies and organisations within South Australia, from universities to waste removal and furniture companies.

Industries at YLP employ up to 115 prisoners, the majority are accommodated in F Division. This division has a capacity of 120 medium security beds and offers incentive based regimes, employment to prisoners and evening activities.

B Division has capacity for 240 mainstream male prisoners and was built in the 1850s, shortly after the establishment of YLP in 1854.

E Division was converted into an accommodation block for the prison in the late 1980s. It was previously known as the 'Northfield Security Hospital' but is now a 174 bed facility that accommodates protectee prisoners across all security ratings.

G Division has capacity for 24 prisoners and includes six dedicated camera observation cells for prisoners at risk of self-harm and one dedicated soft cell and one dedicated hard cell for constant observations for prisoners at critical risk of self-harm. All cells in the division meet national safe cell design standards. G Division is the state's only dedicated maximum security unit and is utilised to accommodate prisoners presenting a heightened risk to the system.

The High Dependency Unit (HDU) was completed in March 2016 and is a 26 bed unit located within YLP for the state wide management of prisoners with mental health issues and behavioural problems. The HDU provides a state-wide assessment and treatment service for prisoners with a range of complex issues, including psychiatric illness, challenging behaviour and intellectual disability.

The Health Centre at YLP is a 12 bed facility that provides primary health care to prisoners across the state, in addition to providing numerous specialist health care clinics including psychiatric, dentistry, optometry and physiotherapy.

Appendices

Appendix 1 DCS Strategic Plan 2018-2020

Appendix 2 DCS Business Plan 2019-2020

Appendix 3 DCS Risk and Performance Committee Charter

Appendix 4 Organisation Chart

Appendix 5 Incident Review Committee Terms of Reference