



Strategic Plan 2022–24



Government
of South Australia



human
services

Acknowledgement of Country

We, the Department of Human Services (DHS), acknowledge and respect Aboriginal peoples as South Australia's First Peoples and the Traditional Owners and occupants of lands and waters of South Australia. We respect and celebrate the varied cultural and spiritual identities of Aboriginal communities.

Aboriginal people have the right to live free from discrimination of any kind, and to exercise and enjoy their rights to family and culture in accordance with the principles of the United Nations Declaration of the Rights of Indigenous Peoples.

Terminology statement: The term Aboriginal has been used throughout this document to reference all Aboriginal and Torres Strait Islander peoples. DHS acknowledges and respects this preference of the South Australian Aboriginal community in written and spoken language.





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Message from the Chief Executive

It might sound obvious, but delivering *human services* is at the core of DHS, and we must never lose sight of the people whom we serve and assist, especially when we are planning and designing policy, programs and services.

I am proud to deliver the Strategic Plan 2022–2024 that places *people* – our clients, customers, communities, partners, volunteers and staff – at the centre of our Purpose and priorities.

Our Purpose is ***making a difference so South Australia thrives***. This will be at the heart of everything we do.

We are setting three ambitious priorities:

- Increasing inclusion, independence and shared decision-making for all.
- Supporting our communities when it matters most.
- Delivering modern services for our communities.

These are not standalone pillars, nor does one hold more importance than another. Just like the complex and diverse communities that we serve, our priorities are interconnected, and they are stronger because of that connection.

We are steadfast in our focus to develop and implement **modern, innovative and relevant services across our entire community** so all South Australians can be connected and included.

Our Plan empowers every single one of us at DHS to be leaders in the human services sector. It requires us to consistently look forward and not only adopt, but embrace, innovative technologies, strategies, and programs that drive lasting outcomes.

In return the Plan prioritises **investing in our staff and volunteers to ensure they are equipped with the right skills and experience to deliver for our communities**. We will continue to foster a safe, healthy, and respectful workplace where all staff feel empowered to seize opportunities and deliver change.

We are **committed to increasing inclusion, independence and shared decision-making for all**. We will be the policy leaders across Government and in the human services sector, while delivering and funding modern services and programs that bring positive social impact, reach people early, and are culturally responsive.

But we cannot do this alone.

Our partners are vital to ensuring that we deliver on our Purpose. We are committed to building great relationships with our system partners and a constructive, collaborative culture. We will listen and learn from people with lived experience and sector knowledge so that we **keep people safe and supported when it matters most**. We will celebrate and support those working directly within our communities who deliver services to those who need them most.

We renew our commitment to actively **supporting positive outcomes for Aboriginal people, families and communities** and are intent on embracing the diversity of our vibrant community. Our programs and services will consciously reflect the needs of our diverse South Australian communities, in particular our culturally and linguistically diverse communities, people living with disability, and the LGBTIQ+ community.

We will proudly amplify the unique voices and lived experiences of the people and communities that we support and serve.

I am excited about the possibilities ahead as we all come together to bring this Plan to life.

Ngaityalya (Kurna, thank you).



Lois Boswell (she/her)
Chief Executive

Priority

1

Increasing inclusion, independence and shared decision-making for all

Our partnerships through policy, programs and services strengthen communities and enable South Australians to actively participate in community life.

Priority

2

Supporting our communities when it matters most

Our programs and services are strength-based and ensure South Australians are safe, empowered and connected in their communities.

Priority

3

Delivering modern services for our communities

Our services reflect the changing needs of South Australians and are focused on supporting positive and lasting outcomes.

Keys to our success

DHS is committed to amplifying the voices of the people and communities whom we support and serve.



Priority outcome 1

Positive social impact underpins all that we do.

Priority outcome 2

Our work is developed in partnership with communities, lived experience and sector knowledge.

Priority outcome 3

We drive evidence-based policy and thought leadership on inclusion that makes a difference for our communities.

Priority outcome 4

We drive and encourage research and development, innovation, and the trialling of new approaches in the human services sector.

Priority outcome 5

We deliver and fund the right services and supports at the right time.

Priority outcome 6

We work in partnership to provide person-centred supports that empower individuals and families to maintain and strengthen their connection with their community.

Priority outcome 7

We help people and households to stay safe and connected to the services and supports they need.

Priority outcome 8

We influence whole-of-government early action through system learning, research and evaluation, policy development and effective partnering and implementation.

Priority outcome 9

All services provided or commissioned are developed to maximise outcomes, safety and quality with no unnecessary red tape.

Priority outcome 10

We integrate our services to ensure we understand the supports and care our communities need and then deliver them.

Priority outcome 11

Our services and programs are driven by data and the best available evidence, research and practice and we always measure and evaluate outcomes.

Priority outcome 12

We will make it easier and more accessible for people to connect with DHS, including through digitising and streamlining all possible services.

DHS is committed to working with people with lived experience and ensuring all our approaches are culturally safe.

DHS will invest in our staff and volunteers to equip them with the right skills to deliver quality outcomes and support career development within a culture of wellbeing and safety.

DHS is committed to actively supporting positive outcomes for South Australians in need.

DHS will embrace new and emerging technologies, systems and ways of thinking and see this as critical to our success.

Increasing inclusion, independence and shared decision- making for all

Our partnerships through policy, programs and services strengthen communities and enable South Australians to actively participate in community life.



Priority outcomes

- 01 **Positive social impact** underpins all that we do.
- 02 Our work is **developed in partnership** with communities, lived experience and sector knowledge.
- 03 We **drive evidence-based policy** and thought leadership on inclusion that makes a difference for our communities.
- 04 We drive and encourage **research and development, innovation, and the trialling of new approaches** in the human services sector.

Priority deliverables for 2021–22

- Provide leadership and community assistance in response to the COVID-19 public health emergency.
- Deliver the Social Impact Framework.
- Implement the Women's Leadership and Economic Security Strategy.
- Develop the safeguarding smartphone app.
- Deliver the strategic proposal for the future of Highgate Park and HFI trust for consideration of the Trustee.
- Deliver an integrated 'inclusion' agenda through strategic alignment of all DHS social policy initiatives, strategies and plans.
- Advance a step-change in Aboriginal practice and programs in partnership with Aboriginal Communities.
- Ensure DHS funding programs support a coherent service system and demonstrate measurable impact.

NEW PROGRAM

Transition to Home

The DHS Transition to Home (T2H) program is supporting people with disability to regain their independence and be connected and empowered within their community.

We are working to move people who are eligible for the NDIS out of acute hospital settings and into a more home-like environment while they prepare for permanent supported community living. The Disability Services program is an important initiative to support people with disability to thrive.

The program is also creating more capacity in hospitals with SA Health patients discharged into T2H transitional accommodation where they receive supported independent living services from DHS to meet their needs when it matters most.

The first T2H service began operating at Hampstead Rehabilitation Centre in March 2020 and relocated to St Margaret's Centre in 2021. Following its success, a second T2H South service opened at the Repat Health Precinct in September 2021.





FAMILY TESTIMONIAL

Disability Services

Over 1,500 of our staff are committed to supporting people living with disability in SA to thrive.

The father of a client in supported independent living wrote of our Disability Services team that:

“ In a moment's notice DHS Disability Services helped Daniel, severely autistic, non-verbal, very destructive behavioural outbursts, with daily living.

He got out of an unsuitable, severe crisis situation from public hospital and promptly created a secure and safe environment.

This is a very remarkable input from the DHS and would like to say thank you for changing his life for the best.

His behaviour has also dramatically improved since this change, this would not [have] happened if it was not for the talented and highly trained, dedicated DHS staff and team input.

I can't thank the DHS enough for this. I have unconditional respect for them as they do a brilliant 'around the clock' active care for Daniel's special needs. We are glad and very relieved of this result for Daniel and our family's mental health, and now very positive outlook into the future”.



INCLUSIVE SA

Report it Right - Guidelines for portraying people with disability

Too often people with disabilities are portrayed in the media in stereotypical and disempowering ways.

Sadly, what it means to live with disability is often misunderstood by the general public exactly because of those portrayals. This is alarming given one in every five South Australians are living with a disability.

DHS is playing an important role in shifting the narrative around disability with the publishing of Report it Right Guidelines.

Working with our disability partners, DHS developed the Guidelines which contain tips on words to use or avoid when reporting on or about people with disability, advice on interviewing people with disability and pointers on image creation and selection to support stories.

At DHS we know the choices our content creators make can support meaningful change in how the general public views and interacts with people with disability.



Report it

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What this report is all about
Why we need it
How to use it
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How to get it

Consider using

Instead of

Supporting our communities when it matters most

Our programs and services ensure South Australians are safe, empowered and connected in their communities.



Priority outcomes

- 05 We **deliver and fund** the right services and supports at the right time.
- 06 We **work in partnership** to provide person-centred supports that empower individuals and families to maintain and strengthen their connection with their community.
- 07 We **help people and households to stay safe and connected** to the services and supports they need.
- 08 We **influence whole-of-government early action** through system learning, research and evaluation, policy development and effective partnering and implementation.

Priority deliverables for 2021–22

- Lead the Safety and Wellbeing Taskforce to deliver a culturally responsive, human-centered strategy to supporting remote Aboriginal visitors in Adelaide.
- Progress implementation and evaluation of the new Child and Family Support System.
- Launch the Youth Justice Child Diversion Program.
- Expand the countering violent extremism Inclusion Intervention program for participants over the age of 25.
- Launch the *Gambling Harm Minimisation Investment Plan 2021–2026*.
- Optimise funding, programs and services to support people experiencing domestic, family and sexual violence, including through preventative measures
- Deliver reforms to existing programs that support vulnerable South Australians to be safe, empowered and connected in their communities.

PROBLEM GAMBLING CAMPAIGN

Here For The Game

Sports betting is the fastest growing form of gambling in South Australia. In a state-first partnership with the Adelaide United Football Club, we are calling out the risks of sports betting. The \$328,000 communications campaign reminds fans of the real reason they love sport: big kicks, winning goals, the atmosphere, community, the excitement!

In its' first phase, this DHS initiative focuses on prevention and early intervention. Here For The Game targets young men, who are the most likely to bet on sport, and parents, whose behaviour influences children's attitudes towards gambling.

Here For The Game is educating communities. The website provides resources such as a guide on how to talk to children about gambling. While the Here For The Game campaign includes powerful community messages featuring Adelaide United player ambassadors and fans on TV, radio, outdoor billboards, online and at Adelaide United home games.

The program is part of the [Minimising Gambling Harm in SA - Investment Plan 2021-26](#). The Investment Plan sets out a clear vision for minimising gambling harm in South Australia and the path we will take to get there over the next five years.

Increase in sports betting losses in SA



\$1.98m

2005

\$8.25m

2019

32%

SA sports bettors gamble at **risky levels** compared to 27% of poker machine players



78% concerned by how much sports betting advertising **children are exposed to**

HERE FOR
THE GAME
NOT THE GAMBLING



NEW WEBSITE

Adults Supporting Kids (ASK)

ASK – or Adults Supporting Kids – is a safe and modern service that supports all our parent and caregiver community to access help.

The ASK website is an easy-to-use, dedicated place for individuals and parents who need some extra help, no matter what kind of challenge they are facing.

The DHS Early Intervention Research Directorate developed ASK in partnership with the community, including parents with lived experience of the child protection system.

ASK aims to remove the stigma about seeking help and encourages ASKing early and ASKing often to keep children safe and families supported.

“ASK empowers people to find a clearer pathway to the information and supports what they may need, when they need it.

We all know parenting can be a tough job sometimes, especially without information or support,”

ASK is a grassroots-level resource that gives any adult supporting kids confidence to create awareness of their situation and how they can take action early.”

– Ms Belinda Valentine, an advocate for improvements to the child protection system since the tragic death of her granddaughter Chloe Valentine and a key adviser in the development of the website.



TRIAL PROGRAM

Puti on Kurna Yerta — Bush in the City

Puti Kurna Yerta (Bush in the City) was established in the city's southern parklands as a temporary, multi-agency service hub to keep vulnerable visitors to Adelaide safe and facilitate a return to country for those who wish to return home.

The idea of the Hub was formed following collaboration between the DHS-led, cross-agency Safety and Wellbeing Taskforce and engagement with Kurna Yerta Aboriginal Corporation and Anangu Pitjantjatjara Yankunytjatjara (APY) Executive Board.

As a culturally inclusive, safe space, the Hub saw relevant agencies working in collaboration with staff and interpreters from Iwiri Aboriginal Corporation, the Kurna Nation Aboriginal Corporation, and other appropriate Aboriginal organisations.

In the Hub's eight-week life, dozens of people chose to return to country while a number of others were supported to find safe respite or longer-term accommodation.

The Taskforce will establish an evaluation process, ensuring the successes, learnings and opportunities Puti on Kurna Yerta provided are embed in future, long-term strategies and solutions.

“Guidance from these leaders was critical to government and non-government services understanding the roadblocks affecting remote visitors and how best to assist them. We will continue to walk alongside and listen to elders as they develop answers, and it is absolutely vital that culturally appropriate responses are embedded in the Taskforce's work.” – Lois Boswell

“Puti on Kurna Yerta is Aboriginal people providing Aboriginal solutions. By working together, we have the greatest opportunity of success.” – Uncle Jeffrey Newchurch, Kurna Elder



NEW PROGRAM

Child Diversion Program

The over-representation of Aboriginal children in the youth justice system requires a culturally safe and appropriate response.

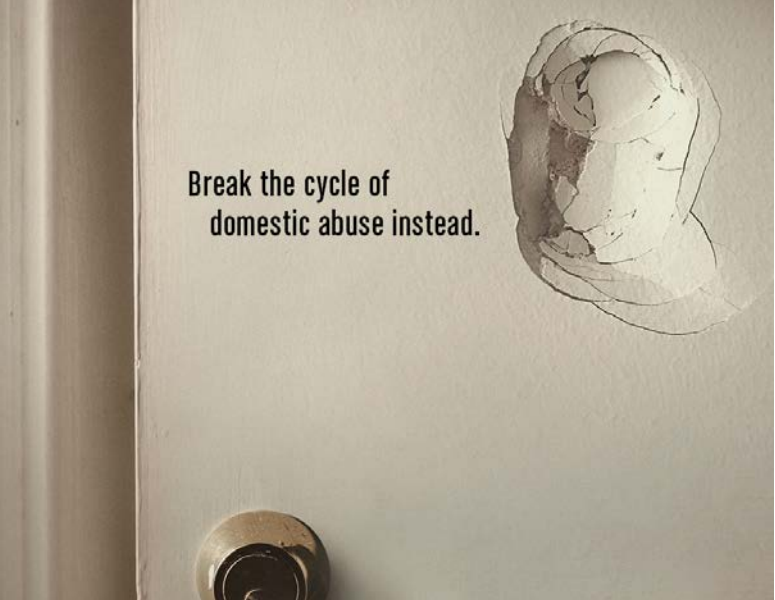
To help achieve this, DHS has developed and is piloting an innovative program to support children aged under 14 years who do not have a safe and appropriate bail address.

The Child Diversion program diverts Aboriginal children between 10-13 years of age from entering a high security custodial facility before attending Court, and instead provides short-term accommodation in a supervised and culturally safe home.


The program has two key elements.

First, staff provide a nurturing environment for the child to be supported safely during their short stay in the home, as well as creating a culturally safe environment to partner with the child's family in Aboriginal Family-Led Decision Making to return the child safely back to their family and community.

Second, a dedicated Family Liaison worker or support worker helps the child and their family to identify ongoing needs and build on their existing strengths. For Aboriginal children, this is their culture and connection to family, kin, and country.



Break the cycle of
domestic abuse instead.



Tracking your partner's calls
without consent is domestic abuse.



Depriving your partner of financial
independence is domestic abuse.

DOMESTIC VIOLENCE CAMPAIGN

Break the Cycle

DHS is leading the important campaign to help empower South Australians to break the cycle of domestic violence.

Communications activities are raising community awareness of the signs of domestic, family and sexual violence and urges people to reach out and seek help where needed.

The first Break the Cycle campaign launched in June 2020 to help keep women safe and supported during the height of the COVID-19 pandemic. At the same time, the Break the Cycle website was launched as a one-stop-shop for all domestic abuse information in SA.

The campaign continues to find innovative and modern ways to support all South Australians to quickly and directly access support networks if needed.

In June 2021 QR codes on all print media gave the campaign a fresh take to ensure the issue stays at the forefront of the public's mind. And in late 2021 the campaign targeted regional areas, as one of the first agencies to advertise a campaign on pharmaceutical prescriptions.

I PAID
FOR DINNER.
SHE OWES
ME.

HE
WOULDN'T
TAKE NO
FOR AN
ANSWER.

SEE IT
FOR WHAT IT IS.

In the first year

breakthecycle.sa.gov.au



received over
64,000
page views



received over
2.9mil
impressions

Sexual violence campaign



received over
1.7mil
ad views
on Tinder

Delivering modern services for our communities

Our services reflect the changing needs of South Australians and are focused on supporting positive and lasting outcomes.



Priority outcomes

- 09 All services provided or commissioned are developed to **maximise outcomes**, safety and quality with no unnecessary red tape.
- 10 We **integrate our services** to ensure we understand the supports and care our communities need and then deliver them.
- 11 Our services and programs are **driven by data** and the best available evidence, research and practice and we always measure and evaluate outcomes.
- 12 We will make it **easier and more accessible** for people to connect with DHS, including through digitising and streamlining all possible services.

Priority deliverables for 2021–22

- Launch South Australia's NDIS Restrictive Practices scheme.
- Launch the South Australian Aboriginal Language Interpreting Service.
- Implement strategies to prepare DHS to operate under the NDIS from July 2023.
- Advance the Youth Justice State Plan.
- Progress the Kurlana Tapa Youth Justice Centre capital build.
- Develop an integrated, department-wide clinical governance framework.
- Deliver the Disability Accommodation Services Trainee Recruitment initiative.
- Progress system and customer experience improvements in the worker screenings regime.
- Respond to the Royal Commission into Violence, Abuse, Neglect and Exploitation of People with Disability and implement system improvements and recommendations.



NEW TECHNOLOGY

Personal AlertSA

Older South Australians can access personal alert devices to call for help, through the next generation of personal alert system technology. The revamp of a legacy scheme makes the modernised and innovative technologies available to support more of our community.

Personal AlertSA provides eligible people with upgraded subsidised personal alert devices and monitoring. The devices may help people to remain active in the community and live independently for longer.

The new scheme offers customers the next generation of personal alert system technology, including 4G GPS monitoring, and wearable options, including pendant models and smart watches. New features now available include devices with falls detection, 4G GPS systems which may be monitored by friends and family or a monitoring centre, base unit and pendant models and smart technology, such as 4G smart watches.

DHS' Concessions and Support Services worked in partnership with the community to modernise the legacy scheme and ensure it would meet their needs into the future.

COTA SA CEO Jane Mussared said the updated scheme reflected feedback provided by her organisation and its stakeholders, which called for the next generation of personal alert system technology to be offered.

“People want technology that enables them to move about their community with confidence, that is simple to use and is up to date.

“We also wanted to see consideration of wearability and style, so it's pleasing to see there are options such as the pendant around the neck, through to a smart watch around the wrist.”



NEW SERVICE

Aboriginal Language Interpreting Service

Aboriginal people and communities' access to interpreting services in a range of critical areas, such as health care and legal settings, will vastly improve with the SA Government's first Aboriginal Language Interpreting Service (ALIS).

The new service will dramatically increase the number of Aboriginal interpreters available within South Australia, investing in ongoing support, training and professional development to all ALIS interpreters.

Launching in late 2021, interpreting services are provided via phone or in person. As the service grows over time, it is expected to offer services for a wide range of Aboriginal languages spoken in South Australia, such as Pitjantjatjara, Yankunytjatjara, Arrrente, Pintupi-Luritja and Warlpiri.

Increasing the number of people who are fluent in languages of South Australia's First Nations will help to nurture and protect the culture and identity of Aboriginal people in our state. This is an important step in making services more accessible to Aboriginal communities to support positive outcomes.



NEW PROGRAM

Families Growing Together

DHS' Families Growing Together offers the support and education resources parents and caregivers need to see all South Australian children grow up safe and healthy.

The team help SA families by empowering them with the knowledge and skills they need to connect and grow together.

Through the delivery of free parenting workshops state-wide, both face-to-face and webinars, our team of parenting experts have supported over 3,000 families to lay strong foundations for their children and young people since its launch.

In 2021, the team will deliver around 250 workshops, with almost 2,000 South Australians participating in the Safer Family Services program.

After experiencing trauma, including family violence, Paralowie mother Mary-Jane attended a Families Growing Together workshop earlier this year to learn strategies to better connect with her children aged 5 and 8.

“It affected my kids in plenty of ways. Their behaviour, their milestones, their emotions, their education... I struggled to be around my children.

“The workshops have taught me about brain development and how to help support and grow our little people's minds to be the best strong 'them' that they can be.

“Our relationship is now built on trust and they can share their feelings and emotions with me, and their behaviour is much more settled. Overall, our relationship is a lot calmer” – Mary-Jane.



EARLY INTERVENTION

Strong Start

The DHS Strong Start program provides a range of culturally sensitive supports to young mums facing complex safety and wellbeing issues.

To drive lasting outcomes for children, the program targets support at the earliest possible stage – during pregnancy. Practitioners support young mums (under 25) during their pregnancy and continue working with the family until the infant is two years old.

We know that when children are born into challenging environments, a lack of support and poor mental health of parents can have a downstream effect on a child's development. Strong Start is one of our many early intervention services, helping to match the relevant services to vulnerable families at the right time.

The Strong Start program has worked with close to 300 mothers over 2 years to address complex issues that may otherwise place their children at risk of abuse or neglect once born.

Keys to our success



DHS is steadfast in its commitment to enabling positive and enduring outcomes for the people we support, particularly Aboriginal people, families and communities of South Australia.

The biggest key to our success is our people, our dedicated staff and volunteers.

DHS recognises that to achieve our goals and priorities we need to invest in our staff, along with the systems and tools, that enable them to continue making a difference in the lives of South Australians.

Keys to our success

- DHS is **committed to amplifying the voices** of the people and communities whom we support and serve.
- DHS is **committed to working with people with lived experience** and ensuring all our approaches are culturally safe.
- DHS will **invest in our staff and volunteers** to equip them with the right skills to deliver quality outcomes and support career development within a culture of wellbeing and safety.
- DHS is **committed to actively supporting positive outcomes** for South Australians in need.
- DHS will **embrace new and emerging technologies**, systems and ways of thinking and see this as critical to our success.

Priority deliverables for 2021–22

- Launch DHS' next Reconciliation Action Plan.
- Implement a modern enterprise accountability framework.
- Develop a multi-year department workforce strategy.
- Deliver DHS' I Work for SA Your Voice 2021 survey Action Plan.
- Develop a multi-year strategic budget plan.
- Develop a new asset management and accommodation strategy.
- Invest in new business technology platforms to support modern operations.
- Modernise data, intelligence and information management systems.
- Drive customer service initiatives and reforms under the whole-of-government strategic customer experience program.



**MAKING A
DIFFERENCE SO
SOUTH AUSTRALIA
THRIVES**



Government
of South Australia