



Drug and Alcohol Strategy Action Plan 2020-21

Implementation Dashboard



Drug and Alcohol Strategy 2020-2025

Vision: By 2025, Queensland custodial and community corrections staff will be safer, staff, prisoners and offenders will have greater access to the supports they need, and there will be fewer victims of crime related to alcohol and other drug use.

principles	Safety	Excellence	Empowerment	Respect	Accountability
	1. Promote safety	2. Strengthen partnering and collaboration	3. Reduce crime	4. Empower a professional workforce	5. Drive innovation
directions	The Strategy will provide a framework for a safer work environment for our custodial and community corrections staff, prisoners and offenders through preventing supply, reducing demand and reducing the harms associated with AOD use.	The Strategy will support our commitment to community safety and human rights through collaboration with our partners to deliver rehabilitation programs and services to reduce drug and alcohol related harm, building on the Queensland Parole System Review reforms.	The Strategy will contribute to reducing crime associated with drug and alcohol use, including domestic violence and property crime, consistent with <i>Advancing Queensland's Priorities</i> .	The Strategy will empower our professional workforce by providing them with the supports they need to effectively address the corruption risks associated with alcohol and drugs, including providing a framework for workforce testing.	The Strategy will coordinate innovative initiatives to test new ways to reduce the supply, demand and harms associated with drug and alcohol use.
	Objective 1 – Prevent and deter supply		Objective 2 – Reduce demand		Objective 3 – Reduce harm
initiatives	<ul style="list-style-type: none"> Implement barrier hardening strategies Explore options for anti-drone responses Implement electronic mail across all Queensland prisons Review search process for prisoners, staff and visitors Review current visits process Increase opportunities for audio visual visits Investigate alternative testing methods Explore options to implement wastewater drug monitoring 	<ul style="list-style-type: none"> Implement end to end case management Investigate opportunities for collaborative case management Expand re-entry services Therapeutic justice interventions to support desistance Enabling reform Implement in-cell technology 		<ul style="list-style-type: none"> Implement a therapeutic model for Southern Queensland Correctional Precinct Stage 2 A holistic approach to improving prisoner health and wellbeing Continue to implement the Opioid Substitution Treatment (OST) Program Expand rehabilitation programs and services across custodial and community settings Implement a workforce drug and alcohol testing framework Reduce stigma around mental illness and AOD use through education and training Support staff experiencing alcohol and other drug use 	
	<ul style="list-style-type: none"> Decreased proportion of persons intercepted attempting to introduce contraband Decreased proportion of prisoners testing positive for illicit drugs Increased number of staff searches Alternative testing methods evaluated and implemented where appropriate Decreased presence of AOD in correctional centres Reduced proportion of drone-related incidents 	<ul style="list-style-type: none"> Improved social welfare of prisoners on release through continuity of care Improved outcomes for offenders accessing rehabilitation services in the community Improved outcomes for Drug and Alcohol Court participants Increased delivery of re-entry services Improved data collection and reporting Increased opportunities for rehabilitation in-cell 		<ul style="list-style-type: none"> Reduced proportion of staff needle stick injuries, Reduced number of drug-related deaths in custody, Reduced number of drug-related deaths of offenders in the community, Improved health outcomes for prisoners and offenders Increased delivery of rehabilitation and substance misuse interventions Improved outcomes for OST participants Increased understanding of AOD use among staff Decreased proportion of staff testing positive to AOD 	
measures					



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Complete On Track Minor Issues At Risk On Hold

1. PREVENT AND DETER SUPPLY						
Headline initiatives	Enabling Actions	Year 1 Activity	Lead area	Support area	Status	Comment
1.1 Implement barrier hardening strategies	1.1.1 Body scanning technology	<ul style="list-style-type: none"> Continue to investigate options for the implementation of body scanning technology across Queensland Corrective Services (QCS) correctional centres, with a focus on developing options to include in the construction of Southern Queensland Correctional Precinct Stage 2 (SQCP-S2). 	Innovation and Integration Group (IIG)	Infrastructure, Asset Services and Major Capital Works Command (IAMC)	On Track	<p>A consultation document investigating screening technology solutions has been completed, endorsed by relevant stakeholders and is awaiting approval</p> <p>Subject to final approval, it is anticipated that further proof of concept trials at two sites in 2021-22.</p>
	1.1.2 Community Corrections capital maintenance	<ul style="list-style-type: none"> Continue to review the safety and security of community corrections infrastructure and make changes as required to ensure the safety and wellbeing of staff and offenders. 	IAMC	Community Corrections Operations (Community Operations)	On Track	Condition audit scope being developed to identify quantum of works required.
	1.1.3 Review QCS intelligence functions	<ul style="list-style-type: none"> Complete QCS Intelligence Review 	ODC Community Corrections & Specialist Ops (CC&SO)	QCS Intelligence Group (QCSIG)	Complete	Final report completed.
	1.1.4 Continue to work with Queensland Police Services (QPS) and CCC (Crime and Corruption Commission) to investigate misconduct	<ul style="list-style-type: none"> Continue negotiation of the service delivery MOU between QPS and QCS governing the Corrective Services Investigation Unit. Continue to refer all relevant conduct matters to the CCC and QPS 	Partnerships and Strategic Engagement	Policy and Legal Command	Minor Issues	Finalisation of the draft MoU is continuing through negotiation between the relevant stakeholders.
			Professional Standards and Governance Command (PSGC)	QPS	Complete	Action undertaken as business as usual through the auspices of the Complaints Assessment Panel (CAP).
	1.1.5 Work with QPS to better detect and identify illicit substances through education and training	<ul style="list-style-type: none"> Start development of a model for illicit substance identification training in partnership with QPS. 	QPS	QCSIG	On Hold	Action expanded to include additional government partners and rolled over to 2021-22 Action Plan.
	1.1.6 Design safer receptions strategy	<ul style="list-style-type: none"> Evaluate the introduction of Virtual Personal Visits (VPV) during the COVID-19 pandemic. Develop options to improve the safety of correctional centres through a range of measures targeting new receptions, including expanded assessment. 	Research and Evaluation Group (REG)		Complete	Evaluation complete. Final report to be published on intranet in near future.
			Custodial Delivery Command	REG	On Hold	Currently on hold due to resourcing constraints.

	1.1.7 Continue to work with QPS to execute intelligence-led operations	<ul style="list-style-type: none"> Consistent with the recommendations of the QCS Intelligence Review, continue to support intelligence-led operations in partnership with QPS to disrupt drug supply into correctional centres and in the community. 	QCSIG	QPS		QCS and QPS (CSIU) will continue work in partnership in this area. Further enhancement to intelligence process and practice will be delivered through the implementation of the QCS Intelligence Review.
1.2 Explore options for anti-drone responses	1.2.1 Investigate available drone detection solutions for use by QCS	<ul style="list-style-type: none"> Continue to investigate options for drone detection for use by QCS, and pilot innovative approaches. 	IIG			Anti-drone technology trial postponed
1.3 Implement electronic mail across all Queensland prisons	1.3.1 Investigate and implement a model for electronic mail	<ul style="list-style-type: none"> Continue to investigate a model for electronic mail, with a focus on implementation as part of SQCP-S2 as part of the in-cell technology project. 	IIG			Electronic mail was implemented across all correctional centres in 2020 in response to the COVID-19 pandemic.
1.4 Review search process for prisoners, staff and visitors to identify opportunities to better protect our staff and the prisoners in their care.	1.4.1 Broaden staff search powers under the <i>Corrective Services Act 2006</i>	<ul style="list-style-type: none"> Amend <i>Corrective Services Act 2006</i> to broaden search powers for staff and visitor searches. 	Legislation Group			
	1.4.2 Broaden staff search powers under the <i>Corrective Services Act 2006</i>	<ul style="list-style-type: none"> Change operational practice to support better use of search powers to more effectively identify contraband at key entry points. 	Custodial Operations Command			
	1.4.3 Review staff search procedure	<ul style="list-style-type: none"> Review Custodial Operations Practice Directive (COPD) Search: Staff Search. 	Operational Policy and Practice Group (OPPG)			The COPD 'Search: Staff Search' has been amended to align with the requirements of the <i>Corrective Services and Other Legislation Amendment Act 2020</i> .
	1.4.4 Review prisoner search procedure	<ul style="list-style-type: none"> Review COPD Search: Facility Search and Prisoner Search 	OPPG			The COPD 'Search: Facility Search' has been reviewed and amended to align with the requirements of the <i>Corrective Services and Other Legislation Amendment Act 2020</i> . The COPD 'Search: Prisoner Search' has been reviewed and amended to align with the requirements of the <i>Corrective Services and Other Legislation Amendment Act 2020</i> .
	1.4.5 Review visitor search procedure	<ul style="list-style-type: none"> Review COPD Search: Visitors Search and Vehicle Search. 	OPPG			The COPD 'Search: Visitor Search' has been amended to align with the requirements of the <i>Corrective Services and Other Legislation Amendment Act 2020</i> .
1.5 Review current visits process	1.5.1 Review visits procedure	<ul style="list-style-type: none"> Review COPD Visitors to a Facility: Visits Process. 	OPPG			The visits process was reviewed, and the new virtual personal visits process has been developed and implemented.
1.6 Increase opportunities for audio visual visits	1.6.1 Expand audio-visual visits capacity	<ul style="list-style-type: none"> Continue to investigate options to expand the use of VPV capacity across QCS, including both technological and policy enablers. 	Digital Services and IT Branch (DSITB)	IIG		A total of 167 Virtual Personal Visits (VPV) kiosks have been deployed to all correctional centres. VPV has supported over 25,000 virtual visits to date. Subject to funding, work to improve the VPVs functionality and availability will be undertaken in future years
1.7 Investigate alternative testing methods	1.7.1 Investigate alternative testing methods	<ul style="list-style-type: none"> Research alternative testing methods for both prisoners and offenders and develop a business case. 	Community Corrections Operations, Custodial Delivery Command	Financial Services and Strategic Sourcing Command, IIG		A tender process is underway to identify the next service provider for Drug Testing Consumables and Confirmatory Services. Alternative testing methods will be considered as part of this process.
	1.7.2 Review testing policy and practice	<ul style="list-style-type: none"> Review COPD Substance Testing and Operational Practice Guideline (OPG) Case Management: Engagement Plan, section on Substance Testing. 	OPPG	Community Operations		On hold pending outcome of Action 1.7.1

1.8 Explore options to implement wastewater drug monitoring	1.8.1 Continue wastewater monitoring pilot	<ul style="list-style-type: none"> Evaluate wastewater monitoring pilot. 	IIG			Pilot completed. Value of wastewater testing demonstrated.
	1.8.2 Investigate options to expand wastewater monitoring	<ul style="list-style-type: none"> Develop business case for state-wide implementation of wastewater testing to replace current random prisoner testing regime. 	IIG			State-wide rollout for wastewater analysis to replace random testing in custodial centres to proceed.
	1.8.3 Investigate options to expand wastewater monitoring	<ul style="list-style-type: none"> Implement state-wide wastewater testing and replace current random prisoner testing regime. 	IIG			A procurement process is underway to identify a preferred service provider, with the statewide rollout due for completion end of 2021.

2. REDUCE DEMAND

Headline initiatives	Enabling Actions	Year 1 Activity	Lead area	Support area	Status	Comment
2.1 Implement end to end case management	2.1.1 Design end to end case management system	<ul style="list-style-type: none"> Develop a model for state-wide roll out of End-to-End case management. 	QPSR PMO			<p>Phase One of the End to End Case Management Framework was completed on 31 January 2021</p> <p>Phase Two includes state-wide roll-out across community corrections and the launch of the second Case Management Unit at Lotus Glen Correctional Centre.</p>
	2.1.2 Implement Townsville pilot	<ul style="list-style-type: none"> Establish Townsville CMU. 	QPSR PMO			<p>The Townsville CMU Pilot was successfully launched on 21 December 2020.</p> <p>The Townsville CMU undertake validated front-end assessments, complete whole of sentence planning, undertake case management and brief interventions with individuals in custody and undertake the newly developed Parole Suitability Assessment. Front-end assessment and planning include consideration for alcohol and drug need identification and treatment needs. Townsville CMU work closely with stakeholders from offender development, community corrections, specialist operations and custodial operations to promote incremental behavioural change for those managed and safe transition to community.</p>
2.2 Investigate opportunities for collaborative case management	2.2.1 Investigate the expansion of virtual case conferencing	<ul style="list-style-type: none"> Implement virtual case conferencing for Community Corrections. 	Community Operations			<p>Following a pilot, using Microsoft Teams as a platform for videoconferencing with supervised individuals, which was carried out between February and May 2021, formal guidance has been embedded in OPGs and virtual case conferencing has been incorporated into practice.</p>
	2.2.2 Investigate the expansion of virtual supervision	<ul style="list-style-type: none"> Work with OPPG to develop Deputy Commissioner Instruction to allow Community Corrections Officers to use MS Teams to supervise offenders by videoconference. 	Community Operations			
	2.2.3 Investigate information sharing and policy requirements to support new ways of working	<ul style="list-style-type: none"> Review relevant OPG following conclusion of remote supervision pilot. 	OPPG	Community Operations		
2.3 Expand re-entry services	2.3.1 Continue expansion of re-entry services	<ul style="list-style-type: none"> Implement expanded re-entry services at Arthur Gorrie Correctional Centre and Southern Queensland Correctional Centre. 	Offender Rehabilitation and Management Services (ORMS)			<p>Expansion of re-entry services at AGCC completed. Scope of Women's re-entry service at SQCC being explored under Operation Certitude.</p>
	2.3.2 Continue to trial innovative re-entry supports	<ul style="list-style-type: none"> Re-design re-entry services in response to the recommendations of completed evaluations. 	ORMS			<p>Collective evaluation of Re-entry Services and recommendations to be presented to Throughcare & Rehabilitation Committee for consideration in forward planning for re-entry system re-design.</p>
2.4 Therapeutic justice interventions to support desistance	2.4.1 Continue the implementation of the Drug and Alcohol Court	<ul style="list-style-type: none"> Continue to work with partner agencies to support the continuation of the Queensland Drug and Alcohol Court (QDAC) with consideration given to the outcome and recommendations of the QDAC evaluation. 	Community Operations	Queensland Health (QH)		<p>The Queensland Drug and Alcohol Court continues to run out of the Magistrates Court in Brisbane, led by DJAG and with the involvement of QCS, Queensland Health, Legal Aid, and QPS.</p> <p>Year 2 will focus on implementation of recommendations of evaluation</p>

2.5 Enabling reform	2.5.1 Review current reporting practice to improve data quality	<ul style="list-style-type: none"> Develop a report with recommendations for improving the collection, analysis and reporting of data to support enhanced policy decision-making and program delivery. 	Strategic Policy Group (SPG)	Operational Performance, Data Analytics and Reporting Group (OPDARG)		Final report has been completed, with implementation of all recommendations supported. Implementation activities will be transferred to relevant business units and included in the 2021-22 QCS Business Plan.
		<ul style="list-style-type: none"> Conduct quality assurance exercise for correctional centre drug testing results. 	OPDARG			
	2.5.2 Identify additional measures required to support implementation of the Strategy	<ul style="list-style-type: none"> Review DAS Action Plan to ensure actions can be effectively measured and contribute to overall objectives. 	OPDARG	REG		Data Dictionary being developed for all DAS measures, led by OPDARG in collaboration with REG.
	2.5.3 Identify opportunities to amend legislation to better support operational practice	<ul style="list-style-type: none"> Review <i>Corrective Services Act 2006</i> to address issues identified through other actions. Develop amendments to the Corrective Services Regulation to support the implementation of workforce drug and alcohol testing. 	Legislation Group	SPG		Ongoing as part of the legislation forward work plan.
	2.5.4 Review operational policies, education and training, ICT required to support frontline staff	<ul style="list-style-type: none"> OPPG will review relevant operational policies as required to support the implementation of other Year 1 activities. The QCS Academy will review custodial and community corrections officer training programs to identify opportunities to support the implementation of the Drug and Alcohol Strategy 2020-25. DSITB will review ICT requirements for frontline staff and support OPPG and PCC as required. 	OPPG People Capability Command (PCC)	DSITB		OPPG have developed and published an Operational Policy Framework and a review schedule for operational practice documents.
2.6 Implement in-cell technology	2.6.1 Continue development of in-cell technology model	<ul style="list-style-type: none"> Develop model and business case for implementation of in-cell technology. 	IIG	IAMC		Stakeholder consultation has commenced to determine user requirements.

3. REDUCE HARM

Headline initiatives	Enabling Actions	Year 1 Activity	Lead area	Support area	Status	Comment
3.1 Implement a therapeutic model for Southern Queensland Correctional Precinct Stage 2	3.1.1 Continue to design SQCP-S2	<ul style="list-style-type: none"> Complete next phase of design and construction. 	IAMC	QH		Design continues to be developed and refined.
	3.1.2 Consider appropriate workforce requirements to support therapeutic model	<ul style="list-style-type: none"> Continue to scope workforce requirements for SQCP-S2. 	Custodial Delivery Command, Specialist Operations	QH, PCC		Further work to occur as design phases complete.
3.2 A holistic approach to improving prisoner health and wellbeing	3.2.1 Endorse Prisoner Health and Wellbeing (PHW) Strategy	<ul style="list-style-type: none"> Publish PHW Strategy. 	QH	Enterprise Strategy Group (ESG)		
	3.2.2 Implement PHW Strategy	<ul style="list-style-type: none"> Implement agreed actions in the PHW Strategy. 	QH	CC&SO, Custodial Delivery Command		Custodial Operations are participating in consultation workshops, led by QH, to develop a series of actions that will provide better health outcomes for prisoners in Queensland.
	3.2.3 Investigate joint public health initiatives including blood-borne disease education and awareness, bleach and consideration of a needle exchange program	<ul style="list-style-type: none"> Trial public health initiatives in selected prisons to reduce the risk of infections from blood borne viruses based on clinical advice from Queensland Health 	QH	SPG		Queensland Health and Queensland Corrective Services continue to work collaboratively to identify and address the risk of blood borne viruses in correctional settings. Further education and awareness continue to be provided at correctional centres, in particular at Lotus Glen CC. Point of care testing for Hepatitis C has also been offered at Palen Creek Correctional Centre. Research is underway into other protective mechanisms.
3.3 Continue to implement the Opioid Substitution Treatment (OST) Program	3.3.1 Continue implementation of OST	<ul style="list-style-type: none"> Continue to progress implementation of OST across remaining correctional centres. Implement long-acting injection buprenorphine medication as part of the OST Program in phase one centres. 	QH	QPSR PMO, Custodial Delivery Command		Phase One of the Opioid Substitution Treatment (OST) program is currently available in five of the 11 public correctional centres (LGCC, TCC and TWCC, BWCC and NCC) in Queensland and is delivered in SQCC by Serco under contract with Queensland Corrective Services (QCS). Long-acting injectables are available in all Phase One correctional centres. Further implementation across remaining correctional centres is dependent on funding that is not available in 2021-22.
3.4 Expand rehabilitation programs and services across custodial and community settings	3.4.1 Continue to expand substance misuse rehabilitation programs, consistent with the QPSR	<ul style="list-style-type: none"> Implement substance misuse interventions of increased frequency, type and duration to remand, short sentence, youth, women and Aboriginal and Torres Strait Islander prisoners. 	ORMS	QH		AOD programs have been expanded to include youth, Aboriginal & Torres Strait Islander People, Women, remand and short sentence specific programs. Frequency, low / moderate / high intensity duration programs and availability have increased in correctional centres and community corrections. Individual counselling has expanded in community corrections to increase availability to offenders. The QPSR AOD project is complete and endorsed for closure by the QPSR Project Board.
	3.4.2 Continue to fund Aboriginal and Torres Strait Islander-specific rehabilitation programs	<ul style="list-style-type: none"> Review current Aboriginal and Torres Strait Islander-specific rehabilitation programs. 	ORMS	QH		University of Sunshine Coast contracted to re-write SOPIM program, due to complete June 2021. Positive Futures Program reviewed and re-written and progressing through cultural endorsement with Aboriginal and Torres Strait Islander Reference Group. Upon endorsement, implementation plan to be developed for operational release.
3.5 Implement a workforce drug and alcohol testing framework	3.5.1 Design and publish a Workforce Drug and Alcohol Testing Framework	<ul style="list-style-type: none"> Develop a Workforce Drug and Alcohol Testing Framework. 	ESG	PSGC		Workforce Drug and Alcohol Testing Framework developed and transitioned to PSGC for implementation.
	3.5.2 Design operational policies to support the Framework	<ul style="list-style-type: none"> Develop and implement operational policies to support the Framework. 	PSGC	OPPG		PSGC has established a reference group to govern the development of the Workforce Drug and Alcohol Testing model, with research underway on implementation options. OPPG will develop operational policies to support implementation once a model has been agreed.
	3.5.3 Implement regulatory amendments to support implementation	<ul style="list-style-type: none"> Design and enact amendments to the Corrective Services 	Legislation Group			Dependent on other action items to be completed in Year 1.

		Regulation 2017 to support implementation.				
3.6 Reduce stigma around mental illness and AOD use through education and training	3.6.1 Increase awareness and understanding of AOD use among employees	<ul style="list-style-type: none"> Host events related to Mental Health Awareness Week, develop and implement communications products/ factsheets, including how to access information, support and treatment, to support employees who may be experiencing their own or someone else's AOD misuse, 	Office of the Commissioner (OOC)			
	3.6.2 Conduct workforce review, including training, education and support	<ul style="list-style-type: none"> Develop a Work Health Safety and Wellbeing Framework. 	PCC	QH		On hold due to competing priorities.
	3.6.3 Investigate opportunities to enhance organisation-wide training on how to respond to prisoners, offenders, colleagues experiencing AOD use	<ul style="list-style-type: none"> Research best practice to support the development of training and resources to reduce stigma about AOD use among staff, in collaboration with Queensland Health. 	PCC	QH		Action is underway to incorporate and embed respectful, professional and inclusive attitudes and behaviours in the workplace, which will reduce stigma related to any personal issue, including AOD use.
3.7 Support staff experiencing alcohol and other drug use	3.7.1 Investigate specialist supports for staff experiencing AOD use	<ul style="list-style-type: none"> Review QCS Employee Assistance Program to identify opportunities to support staff experiencing AOD use. 	PCC			The current EAP service provider contract includes specialist AOD counselling if required.