



Queensland Corrective Services

Drug and Alcohol Action Plan

2020-2021



OFFICIAL

Contents

1. Prevent and deter supply	3
2. Reduce demand	5
3. Reduce harm	7



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					

1. Prevent and deter supply

The introduction of drugs into prisons can occur through mail, visitors, new receptions, offenders returning to prison, external means (e.g. drone drops) and inappropriate relationships that may form between prisoners and QCS staff. Trafficking of drugs among offenders supervised in the community is also a key community safety risk. Prevention and deterrence strategies aim to restrict the supply of alcohol and other drugs into the correctional environment through barrier hardening, risk mitigation and ensuring perpetrators are brought to justice.

Headline initiatives	Enabling Actions	Year 1 Activity	Lead area	Support area	Overall measures
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 QCS correctional centres, with a focus on developing options to include in the construction of Southern Queensland Correctional Precinct Stage 2 (SQCP S2). 	Asset Services Command (ASC)	Innovation and Integration Group (IIG)	<p>Decreased proportion of persons intercepted attempting to introduce contraband</p> <p>Decreased proportion of prisoners testing positive for illicit drugs</p> <p>Increased number of staff searches</p> <p>Alternative testing methods evaluated and implemented where appropriate</p> <p>Decreased presence of AOD in correctional centres</p> <p>Reduced number of drone-related incidents</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. 	ASC	Community Corrections Operations (CC Operations)	
	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)	
	1.1.4 Continue to work with QPS and CCC 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. 	Partnerships and Strategic Engagement	Policy and Legal Command	
		<ul style="list-style-type: none"> Continue to refer all relevant conduct matters to the CCC and QPS 	Professional Standards and Governance Command (PSGC)	Queensland Police Service (QPS)	
	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	
	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. 	Research and Evaluation Group (REG)		
		<ul style="list-style-type: none"> Develop options to improve the safety of correctional centres through a range of measures targeting new receptions, including expanded assessment. 	Custodial Delivery Command	REG	
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		
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		
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		
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 CS Act	<ul style="list-style-type: none"> Amend Corrective Services Act 2006 to broaden search powers for staff and visitor searches. 	Legislation Group		
	1.4.2 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)		
	1.4.3 Review prisoner search procedure	<ul style="list-style-type: none"> Review COPD Search: Facility Search and Prisoner Search 	OPPG		

	1.4.4 Review visitor search procedure	<ul style="list-style-type: none"> Review COPD Search: Visitors Search and Vehicle Search. 	OPPG		
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		
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	
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	
	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	CC Operations	
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		
	1.8.2 Investigate options to expand wastewater monitoring	<ul style="list-style-type: none"> Develop business case for statewide implementation of wastewater testing to replace current random prisoner testing regime. 	IIG		

2. Reduce demand

Reducing demand for alcohol and other drugs, requires a multi-faceted approach that addresses the risk factors associated with AOD use to improve community safety. Addressing the demand for alcohol and other drugs among the offender population is a vital strategy to prevent and deter the introduction of contraband into the custodial environment. Furthermore, reducing the demand for AOD among offenders reduces demand in the community more broadly.

Headline initiatives	Enabling Actions	Year 1 Activity	Lead area	Support area	Overall measures
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>Improved social welfare of prisoners on release through continuity of care</p> <p>Improved outcomes for offenders accessing rehabilitation services in the community</p> <p>Improved outcomes for Drug and Alcohol Court participants</p> <p>Increased delivery of re-entry services</p> <p>Improved data collection and reporting</p> <p>Increased opportunities for rehabilitation in-cell</p>
	2.1.2 Implement Townsville pilot	<ul style="list-style-type: none"> Establish Townsville CMU. 	QPSR PMO		
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. 	CC Operations		
	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. 	CC 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	CC 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)		
	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		
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 implement the Drug and Alcohol Court. 	CC Operations	Queensland Health (QH)	
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. Conduct quality assurance exercise for correctional centre drug testing results. 	Strategic Policy Group (SPG)	Op Performance, Data Analytics and Reporting Group (OPDARG) QH	
	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	
	2.5.3 Identify opportunities to amend legislation to better support operational practice	<ul style="list-style-type: none"> Review CSA to address issues identified through other actions. Develop amendments to the CS Regulation to support the implementation of workforce drug and alcohol testing. 	Legislation Group	SPG	
	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 <i>Drug and Alcohol Strategy 2020-2025</i>. DSITB will review ICT requirements for frontline staff and support OPPG and PCC as required. 	OPPG People Capability Command (PCC)	DSITB	

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		
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3. Reduce harm

A harm minimisation approach recognises that AOD use carries substantial risks to individual and community health and safety. AOD use can impact both mental and physical wellbeing. Harm can be experienced by the family and friends of prisoners and offenders experiencing harmful AOD use. In particular, women and children are at elevated risk of domestic and family violence.

Headline initiatives	Enabling Actions	Year 1 Activity	Lead area	Support area	Overall measures
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. 	ASC	QH	<p>Reduced proportion of staff needle stick injuries,</p> <p>Reduced number of drug-related deaths in custody,</p> <p>Reduced number of drug-related deaths of offenders in the community,</p> <p>Improved health outcomes for prisoners and offenders</p> <p>Increased delivery of rehabilitation and substance misuse interventions</p> <p>Improved outcomes for OST participants</p> <p>Increased understanding of AOD use among staff</p> <p>Decreased proportion of staff testing positive to AOD</p>
	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	
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	
	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	
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	
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	
	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	
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		
	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. 	OPPG		
	3.5.3 Implement regulatory amendments to support implementation	<ul style="list-style-type: none"> Design and enact amendments to the <i>Corrective Services Regulation 2017</i> to support implementation. 	Legislation Group		
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	
	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	

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		
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