



Queensland Corrective Services

Drug and Alcohol Action Plan

2021-2022



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Contents

1.Prevent and deter supply	5
2.Reduce demand	6
3.Reduce harm.....	7



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.
initiatives	Objective 1 – Prevent and deter supply		Objective 2 – Reduce demand		Objective 3 – Reduce harm
	<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 2 Activity	Lead Area	Support Area	Comment	Headline Measures of Success
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)		<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 alcohol and other drugs in correctional centres Reduced number of drone-related incidents
	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)		
	1.1.3 Continue to work with Queensland Police Services (QPS) to execute intelligence-led operations	<ul style="list-style-type: none"> Develop an implementation plan to action prioritised recommendations from the QCS Intelligence Review. 	QCSIG			
	1.1.4 Continue to work with QPS and 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. 	Partnerships and Strategic Engagement Group	Policy and Legal Command		
	1.1.5 Work with partner agencies 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 relevant partner agencies. 	Corrective Services Intelligence Group (QCSIG)	Relevant government partner agencies	This action is subject to resources being available.	
	1.1.6 Design safer receptions strategy	<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	Enterprise Strategy Group		
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 monitor options for drone detection for use by QCS, and pilot innovative approaches. 	IIG			
1.3 Review search process for prisoners, staff and visitors to identify opportunities to better protect our staff and the prisoners in their care.	1.3.1 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 Delivery Command			
1.4 Increase opportunities for audio visual visits	1.4.1 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	This action is subject to resource capacity and technology.	
1.5 Investigate alternative testing methods	1.5.1 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		
	1.5.2 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. 	Operational Policy and Practice Group (OPPG)	Community Operations	This action is subject to resources being available and is currently on hold.	
	1.5.3 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			

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 2 Activity	Lead area	Support area	Comment	Headline Measures of Success
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			<ul style="list-style-type: none"> Improved social welfare of prisoners on release (e.g. access to stable housing, employment disability supports) 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
2.2 Investigate opportunities for collaborative case management			Community Operations/ OPPG		All enabling actions and activities completed in 2020-21.	
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 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)		
2.5 Enabling reform	2.5.1 Review current reporting practice to improve data quality	<ul style="list-style-type: none"> Conduct quality assurance exercise for correctional centre drug testing results. 	Operational Performance, Data Analytics and Reporting Group (OPDARG)			
	2.5.2 Identify additional measures required to support implementation of the Strategy	<ul style="list-style-type: none"> Review Drug and Alcohol Strategy 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 <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	Strategic Policy Group (SPG)		
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		

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 2 Activity	Lead area	Support area	Comment	Headline Measures of Success
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		<ul style="list-style-type: none"> Reduced risk 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 use interventions Improved outcomes for OST participants, Increased understanding of AOD use among staff Decreased proportion of staff testing positive to alcohol and other drugs
	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, People Capability Command (PCC)		
	3.1.3 Implement Prisoner Health and Wellbeing Strategy	<ul style="list-style-type: none"> Implement agreed actions in the PHW Strategy. 	QH	CC&SO, Custodial Delivery Command		
	3.1.4 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		
3.2 Continue to implement the Opioid Substitution Treatment (OST) Program	3.2.1 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		
3.3 Expand rehabilitation programs and services across custodial and community settings	3.3.1 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		
3.4 Implement a workforce drug and alcohol testing framework	3.4.1 Design operational policies to support the Framework	<ul style="list-style-type: none"> Develop and implement operational policies to support the Framework. 	Professional Standards and Governance Command	OPPG		
	3.4.2 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		This action is subject to the operational policies to support the Framework being developed and resources being available.	
3.5 Reduce stigma around mental illness and AOD use through education and training	3.5.1 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. 	PCC			
	3.5.2 Conduct workforce review, including training, education and support	<ul style="list-style-type: none"> Develop a Work Health Safety and Wellbeing Framework. 	PCC	QH		
	3.5.3 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		
3.6 Support staff experiencing alcohol and other drug use	3.6.1 Develop model for peer-support program for QCS officers	<ul style="list-style-type: none"> Implement pilot peer support program and evaluate outcomes 	PCC			

