

From: Peter Wheelhouse

18 July 2006

cc DIP MB
DIP PIT

To ICE Working Group members

Re: ICE ACTION PLAN

As you know, the Tackling Attrition Working Group, which preceded the ICE WG, developed an action plan which assigned actions to be taken at local levels, overseen and driven by regional colleagues. The name of the Working Group was changed to ICE in January 2006 to reflect a more positive approach, focussing on committing colleagues to increasing engagement, improving retention in appropriate treatment and support, continuing to drive up performance throughout the Programme, and ensuring value for money. The ICE Action Plan was subsequently developed by members of the WG and was approved by the DIP Management Board on 4 May 2006.

The purpose of this note is to:

- thank you all for the progress you have made with developing the Action Plan
- remind you of recent developments in the Programme which might have an impact on ICE work and
- commission you to proceed with its implementation and to continue work to increase client engagement;

I am very grateful for all that the Group has done – following the original plan, the level of engagement from contact to assessment increased from under 30% to 50%. This is great stuff and I know you all do this on top of your day jobs, so thanks again for that.

The pace of change continues unabated however and some of the things that will influence what and the ICE action plan can deliver include:

- the implementation of “Tough Choices”, introducing testing on arrest and required assessment in the intensive areas in England and expanding restriction on bail to all Local Justice areas in England. In the intensive areas, the new measures have increased dramatically the numbers of drug misusing offenders being assessed but potentially shift the key engagement challenge to assessment to caseload/treatment;
- the national rollout of the DIR to community and prisons in England and Wales, allowing for more accurate and robust performance management;
- the increased maturity of DIP – I expect everyone to understand more about what we are aiming for and to have developed their own improvements along the way;
- the NTA effectiveness agenda which is in itself driving better engagement and retention; and
- the continuing development of the National Offender Management Service which in some areas is starting to influence how things are brought together.

As for implementing the ICE plan, I am looking to you to ensure that the plan is shared with all relevant parties, including front-line workers, and that its contents are used by performance managers as a point of reference when seeking ways to drive up performance. The plan will shortly be added to drugs.gov.uk website as well as distributed through the DAT update and the DIP Management Board to ensure its widespread distribution. It would be good though if you could all disseminate the plan yourselves within your areas of responsibility and let them know how you think the plan should be implemented.

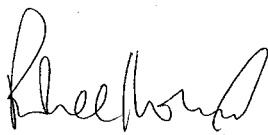
As you know, the plan is designed to address “ground/front-line level issues in order for a real impact to be made on delivery and performance at that level. It is not intended to cut across or to replace existing strategic or management level plans or existing protocols (for example protocols with the police) but rather to complement them and to be used in conjunction with them. Where the police strategic lead post exists we would encourage partnership working

with those individuals. The plan is not an inspection regime and will not be used as such at local or regional level.

I will be looking to regional colleagues to report back to the DIP Management Board and the ICE quarterly meetings on this as a part of your general feedback on tackling attrition.

If you have any questions or comments on any of this, please do not hesitate to contact the ICE WG Secretariat.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Peter Wheelhouse', written in a cursive style.

PETER WHEELHOUSE
Programme Director