

## Good Practice Examples – Increasing Client Engagement Action Plan

**These good practice examples will be refreshed and added to on a regular basis.**

If you wish to submit an example to be shared as good practice, please contact the ICE secretariat – Joan Ogbebor (Senior Policy Advisor) [joan.ogbebor2@homeoffice.gsi.gov.uk](mailto:joan.ogbebor2@homeoffice.gsi.gov.uk) 0207 035 0524 or Steve Polly (Policy Advisor) [Stephen.polly@homeoffice.gsi.gov.uk](mailto:Stephen.polly@homeoffice.gsi.gov.uk) 0207 035 0522.

### Good Practice

Where appropriate, the good practice examples have been referred against the relevant sections of the Increasing Client Engagement Action Plan. Where no specific reference is possible, examples have been included as a way of sharing workable ideas to all areas. Included in the good practice are useful Home Office guidance documents for example: [Operational Guidance for Implementation of Testing on Arrest, Required Assessment and Restriction on Bail; Follow-up Assessment FAQs, Conditional Cautioning \(final version\) and Drug Interventions Record Guidance and Drug Interventions Record FAQs for CJITs, and separately for CARATS.](#)

Action Plan Ref No.	Area of Activity	Good Practice Examples
	Performance Review Checklist	<ul style="list-style-type: none"> <li>• <a href="#">Government Office East Midlands Drug Action Team performance checklist</a></li> <li>• <a href="#">Government Office North West client tracking flowchart</a></li> </ul>
1.1- 1.5, 2.2, 4.7,	Recruitment, retention	<ul style="list-style-type: none"> <li>• <a href="#">Brighton Oasis Project – recruitment and retention</a></li> <li>• <a href="#">Nottinghamshire - Project Recruit</a></li> </ul>

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1.7, 1.9, 1.10, 2.7, 3.13, 5.4, 6.2, 6.7	Training of workers and partners	<ul style="list-style-type: none"> <li>• <a href="#">Middlesbrough DAT job shadowing</a></li> <li>• <a href="#">Newcastle DAT defence solicitor presentation</a></li> <li>• <a href="#">Bournemouth DAT training and working with partners</a></li> <li>• <a href="#">Oxfordshire User Team Training and Consultancy Guide</a></li> <li>• <a href="#">Oxfordshire User Team service summary (new version)</a></li> <li>• <a href="#">South Yorkshire Police Tough Choices training presentation</a></li> <li>• <a href="#">South Yorkshire Police Detention Officers training presentation</a></li> <li>• <a href="#">Government Office West Midlands DIR training presentation 2005-06</a></li> <li>• <a href="#">Dudley Drugs Project CJIT, DIR &amp; Activity Form short training sessions</a></li> <li>• <a href="#">DANOS (skills for health website)</a></li> <li>• <a href="#">Calderdale Magistrate Training</a></li> <li>• <a href="#">DIR Metaskil Regional Training Presentation Feb 2007</a></li> <li>• <a href="#">Home Office Follow-up Assessment Regional Awareness Presentation</a></li> </ul>
1.2, 4.2, 4.3	Race and diversity	<ul style="list-style-type: none"> <li>• <a href="#">Brighton Oasis Project – race and diversity guide</a></li> <li>• <a href="#">Harrow Black Minority Ethnic Steering Group terms of reference</a></li> </ul>
1.6	Fostering team work	<ul style="list-style-type: none"> <li>• <a href="#">Middlesbrough DAT - commissioning of right services</a></li> <li>• <a href="#">The Fulcrum - Middlesbrough DAT Partnership working</a></li> </ul>
3	Working with partners (linked with fostering teamwork)	<ul style="list-style-type: none"> <li>• <a href="#">Bournemouth DAT training and working with partners</a></li> <li>• <a href="#">Brighton Oasis Project – working with partners</a></li> <li>• <a href="#">Sussex CRI Police Custody Suite Working Protocol</a></li> <li>• <a href="#">Harrow DIP Arrest Referral Protocol</a></li> <li>• <a href="#">Knowsley – working with partners</a></li> <li>• <a href="#">The Fulcrum - Middlesbrough DAT Partnership working</a></li> </ul>

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		<ul style="list-style-type: none"> <li>• <a href="#">Sussex CRI Police Custody Suite Information Sharing Protocol</a></li> <li>• <a href="#">London DIP Community/Prison Minimum Standards Protocol</a></li> <li>• <a href="#">North East DIP and North East CARATs Working Protocol</a></li> <li>• <a href="#">Calderdale DIP – Working and Training with Partners.</a></li> </ul>
1, 3, 5	Communications	<ul style="list-style-type: none"> <li>• <a href="#">CRI Bournemouth Assertive Outreach Leaflets - arrest referral</a></li> <li>• <a href="#">CRI Bournemouth Assertive Outreach Leaflets - hospital</a></li> <li>• <a href="#">CRI Bournemouth Assertive Outreach Leaflets - outreach</a></li> <li>• <a href="#">Brighton and Hove DIP poster</a></li> <li>• <a href="#">Hounslow DAT - The Fix Magazine</a></li> <li>• <a href="#">Kirkless DAT Newsletter</a></li> <li>• <a href="#">Home Office Key Messages</a></li> <li>• <a href="#">Government Office North East Evening Chronicle Article 24 May 2006</a></li> </ul>
2.1, 2.3, 3.5	Information sharing	<ul style="list-style-type: none"> <li>• <a href="#">St Helens DIP Information Sharing Protocol</a></li> <li>• <a href="#">Sussex CRI Police Custody Suite Working Protocol</a></li> <li>• <a href="#">North East DIP and North East CARATs Working Protocol</a></li> </ul>
3.7, 5.2	Awareness of DIP	<ul style="list-style-type: none"> <li>• <a href="#">Brighton and Hove DIP advertising poster</a></li> <li>• <a href="#">Middlesbrough DAT DIP awareness Army Presentation</a></li> <li>• <a href="#">Newcastle DAT defence solicitor presentation</a></li> <li>• <a href="#">South Yorkshire Police DIP awareness presentation</a></li> <li>• <a href="#">Coventry Wanted Posters</a></li> <li>• <a href="#">Nottingham DIP Service User Guide – Introduction letter - Page 1 - Page 2 – Page 3</a></li> <li>• <a href="#">Calderdale DIP training of Magistrates</a></li> <li>• <a href="#">Calderdale DIP Magistrates given RoB case study</a></li> <li>• <a href="#">Calderdale DIP working and training of partners</a></li> </ul>

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2.5, 2.8, 3.14	Tough Choices Implementation	<ul style="list-style-type: none"> <li>• <a href="#">Derby Addaction Single Point of Contact job description</a></li> <li>• <a href="#">Middlesbrough DAT - commissioning of right services</a></li> <li>• <a href="#">The Fulcrum - Middlesbrough DAT Partnership working</a></li> <li>• <a href="#">Home Office Tough Choices Guidance</a></li> <li>• <a href="#">Home Office Tough Choices Guidance (non intensive)</a></li> <li>• <a href="#">Home Office Tough Choices FAQs</a></li> <li>• <a href="#">Dudley Tough Choices Introduction presentation</a></li> <li>• <a href="#">South Yorkshire Police preparation for Tough Choices</a></li> <li>• <a href="#">Calderdale DIP dealing with breach of RoB</a></li> <li>• <a href="#">Home Office CJIT SPOC guidance February 2007</a></li> <li>• <a href="#">South Yorkshire Police Tough Choices training presentation</a></li> </ul>
4.1	Commissioning of right services	<ul style="list-style-type: none"> <li>• <a href="#">Bournemouth DAT - commissioning of right services</a></li> <li>• <a href="#">Government Office North East DIP Football Coaching Implementation Plan</a></li> <li>• <a href="#">Hartlepool DAT Art Initiative</a></li> <li>• <a href="#">Middlesbrough DAT - commissioning of right services</a></li> <li>• <a href="#">The Fulcrum - Middlesbrough DAT Partnership working</a></li> <li>• <a href="#">Nottinghamshire Project Recruit</a></li> <li>• <a href="#">Stockton DAT Style Yourself Project</a></li> <li>• <a href="#">Lambeth TRUST prostitution team</a></li> </ul>
2, 4	Ensuring the availability of appropriate facilities and resources.	<ul style="list-style-type: none"> <li>• <a href="#">Middlesbrough DAT - commissioning of right services</a></li> <li>• <a href="#">The Fulcrum - Middlesbrough DAT Partnership working</a></li> <li>• <a href="#">Bournemouth DAT commissioning of right services</a></li> <li>• <a href="#">South Yorkshire Police preparation for Tough Choices</a></li> </ul>

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		<ul style="list-style-type: none"> <li>• <a href="#">Lambeth TRUST prostitution team</a></li> </ul>
2.3, 3, 4	Links between prison and community	<ul style="list-style-type: none"> <li>• <a href="#">Knowsley DAT – referrals between Prison and Community</a></li> <li>• <a href="#">London DIP Community/Prison Minimum Standards Protocol</a></li> </ul>
2.6, 3.1, 3.3, 3.9	Assertive outreach	<ul style="list-style-type: none"> <li>• <a href="#">Bournemouth DAT assertive outreach</a></li> <li>• <a href="#">Brighton and Hove DAT DIP poster</a></li> <li>• <a href="#">Brighton Oasis Project – Assertive Outreach</a></li> <li>• <a href="#">Nottingham DIP Service User Guide – Introduction letter - Page 1 - Page 2 – Page 3</a></li> </ul>
2.1, 3.2, 6.4	Data management	<ul style="list-style-type: none"> <li>• <a href="#">Government Office West Midlands – identification of data related problems</a></li> <li>• <a href="#">Government Office West Midlands DIR Training Consortia 2005-06</a></li> </ul>
3.11	Care plans	<ul style="list-style-type: none"> <li>• <a href="#">Barking and Dagenham terms of reference for DIP liaison meetings</a></li> <li>• <a href="#">Calderdale Substance Misuse Assessment Pack</a></li> <li>• <a href="#">Nottingham CJIT care plan presentation</a></li> </ul>
	User involvement	<ul style="list-style-type: none"> <li>• <a href="#">Brighton Oasis Project – service user involvement</a></li> <li>• <a href="#">Nottinghamshire Project Recruit</a></li> <li>• <a href="#">Nottinghamshire’s Livin It!</a></li> <li>• <a href="#">Government Office North East Football toolkit</a></li> </ul>
	Other projects	<ul style="list-style-type: none"> <li>• <a href="#">Brighton and Hove Needle Exchange (draft guidance)</a></li> <li>• <a href="#">Government Office North East – Sport and the Drug Interventions Programme</a></li> <li>• <a href="#">Government Office North East DIP Sports Initiative Report November 2006</a></li> <li>• <a href="#">Hartlepool Art Initiative</a></li> <li>• <a href="#">Nottingham Needs Assessment</a></li> <li>• <a href="#">Stockton Style Yourself Project</a></li> </ul>

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## Drug Interventions Programme – Increasing Client Engagement Action Plan

Local actions to increase engagement from contact to caseload and into treatment

### Objective 1

**To improve recruitment, management and retention of workers in line with the DSD workforce strategy.**

	<b>Actions</b>	<b>Reason</b>	<b>Who ensures delivery</b>	<b>Who performance manages</b>
1.1	<p>Review service provider recruitment practices to ensure selection is competency based, (not relying solely on experience and qualifications).</p> <ul style="list-style-type: none"> <li>• <a href="#">Brighton Oasis Project – recruitment and retention</a></li> <li>• <a href="#">Nottinghamshire Project Recruit</a></li> </ul>	To ensure recruitment of an effective workforce from a broader base.	<ul style="list-style-type: none"> <li>• DIP Manager</li> <li>• DAT co-ordinator</li> </ul>	<ul style="list-style-type: none"> <li>• DIP steering group</li> <li>• GO Workforce leads</li> <li>• DAT JCG</li> </ul>
1.2	<p>Ensure that recruitment strategies and procedures are current and innovative and will attract a dynamic workforce, from a wide range of backgrounds and skills, which is able to respond to the diverse needs of the individuals within the local community. (See Objective 4)</p> <ul style="list-style-type: none"> <li>• <a href="#">Brighton Oasis Project - race and diversity</a></li> <li>• <a href="#">Nottinghamshire Project Recruit</a></li> </ul>	To be able to grow the workforce, achieve value for money and make services accessible and responsive to individual and community needs.	<ul style="list-style-type: none"> <li>• DIP Manager</li> <li>• DAT co-ordinator</li> </ul>	<ul style="list-style-type: none"> <li>• DIP SG</li> </ul>
1.3	<p>Ensure that commitment to effective and job specific training, which includes induction and continuing development, is included in contracts for the provision of services and staff.</p> <ul style="list-style-type: none"> <li>• <a href="#">Brighton Oasis Project – recruitment and retention</a></li> </ul>	To improve the skills base of the DIP workforce, build confidence and aid retention.	<ul style="list-style-type: none"> <li>• DIP Manager</li> <li>• DAT co-ordinator</li> <li>• Workforce Development Groups</li> </ul>	<ul style="list-style-type: none"> <li>• DIP SG/JCG</li> </ul>

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1.4	Manage contracts effectively and set appropriate operating standards, SLAs etc in line with centrally issued guidance	To ensure that providers know that is expected of them and the consequences of failure to deliver	DIP Manager DAT	• Regional GOs / NTA
1.5	All CJIT and CARAT workers to have, or be working towards, a recognised DANOS (or equivalent) qualification. <ul style="list-style-type: none"> <li>• <a href="#">Brighton Oasis Project – recruitment and retention</a></li> <li>• <a href="#">DANOS</a></li> <li>• <a href="#">Oxfordshire User Team service summary (new version)</a></li> </ul>	To ensure that services given are of the highest possible quality.	• DIP and CARAT Manager • DATs	• DIP SG • ADC
1.6	Build a clear CJIT team identity even when the broader team is divided in to custody suite, case management / throughcare and court-based staff and especially when more than one provider involved. <ul style="list-style-type: none"> <li>• <a href="#">Middlesbrough DAT – commissioning of right services</a> and creation of the <a href="#">Fulcrum Medical Practice</a></li> </ul>	To develop and motivate staff, identify potential career moves and enable them to deliver a better clients service	• DIP and CJIT managers/ CJIT operational co-ordinators	• DIP SG
1.7	Ensure effective communications between custody staff, CJITs and CARATs teams and other key partners, such as Probation; through protocols, joint training, formal/ informal meetings, job shadowing, local newsletters, joint recruitment processes etc. <ul style="list-style-type: none"> <li>• <a href="#">Bournemouth DAT – training and working with partners</a></li> <li>• <a href="#">Sussex CRI Police Custody Suite Working Protocol</a></li> <li>• <a href="#">London DIP Community/Prison minimum standards protocol</a></li> <li>• <a href="#">Hounslow DAT – Fix Magazine</a></li> <li>• <a href="#">Kirkless DAT newsletter</a></li> <li>• <a href="#">St Helens DIP Info Sharing Protocol</a></li> <li>• <a href="#">North East DIP and CARATs working protocol</a></li> </ul>	To improve performance through exchange of working practices and ideas, leading to more competent and motivated staff with a greater understanding of individual roles within the end to end process.	•Police (Custody Insp) • DIP Manager • ADCs • EDSCs • Probation	• DIP SG • ADCs
1.8	Ensure all centrally issued guidance is disseminated and	Effective use of guidance: improves the ability of	• Regional	• Home

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	implemented effectively through established communication structures, updates to teams, links to websites, local/regional seminars etc. <ul style="list-style-type: none"> <li>• <a href="#">Government Office West Midlands DIR training consortia 2005-2006</a></li> </ul>	workers to engage with individuals; helps to ensure continuity of care is delivered to a consistently high standard; builds workers and managers confidence and competence	GOs <ul style="list-style-type: none"> <li>• NTA</li> <li>• DIP Manager</li> <li>• Police (Custody Inspectors)</li> </ul>	Office/NTA
1.9	CJITs and CARATs to arrange job shadowing or job swaps. <ul style="list-style-type: none"> <li>• <a href="#">Middlesbrough DAT job shadowing</a></li> <li>• <a href="#">Calderdale – Training of Magistrates</a></li> </ul>	To increase understanding of other roles and develop greater awareness of the end to end process.	<ul style="list-style-type: none"> <li>• DIP manager</li> <li>• CARAT managers</li> </ul>	<ul style="list-style-type: none"> <li>• DIP SG</li> <li>• ADCs</li> </ul>
1.10	Encourage Detention Officers and other drug testing staff to attend CJIT worker training and vice versa.	To increase the motivation and understanding of the police workforce and CJIT workers, leading to increased retention of staff and the successful delivery of DIP.	<ul style="list-style-type: none"> <li>• Police (Custody Inspectors)</li> <li>• CJIT Managers</li> </ul>	<ul style="list-style-type: none"> <li>• DIP SG</li> </ul>

## Objective 2

**Workers and managers to direct resources and efforts into appropriate client groups.**

	<b>Suggested Actions</b>	<b>Impact</b>	<b>Who ensures delivery</b>	<b>Who performance manages</b>
2.1	Use local data / anonymised case studies to feedback to workers in community and prison, and to partners such as treatment providers, police and probation, on successes (and challenges) with a wide range of DIP clients. Include successful results from the Courts following community based sentencing, how RoB has contributed etc. <ul style="list-style-type: none"> <li>• <a href="#">Calderdale Magistrate ROB case study</a></li> </ul>	Ensure that the benefits of Programme and of targeting resources effectively are shown by examples.	<ul style="list-style-type: none"> <li>• DIP managers</li> <li>• CARAT managers</li> </ul>	<ul style="list-style-type: none"> <li>• DIP SG</li> <li>• ADC</li> </ul>

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2.2	<p>Worker contracts should make priorities clear, including work with PPOs, and should include effective performance management arrangements. Priorities must reflect the Home Office statement for CJITs and DSU guidance for CARATs, and may additionally reflect employer's mission statements.</p> <ul style="list-style-type: none"> <li>• <a href="#">Brighton Oasis Project – recruitment and retention</a></li> </ul>	<p>Should ensure that resources are focused where there is likely to be the greatest need and to achieve optimum outcomes.</p>	<ul style="list-style-type: none"> <li>•DIP</li> <li>• ADC</li> <li>• CARAT providers</li> </ul>	<ul style="list-style-type: none"> <li>• DIP SG/JCG</li> <li>• DSU</li> <li>• ADC</li> </ul>
2.3	<p>Ensure all CARATs and CJIT teams are aware of, and implement, guidance on managing referrals between prison and community; including proper use of DIR, transfer of cases, CJITs role in release planning etc.</p> <ul style="list-style-type: none"> <li>• <a href="#">Middlesbrough DAT job shadowing</a></li> <li>• <a href="#">London DIP Community/Prison Minimum Standards Protocol</a></li> <li>• <a href="#">Knowsley DAT – referrals between community and prison</a></li> <li>• <a href="#">North East DIP and CARATs working protocol</a></li> </ul>	<p>To ensure continuity of care for individuals mainly between community and prison.</p>	<ul style="list-style-type: none"> <li>• DIP manager</li> <li>• CARAT manager</li> </ul>	<ul style="list-style-type: none"> <li>• Regional NTA/GO</li> <li>Prison Area drug co-ordinators</li> </ul>
2.4	<p>Identify busiest times for arrests for trigger offences and most effective times for engaging with clients based on experience and evidence (from snapshot exercises for example). Ensure CJIT worker availability in the custody suite during these periods.</p> <ul style="list-style-type: none"> <li>• <a href="#">Bournemouth DAT assertive outreach</a></li> <li>• <a href="#">South Yorkshire police preparation for Tough Choices</a></li> </ul>	<p>To allow resources to be allocated when and where they will be most effective.</p>	<ul style="list-style-type: none"> <li>• Police (Custody Insp)</li> <li>• DIP Manager</li> </ul>	<ul style="list-style-type: none"> <li>• DIP SG/JCG</li> </ul>
2.5	<p>Availability in all areas of out of hours CJIT SPOC arrangements for appointments to be made by the police and drug workers with the CJIT. These appointments may be either the Required Assessment appointments, or</p>	<p>To maximise opportunity to engage with potential clients.</p>	<ul style="list-style-type: none"> <li>• DIP Manager</li> <li>• CJIT Ops Manager</li> </ul>	<ul style="list-style-type: none"> <li>• DIP SG/JCG</li> </ul>

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	<p>voluntary entry into treatment.</p> <ul style="list-style-type: none"> <li>• <a href="#">Derby Addaction SPOC job description</a></li> <li>• <a href="#">Home Office CJIT SPOC guidance February 2007</a></li> </ul>			
2.6	<p>Workers to operate assertive outreach with those who are known to be class A drug users, including those who have had RA but refused further interventions and those in none testing or non intensive areas). Outreach to include home visits, texts, calls, letters etc as resources allow.</p> <ul style="list-style-type: none"> <li>• <a href="#">Bournemouth DAT – assertive outreach methods</a></li> <li>• <a href="#">Brighton Oasis Project – assertive outreach</a></li> </ul>	<p>To focus constant effort on those with identified need, together with continuing to advertise and offer treatment to users who have chosen not to engage so far.</p>	<ul style="list-style-type: none"> <li>• CJIT Manager</li> </ul>	<ul style="list-style-type: none"> <li>• DIP manager</li> <li>• DIP SG</li> </ul>
2.7	<p>Ensure custody sergeants and other authorising officers (both within and out of custody) are aware of, and utilise conditional cautioning in the appropriate circumstances. (This to be in line with the national role out of conditional cautioning).</p> <ul style="list-style-type: none"> <li>• <a href="#">Home Office Conditional Cautioning Guidance (final version)</a></li> </ul>	<p>To use this disposal as an early intervention and diversion from court and another entry route to DIP.</p>	<ul style="list-style-type: none"> <li>• Police custody inspector</li> </ul>	<ul style="list-style-type: none"> <li>• DIP SG/JCG</li> </ul>
2.8	<p>Carry out <b>initial assessments</b> immediately after a positive drug test in custody suites wherever possible. (An immediate initial assessment should still be offered where a) medication is declared; b) the test is disputed; or c) the sample is for quality assurance purposes. If the individual declines then the <b>initial assessment</b> should be arranged to follow the FSS analysis (HO guidance 5 <b>working</b> days).</p> <ul style="list-style-type: none"> <li>• <a href="#">Home Office Operational Guidance for Test on Arrest, Restriction on Bail and Required Assessment. (Final Version – March 2006)</a></li> </ul>	<p>Reduces the risk of the individual failing to attend the <b>initial assessment</b> and subsequent potential prosecution. (This may have a positive impact on those who see their drug use as recreational and would not voluntarily address the issue).</p>	<ul style="list-style-type: none"> <li>• CDO</li> <li>• CJIT</li> </ul>	<ul style="list-style-type: none"> <li>• DIP manager</li> <li>• Police (Custody Sergeant)</li> </ul>

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### Objective 3

**All partners and stakeholders to understand the end to end DIP process and to contribute to ensuring the most effective and appropriate pathway for each client.**

	Suggested Actions	Impact	Who ensures delivery	Who performance manages
3.1	<p>CJIT workers to engage with potential clients at earliest stage, including before or during drug test, where applicable. (A required <b>initial assessment</b> can only be carried out after a positive test).</p> <ul style="list-style-type: none"> <li><a href="#">Middlesbrough DAT – commissioning of right services</a></li> </ul>	Increased initial contact time with clients should contribute to higher levels of compliance and, where applicable, active engagement with ToA/RA.	<ul style="list-style-type: none"> <li>CJIT</li> <li>DOs</li> </ul>	<ul style="list-style-type: none"> <li>Police (Custody Insp)</li> <li>DIP SG</li> </ul>
3.2	Monitor instances where RAs have not been required by the police and ensure authorisation given by Inspector or above.	To maximise numbers of clients being offered the opportunity to engage with CJIT	<ul style="list-style-type: none"> <li>Police (Custody Insp)</li> </ul>	<ul style="list-style-type: none"> <li>DIP SG</li> </ul>
3.3	<p>Encourage pro-active approach from police custody staff in promoting DIP through joint training, improved communications, local newsletters, feedback on results, etc.</p> <ul style="list-style-type: none"> <li><a href="#">Middlesbrough DAT – commissioning of right services</a></li> <li><a href="#">Bournemouth advertising leaflets – arrest referral</a></li> <li><a href="#">Bournemouth advertising leaflets – hospital</a></li> <li><a href="#">Bournemouth advertising leaflets – outreach</a></li> <li><b><a href="#">Coventry Wanted Posters</a></b></li> </ul>	Ensures potential clients are identified and targeted, with key player in custody suite starting engagement, and confirms police role in wider process – not just testing.	<ul style="list-style-type: none"> <li>Police (Custody Insp)</li> </ul>	<ul style="list-style-type: none"> <li>DIP manager</li> </ul>
3.4	<p>Detention Officers (DOs) to communicate positively, and provide written information, about CJIT services with those undergoing drug tests, especially if worker unavailable immediately.</p> <ul style="list-style-type: none"> <li><a href="#">Middlesbrough DAT – commissioning of right services.</a></li> </ul>	Ensures that all opportunities are used to explain services to individuals. Will increase “real engagement” rather than the offender just sitting through an RA because required.	<ul style="list-style-type: none"> <li>DOs</li> </ul>	<ul style="list-style-type: none"> <li>Police (Custody Insp)</li> </ul>

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3.5	When an individual wishes to see a worker but none are available, details should be passed on with consent to CJIT by custody staff so assertive follow-up can happen.	Assertive follow-up increases chances of engagement and builds on individual's motivation	• DOs	• Police (Custody Insp)
3.6	Disseminate and use forthcoming custody sergeant/DO drug testing and DIP training pack to custody suite workers. <ul style="list-style-type: none"> <li>• <a href="#">South Yorkshire Police Detention Officers Training</a></li> </ul>	Spread good practice and learning and help develop a consistent approach.	• Police (Custody sergeant)	• Police (Custody Insp) • DIP manager
3.7	DIP service provision/interventions to be advertised in public waiting areas within police stations, custody suites, Courts and Probation officers and at prison reception etc through posters, cell stencilling, business cards, etc. <ul style="list-style-type: none"> <li>• <a href="#">Middlesbrough DAT – commissioning of right services.</a></li> <li>• <a href="#">Bournemouth advertising leaflets – arrest referral</a></li> <li>• <a href="#">Bournemouth advertising leaflets – hospital</a></li> <li>• <a href="#">Bournemouth advertising leaflets – outreach</a></li> <li>• <a href="#">Brighton and Hove DAT DIP poster</a></li> <li>• <a href="#">Hounslow DAT – The Fix magazine</a></li> <li>• <a href="#">Coventry Wanted Posters</a></li> </ul>	Should increase awareness / potential take-up of all support services available.	• Police (Custody Sergeant) • CJIT manager • Court worker	• DIP Manager
3.8	Ensure that the BCU management team appoint a Police DIP champion in each district at operational level.	Will ensure that DIP is managed tactically and sold effectively to front line operational staff. Champion should focus on not just the front end drug testing, but also on assessment and getting individuals into treatment.	• District Commanders/ ACPO	• DIP Steering Group
3.9	Pro-active efforts (eg follow up letters, telephoning, texts etc) made by police and workers to ensure individuals attend <b>Required Assessments</b> after positive drugs test, if not possible to carry out the <b>initial assessment</b> immediately. <b>All intensive areas should attempt to stage the initial assessment while the individual is retained within custody wherever possible.</b>	Increase numbers being assessed and directed into treatment. At the very least it introduces drug misusing offenders to the services offered by DIP.	• Police (Custody Sergeant) • CDO/ CJIT workers	• Police (Custody Inspector) • DIP manager

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3.10	Make appropriate links and information sharing arrangements with probation so that, with consent, workers can contribute to PSRs and work with appropriate clients before DRRs given.	The individual receives the most appropriate sentence depending on their level of need and personal circumstance.	<ul style="list-style-type: none"> <li>• CJIT worker</li> <li>• Probation</li> <li>• DRR SPO</li> </ul>	<ul style="list-style-type: none"> <li>• DIP Manager</li> </ul>
3.11	Ensure that care plans are in line with models of care/ Substance Misuse Treatment Frameworks (Wales), agreed with client, include referrals to all appropriate treatment providers / aftercare services / support interventions and are regularly reviewed and updated. <ul style="list-style-type: none"> <li>• <a href="#">Barking and Dagenham terms of reference for DIP liaison meetings</a></li> <li>• <a href="#">Calderdale Substance Misuse Assessment Pack</a></li> <li>• <a href="#">National Treatment Agency Models of Care Guidance August 2006</a></li> </ul>	The individual receives the most appropriate treatment and support depending on level of need, personal circumstances and progress.	<ul style="list-style-type: none"> <li>• CJIT worker</li> </ul>	<ul style="list-style-type: none"> <li>• CJIT/DIP manager</li> </ul>
3.12	Ensure that defence solicitors are aware of DIP by, for example: using publicity package for lawyers; engaging with local professional groups; sending letters to solicitors whose clients have tested positive; holding training sessions in court lunch hours which will be accredited within solicitors' training contracts etc. <ul style="list-style-type: none"> <li>• <a href="#">Newcastle DAT defence solicitor DIP presentation</a></li> <li>• <a href="#">Calderdale Training of Partners</a></li> </ul>	Solicitors more likely to counsel clients to engage with DIP if benefits are clearly understood.	<ul style="list-style-type: none"> <li>• DIP manager</li> </ul>	<ul style="list-style-type: none"> <li>• Regional GO</li> <li>• NTA</li> </ul>
3.13	Build up the role of the court-based workers or court liaison to improve communications at court by, for example: engaging with the escort service provider and court ushers; holding briefing sessions with clerks, magistrates, local Magistrates Association etc– when a client is transferring from prison to community or community to prison direct from court.	To allow CJITs to know when client /potential client in court, when client sent to custody, to allow CARATs to know when client released from court so CJIT can pick up the case; to spread awareness of DIP so clients receive most appropriate bail and sentencing decisions.	<ul style="list-style-type: none"> <li>• DIP manager</li> <li>• CARAT Manager</li> <li>• Court-workers</li> </ul>	<ul style="list-style-type: none"> <li>• Regional GO</li> <li>• DIP SG</li> <li>• ADC</li> <li>• NTA</li> </ul>

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	<ul style="list-style-type: none"> <li>• <a href="#">Calderdale working with Court based Partners</a></li> <li>• <a href="#">Calderdale Magistrate training</a></li> <li>• <a href="#">Lambeth TRUST</a></li> </ul>			
3.14	<p>Ensure suitable premises are available for workers to engage effectively with clients, including improvements within custody suites and court buildings where possible.</p> <ul style="list-style-type: none"> <li>• <a href="#">Middlesbrough DAT – partnership working with the Fulcrum.</a></li> </ul>	Allows workers to communicate services to clients at initial contact stage more effectively and where appropriate carry out RA as soon after the positive test as possible.	• DIP Manager	• DIP SG • Police (Custody Inspector)
3.15	<p>Ensure DIP/Drug Testing training is specifically included within “in house” police force training programmes for both Custody Sergeants and Detention Officers.</p> <ul style="list-style-type: none"> <li>• <a href="#">South Yorkshire Police presentation on the implementation of Drug Testing</a></li> <li>• <a href="#">South Yorkshire Police presentation on DIP awareness for Detention Officers</a></li> </ul>	Will ensure all custody staff understand both drug testing and DIP processes.	• District commander / ACPO	• DIP SG

#### Objective 4

**To ensure accessible and appropriate services available for all, delivered by a competent workforce with best use made of community engagement.**

	<b>Suggested Actions</b>	<b>Impact</b>	<b>Who ensures delivery</b>	<b>Who performance manages</b>
4.1	<p>DATs to ensure treatment plans are appropriate to the needs of the local community and that they commission and deliver the right services.</p> <ul style="list-style-type: none"> <li>• <a href="#">Knowsley DAT – working with partners</a></li> <li>• <a href="#">Middlesbrough DAT – partnership working with the</a></li> </ul>	To obtain maximum levels of engagement within community by meeting needs.	• DAAT Partnership	• Regional NTA

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	<p><a href="#">Fulcrum.</a></p> <ul style="list-style-type: none"> <li>• <a href="#">Bournemouth DAT – commissioning of right services</a></li> <li>• <a href="#">Government Office North East football tournament plan</a></li> <li>• <a href="#">Government Office North East football toolkit</a></li> <li>• <a href="#">Hartlepool DAT art initiative</a></li> <li>• <a href="#">Stockton DAT Style Yourself Project</a></li> </ul>			
4.2	<p>Ensure implementation of DSD diversity guidance by all, especially in relation to commissioning.</p> <ul style="list-style-type: none"> <li>• <a href="#">Brighton Oasis Project – race and diversity</a></li> </ul>	Increases DAT and partners' awareness and implementation of good practice and statutory responsibilities.	• DAAT Partnership	• Regional NTA/GO
4.3	<p>Review recruitment processes to ensure inclusivity and cultural competence, as part of the DSD/NTA joint workforce strategy.</p> <ul style="list-style-type: none"> <li>• <a href="#">Government Office East Midlands Performance Checklist</a></li> </ul>	Should ensure that the workforce can respond to the needs of the local population.	• DAAT Partnership	• Regional NTA/GO
4.4	<p>Local monitoring of activity/ performance in relation to diverse groups through national, local and regional performance management tools, including analysis of varying rates of client engagement, by race, gender and age.</p>	Monitoring allows for good practice to be shared. Groups whose needs are not being met or are not engaging/being retained to be identified and local action to be taken to address this. It also enables those areas needing most support to be easily identified.	• DAAT Partnership	• Regional NTA/GO
4.5	<p>Active participation in the DIP (UCLan) Community Engagement projects where applicable.</p>	This should ensure that local issues are fully addressed by this project.	• DAAT Partnership	• Regional NTA/GO
4.6	<p>Promote positive engagement with local community groups and other representative bodies.</p> <ul style="list-style-type: none"> <li>• <a href="#">Brighton Oasis Project – race and diversity</a></li> <li>• <a href="#">Harrow Black Minority Ethnic Steering Group terms of reference</a></li> </ul>	Local programmes can be tailored to meet local community requirements.	• DAAT Partnership	• Regional NTA/GO

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4.7	Training for all DIP (community and custody) workers to include diversity issues.	Workers will be more competent to engage with all individuals.	• DIP Manager	• DIP SG
4.8	Disseminate learning from interim UCLan reports (quarterly) and from final report in June 06.	Will help inform local initiatives to engage with communities and ultimately develop a model for community engagement.	• DAAT Partnership	• Regional NTA/GO

### Objective 5

**To ensure that all DIP services and treatment, including aims and outcomes are communicated effectively to all stake-holders.**

	Suggested Actions	Impact	Who ensures delivery	Who performance manages
5.1	<p>Improve dissemination of “good news” about treatment regionally and locally and also in prison eg leaflets, posters, use of local media, prison magazines and posters in prison. Utilise network of police “in house” newspaper to reach custody and operational staff.</p> <ul style="list-style-type: none"> <li>• <a href="#">Home Office Key Messages (most recent)</a></li> <li>• <a href="#">Hounslow DAT – Fix Magazine</a></li> <li>• <a href="#">Kirkless DAT Newsletter</a></li> <li>• <a href="#">Government Office North East Evening Chronicle Article 24 May 2006</a></li> <li>• <a href="#">Calderdale DIP – RoB Magistrates case study</a></li> </ul>	Ensures that potential clients and partners / stake-holders are aware of range of services options available and benefits of engagement.	• Regional NTA/ DIP Manager	<ul style="list-style-type: none"> <li>• DIP SG</li> <li>• ADC</li> <li>• GO/NTA</li> </ul>
5.2	<p>Clear local messages given, such as assurance to potential clients of access to rapid prescribing services.</p> <ul style="list-style-type: none"> <li>• <a href="#">Middlesbrough DAT – partnership working with the Fulcrum</a></li> </ul>	Increased incentive for individual to engage.	• NTA/ DIP Manager	• DIP SG

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5.3	<p>Ensure local services available through DIP are properly advertised and communicated to all stakeholders, including self help support and parent groups.</p> <ul style="list-style-type: none"> <li>• <a href="#">Nottingham DIP Service User Guide – Introduction letter - Page 1 - Page 2 – Page 3</a></li> </ul>	To promote positive messages about what is available and persuade clients and carers that appropriate treatment is available.	• DIP Manager	• DIP SG
5.4	<p>Training/awareness raising sessions for partners eg magistrates, solicitors, court staff about DIP, both generally and on specific issues such as Restriction on Bail for example.</p> <ul style="list-style-type: none"> <li>• <a href="#">South Yorkshire Police DIP awareness presentation</a></li> <li>• <a href="#">Middlesbrough DAT Army DIP awareness presentation</a></li> <li>• <a href="#">Newcastle DAT defence solicitor presentation</a></li> <li>• <a href="#">Bournemouth DAT training and working with partners</a></li> <li>• <a href="#">Oxfordshire User Team service summary (updated version)</a></li> <li>• <a href="#">Calderdale ROB Magistrates case study</a></li> <li>• <a href="#">Calderdale Magistrate Training</a></li> <li>• <a href="#">Link to Restriction on Bail guidance</a></li> </ul>	Ensure all groups are aware of the DIP policies to allow the courts to make decisions which are in the interests of the individual.	• DIP Manager	• DIP SG
5.5	<p>Use local media to broadcast positive messages to the public.</p> <ul style="list-style-type: none"> <li>• <a href="#">Newcastle Evening Chronicle Football Article</a></li> </ul>	Build public support together with encouraging individuals who need help to enter into treatment.	• DIP Manager	• DIP SG
5.6	Use community and prison facilities for clinics/open days to promote learning and practice	Increase understanding of how the programme works closely between custody and community and practical solutions which helps tackle problems effectively.	• DIP manager • ADCs	• DIP • Prison Clinics
5.7	Ensure Regional and Local Criminal Justice Boards understand how DIP is developed in community and custody.	Increases understanding of how the programme works, help identify levers in custody and community where needed to resolve problems, help disseminate information / guidance, help drive new work such as Conditional Cautioning.	• DIP Manager	• DIP SG

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## Objective 6

**Ensure that data collection and management processes are clear, appropriate and communicated to all parties.**

	<b>Suggested Actions</b>	<b>Impact</b>	<b>Who ensures delivery</b>	<b>Who performance manages</b>
6.1	<p>Ensure that all staff are kept informed of any changes to DIR processes and guidance Induction and ongoing training should be provided covering completion, use and the purpose of the DIR.</p> <ul style="list-style-type: none"> <li>• <a href="#">Link to DIR review</a></li> <li>• <a href="#">Government Office West Midlands DIR training consortia 2005-06</a></li> <li>• <a href="#">Dudley Drugs Project CJIT DIR &amp; Activity Form training sessions</a></li> <li>• <a href="#">Operational Guidance for Test on Arrest, Required Assessment and Restriction on Bail.</a></li> </ul>	Ensures that DIR is used effectively in order to achieve the best possible results for continuity of care.	<ul style="list-style-type: none"> <li>• DIP manager</li> <li>• CARAT Manager</li> </ul>	<ul style="list-style-type: none"> <li>• DIP SG</li> <li>• ADC</li> </ul>
6.2	Ensure that the DIR is filled out correctly and sent to treatment providers as soon as possible.	Allowing the DIR to become a continuity of care tool as well as a robust recording and monitoring form.	<ul style="list-style-type: none"> <li>• DIP manager</li> <li>• CARAT Manager</li> </ul>	<ul style="list-style-type: none"> <li>• DIP SG</li> <li>• ADC</li> </ul>
6.3	<p>Ensure that all DIR guidance centrally issued, has been distributed to the relevant parties and understood.</p> <ul style="list-style-type: none"> <li>• <a href="#">Link to DIR guidance</a></li> </ul>	Maximise the knowledge of all stakeholders involved with DIR in order to maximise impact.	<ul style="list-style-type: none"> <li>• Regional NTA/GO</li> <li>• ADCs</li> </ul>	<ul style="list-style-type: none"> <li>• DIP SG</li> <li>• NTA</li> </ul>
6.4	<p>Local and Regional data managers to give speedy and constructive feed back to local/regional teams on any data problems.</p> <ul style="list-style-type: none"> <li>• <a href="#">Government Office West Midlands – identification of</a></li> </ul>	To ensure that all data submitted is as accurate as possible and can therefore build in to accurate reports at the centre	<ul style="list-style-type: none"> <li>• DIP data manager</li> </ul>	<ul style="list-style-type: none"> <li>• DIP manager</li> <li>• Home Office (for Regional DMs)</li> </ul>

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	<p><a href="#">problems using data</a></p> <ul style="list-style-type: none"> <li>• <a href="#">Government Office North West client tracking flowchart</a></li> </ul>			
6.5	Teams to respond positively to data issues as identified, including any necessary changes to procedures and reviewing local training material.	Allows problems which have been identified through the data to be resolved and improves quality of future data.	• DIP data manager	• DIP manager
6.6	Teams to use local data from DMIS / DIRWeb regularly, to assess and review practice and inform developments. <ul style="list-style-type: none"> <li>• <a href="#">Government Office West Midlands – identification of problems using data</a></li> </ul>	Data becomes relevant to day to day work and helps staff identify problems and where to target resources.	• CJIT manager	• DIP SG
6.7	Ensure police staff are trained to complete the DTR correctly and they fully understand the requirements of the system.	To ensure that all records kept are accurate and contribute appropriately to reports.	• Police (Custody Insp)	• DIP SG

**Increasing Client Engagement Working Group  
Drug Interventions Programme – Home Office **May 07****

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