

Service Plan 2025-26

Directorate	Communities	Name of Corporate Director Simon Baxter
Division	Community Safety	Name of Director Dal babu
Service	Criminal Justice Substance Misuse Service (CJSM)	Name of Head of Service Keith Daley
No. Employees	Enter no. employees in your service	30
Last updated:		26.03.2025

Instructions:

1. This document is authored and maintained by the Head of Service.
2. Complete sections:
 - A – About the service
 - B – Strategic plan alignment
 - C – Service objectives
3. Do not add details of any confidential information, priorities and objectives.
4. Save this file (document) in your shared drive.
5. Do not edit this template. A copy version can be produced to add milestones, KPIs and other relevant information for local plan management.
6. Submit the document link with 'view only' permission. Once published online, this plan will be visible to employees in your service to inform team and individual work plans. Anyone in the organisation can also view this plan to support joint working opportunities.
7. Visit [TH Plans guidance](#) including instructions on how to [submit this plan online](#).

Section A: About the Service

In brief, outline the services managed and what the service is responsible for.

The Criminal Justice Substance Misuse Service (CJSM) delivers engagement, referral and treatment for those in the criminal justice system with problematic drug and/or alcohol use. There are a number of teams:

- The Custody Assessment Team
- The Prison Exit Team
- The Through Care Team
- The Specialist Substance Misuse Investigation Team

The service is also responsible for the commissioned Prostitute Support Programme and the Women's Diversion Service.

Section B: Strategic Plan Alignment

Which of the Strategic Plan priorities is supported by your service? Tick those that apply.

1.	Tackling the cost-of-living crisis with measures including freezing council tax for four years, and additional financial support for residents.	<input type="checkbox"/>
2.	Providing homes for the future by working with developers and housing associations to deliver a minimum of 1000 social homes for rent each year.	<input type="checkbox"/>
3.	Accelerating education through a series of learning interventions and financial support, investing in youth services, and increasing opportunities for younger people to go into further education.	<input type="checkbox"/>
4.	Boosting culture, business, jobs, and leisure with measures including supporting small businesses, start-ups, and markets; creating jobs and training opportunities; and one-hour free parking at our markets.	<input type="checkbox"/>
5.	Investing in public services for example by bringing outsourced services back into public hands.	<input type="checkbox"/>
6.	Empowering communities and fighting crime for example by working with the police to have more uniformed officers on the streets.	<input checked="" type="checkbox"/>
7.	Working towards a clean and green future by establishing a Mayor's advisory board to guide our response to climate change and a host of green measures including green heating systems on housing estates and electric vehicle charging.	<input type="checkbox"/>
8.	A council that listens and works for everyone	<input type="checkbox"/>
n/a	Other service delivery non-strategic priorities	<input type="checkbox"/>

Section C: Service Objectives

List all key service objectives for 2025-26. Include timelines, expected outcomes and notes to provide any comments. Use the following options for **Status*** (Not started, In progress, Complete, Overdue, No longer required, Business as usual). Remember to update this table as and when required.

No.	Service Objective	Strategic Priority (1-8 or n/a)	Expected Outcome for Service Users	Start Date	Due Date	*Status	Lead	Notes
1.	<p>Getting the basics right: to develop well-run, efficient and accountable services by introducing effective governance and reporting of performance and delivery.</p> <p>Activity Be accountable to and support the delivery of the Breaking Drug Supply Chains Subgroup Action Plan</p> <ul style="list-style-type: none"> Milestone: Re-procure prostitution support programme. Milestone: Go live of dedicated drugs Squad to respond to hotspots identified by the community. Milestone: Develop reciprocal arrangements with Neighbouring boroughs for CJSM service users. 	6.Empowering communities and fighting crime	<p>Residents and service users will benefit from continued access to services.</p> <p>Residents will benefit from a timely response to their concerns relating to Drug and Alcohol related ASB and Crime.</p>	<p>01/05/25</p> <p>01/01/25</p> <p>01/05/25</p>	<p>01/09/25</p> <p>01/05/25</p> <p>01/10/25</p>	<p>Not Started</p> <p>In progress</p> <p>Not started</p>	<p>Abdul Azad</p> <p>Keith Daley</p> <p>Asik Miah/Abdul Azad/ Keith Daley</p>	
2.	<p>Resident & customer led: to improve resident satisfaction and engagement and deliver exemplary customer experience by redesigning services to be high-performing and resident focussed and developing clear service standards.</p> <p>Activity. Produce a 'case Management' model for Criminal Justice Substance Misuse in line with the borough</p>	6.Empowering communities and fighting crime	Residents accessing services will receive a consistent, uninterrupted treatment journey that will deliver improved substance misuse recovery outcomes.					

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	<p>wide redesigned model for Substance Misuse Service delivery.</p> <ul style="list-style-type: none"> Milestone: Design a case management model within the current CJSM resource. Milestone: Implement a restructure within CJSM to respond to the case management model. Milestone: Implement the CJSM case management model 			01/03/25	30/04/25	In Progress	Asik Miah/Abdul Azad/ Keith Daley	
				01/05/25	01/07/25	Not started	Asik Miah/Abdul Azad/ Keith Daley	
				01/09/25	01/10/25	Not started	Asik Miah/Abdul Azad/ Keith Daley	
3.	<p>Digital / Innovation: to explore and innovate, in particular digital innovation opportunities to improve services, efficiency and to customer and resident experience.</p> <p>Activity: Improve pathways for Women by implementing the London Blueprint for Women in the Criminal Justice System recommendations.</p> <ul style="list-style-type: none"> Milestone Refresh the Women's Criminal Justice pathway action plan. Milestone: Review the Women's Diversion 	6.Empowering communities and fighting crime	Women will have improved access to gender specific treatment and recovery options.	01/05/25	01/06/25	Not Started	Lidia Blachowicz/ Abdul Azad	
				01/09/25	01/12/25	Not Started	Lidia Blachowicz/ Abdul Azad	

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	Pathway and Identify funding for 2026/27 <ul style="list-style-type: none"> Milestone: Women's centre - work with them to arrange spaces for women's VAWG services (BTS and Advance) to have access to the centre and offer drop-in services. 			01/04/25	01/08/25	In progress	Lidia Blachowicz/ Abdul Azad	
4.	Safer: to create a safer borough by working in partnership to fight crime and ASB and protect residents. Activity: Support the delivery of the Drug and Alcohol Treatment and Recovery Improvement Grant (DATRIG) plan. To improve Continuity of care, increased treatment and recovery provision and harm reduction. <ul style="list-style-type: none"> Milestone: Carry out Continuity of Care Self-Assessment and develop Action Plan based on outcome. Milestone: Work with LB Hackney to develop reciprocal arrangements for custody suites and courts. 	6. Empowering communities and fighting crime	Residents with drug and/or Alcohol misuse issues will have improved recovery outcomes.	01/05/25 01/05/25	01/06/25 01/08/25	Not Started Not Started	Asik Miah Asik Miah/Keith Daley	

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	<ul style="list-style-type: none"> Milestone: Implement direct access prescribing for Criminal Justice/ASB service users. 			01/04/25	01/10/25	Not Started	Keith Daley/Abdul Azad	
5.	<p>Empowering colleagues: to develop an inclusive, high-performing and resident focused directorate where all employees feel empowered valued, engaged and have the skills and behaviours to drive continuous improvement</p> <p>Activity: Upskill staff to be able to offer a consistent level of 'evidence based' psychosocial Interventions as part of the new case management model.</p> <ul style="list-style-type: none"> Milestone: Carry out Training Needs Assessment of all staff. Milestone: Staff to access necessary training. 	6.Empowering communities and fighting crime	Residents with drug and/or Alcohol misuse issues will receive a consistent level of evidenced based Psychosocial Interventions resulting in improve recovery outcomes for those on a criminal justice pathway.	01/03/25 01/05/25	30/04/25 01/08/25	In Progress Not Started	Keith Daley Keith Daley/ Asik Miah/ Abdul Azad	

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	<ul style="list-style-type: none">Milestone Implement the case management model (one to one case work delivery)			01/07/25	01/09/25	01/09/25	Keith Daley/ Asik Miah/ Abdul Azad	
6.	<p>Value for money: to deliver efficient and value for money services by identifying opportunities to reduce cost, maximising income and exploiting commercial [and digital] opportunities.</p> <p>Activity: Explore opportunities for grant funding and apply for relevant grants to support service delivery.</p> <ul style="list-style-type: none">Milestone: Monthly review of Government Website	6.Empowering communities and fighting crime	Improved Substance Misuse outcomes	01/04/25	31/03/26	In progress	Keith Daley	