



Courts Sub (Policy and Resources) Committee

Date: MONDAY, 12 JUNE 2017

Time: 10.30 am

Venue: COMMITTEE ROOM - 2ND FLOOR WEST WING, GUILDHALL

Members: Deputy Catherine McGuinness (Chairman)
Alderman Sir David Wootton (Deputy Chairman)
Alderman Sir Michael Bear
Nicholas Bensted-Smith
Mark Boleat
Sheriff & Alderman Peter Estlin
Alderman Alison Gowman
Nicholas Hilliard
Michael Hudson
Deputy Edward Lord
Sheriff & Alderman William Russell
James de Sausmarez
John Scott

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Lunch will be served in the Guildhall Club at 1pm
NB: Part of this meeting could be the subject of audio or video recording

John Barradell
Town Clerk and Chief Executive

AGENDA

1. **APOLOGIES**

2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**

3. **PUBLIC MINUTES**

To agree the public minutes and summary of the meeting held on 9 February 2017.

For Decision
(Pages 1 - 6)

4. **DEPARTMENTAL BUSINESS PLAN: CENTRAL CRIMINAL COURT**

Report of the Secondary of London.

For Decision
(Pages 7 - 32)

5. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**

6. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

7. **EXCLUSION OF THE PUBLIC**

MOTION - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision

8. **NON PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 9 February 2017.

For Decision
(Pages 33 - 38)

9. **DECISIONS TAKEN UNDER DELEGATED AUTHORITY OR URGENCY POWERS**

Report of the Town Clerk.

For Information
(Pages 39 - 40)

10. **FUTURE OF THE CITY'S MAGISTRATES COURT, 1 QUEEN VICTORIA STREET - GATEWAY 1&2 PROJECT PROPOSAL UPDATE**

Report of the City Surveyor.

For Information
(Pages 41 - 44)

11. **FACILITIES MANAGEMENT PROGRESS UPDATE**
Joint report of the Secondary of London and the City Surveyor.

For Information
(Pages 45 - 48)

12. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**
13. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SIB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

Part 3 - Confidential Agenda

14. **CONFIDENTIAL MINUTES**
To agree the confidential minutes of the meeting held on 9 February 2017.

For Decision

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COURTS SUB (POLICY AND RESOURCES) COMMITTEE

Thursday, 9 February 2017

Minutes of the meeting of the Courts Sub (Policy and Resources) Committee held at the Guildhall EC2 at 10.30 am

Present

Members:

Deputy Catherine McGuinness (Chairman)	Michael Hudson
Alderman Sir David Wootton (Deputy Chairman)	Sheriff & Alderman William Russell
Nicholas Bensted-Smith	James de Sausmarez
Nicholas Hilliard	John Scott

Officers:

John Barradell	-	Town Clerk and Chief Executive
Peter Lisley	-	Assistant Town Clerk
Richard Horner	-	Town Clerk's Department
Simon Latham	-	Town Clerk's Department
Gemma Stokley	-	Town Clerk's Department
Caroline Reeve	-	Corporate HR
Michael Cogher	-	Comptroller and City Solicitor
Paul Double	-	City Remembrancer
Nigel Lefton	-	Remembrancer's Department
Peter Young	-	City Surveyor's Department
Nia Morgan	-	City Surveyor's Department
Charles Henty	-	Secondary and Under Sheriff of London and High Bailiff of Southwark

1. APOLOGIES

Apologies for absence were received from Sheriff & Alderman Peter Estlin, Adam Richardson and Alderman Alison Gowman (observer).

2. MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA

John Scott declared a non-pecuniary interest stating that he currently served as a JP in the City's Courts.

3. PUBLIC MINUTES

The public minutes of the meeting held on 2 December 2016 were considered and approved as a correct record.

MATTERS ARISING

Terms of Reference and Frequency of Meetings (page 2) – The Town Clerk reported that the Sub Committee's amended terms of reference had been submitted to the Policy and Resources Committee and that these were approved at their January 2017 meeting.

4. **EXTERNAL REPAIR WORKS AT MAGISTRATES COURT - GATEWAY 1&2 PROJECT PROPOSAL**

The Sub Committee considered a report of the City Surveyor regarding a Gateway 1&2 Project Proposal for External Repair Works at the City Magistrates Court.

The City Surveyor reported that the project proposal encompassed a number of building, repairs and maintenance works identified as being required for completion in 2018/19 at the City Magistrates Court in order to keep the premises functioning as is.

The City Surveyor went on to report that the external works required on the City Magistrates Court had previously been postponed to await the completion of the nearby Bloomberg development. However, it was now proposed that these works be brought forward, something which the Projects Sub Committee had agreed to at their meeting last month.

The Chairman highlighted that there would be further discussion around a wider strategy for the future of the City Magistrates Court in the non-public session of the meeting. However, the proposed building, repairs and maintenance work detailed within the report would be required regardless of any future decision.

The City Surveyor reported that the only possible area of the works that could be aborted was the roof replacement as, if the building were to be sold at any point in the future, the purchaser may want/need to construct additional floors.

In response to a question, the City Surveyor reported that current works around Bank would be taken into account in the phasing of any future works to be carried out on the City Magistrates Court once the full scope and costs of the works required was known.

RESOLVED – That, the Sub-Committee agree with the recommendation that the Project proceed to the next Gateway on the Regular route.

5. **MOBILE PHONE POLICY UPDATE**

The Sub Committee considered a joint report of the Secondary of London and the Comptroller and City Solicitor providing Members with further clarification as to the risk of permitting mobile phones and other smart technology into the public galleries at the Central Criminal Court.

The Secondary stated that this report further highlighted the risks of permitting mobile phones or other smart technology into the public galleries at the Central Criminal Court. These included not only huge reputational risks but also the risk of contempt of court proceedings.

The Committee were informed that an added difficulty was that the public viewing galleries at the Central Criminal Court were raised and situated off-centre meaning they were not in direct view of the well of the Court or Court staff.

The Comptroller and City Solicitor reported that the recommendation that the current policy in this area should be maintained was in line with the rules followed by HMCTS. He added that the policy would apply to mobile phones as well as other forms of smart technology and recordable devices.

The Recorder reported that he had had the opportunity to feed in to this report at various stages and felt that it was correct for this Sub-Committee to now take a final view on this.

The Secondary reminded Members that the original policy paper had been put to the Sub Committee for consideration in October 2016 and so it was therefore proposed that this be reviewed further in October 2017 and, thereafter, on an annual basis.

RESOLVED – That, the current position of retaining the prohibition of mobile phones and other recordable devices in the public galleries remains until reviewed in October 2017.

6. FACILITIES MANAGEMENT REVIEW UPDATE

The Sub Committee received a joint report of the Secondary of London and the Town Clerk updating Members on departmental progress in relation to the Corporation's Strategic Asset Management – Facilities Management (FM) Review Project.

The Secondary reminded the Sub Committee that the Central Criminal Court had been the first department selected to undertake an FM Review. He went on to state that, as a result of the review, it was not recommended that security at the site be contracted out at present.

With regard to the site's boiler maintenance staff, the Secondary reported that the quote received from Interserve had raised some concerns around cost. The Assistant Town Clerk reported that he had discussed the issue with the Secondary and was of the view that this needed to be speedily resolved. Members were informed that one of the current maintenance staff was set to retire this Summer and that, if the service needed to be kept in-house, recruitment to this position would need to be commenced as soon as possible. He stated that a further report would be submitted to the Sub Committee on this matter or would be dealt with under Urgency procedures if necessary.

In-house cleaning services had also formed part of the review and Members were informed that the FM Review Team were now some outstanding issues, particularly around the non-core cleaning activities currently undertaken by the cleaning team, and how these might be accurately costed.

In response to questions, the Secondary confirmed that all contractors on site at the Central Criminal Court all underwent police checks as a minimum.

In response to questions regarding the request made to HMCTS to agree to the security staff uplift recommended by the 2016 Police Review of the CCC's security services and their lack of response to date, the Secondary confirmed

that he was due to meet with HMCTS representatives on this shortly. Members were firmly of the view that the City Corporation should make no commitment to solely fund this should a decision from HMCTS not be forthcoming.

The Chairman confirmed that all staff at the CCC (both City Corporation and those employed by contractors) were paid the London Living Wage as a minimum.

RESOLVED – That, Members note the report.

7. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE

Sub Committee Visit

The Town Clerk confirmed that the Sub Committee's visit to the City Magistrates Court would take place on Thursday, 2 March and that a detailed itinerary would be supplied to members once this had been agreed with the Court.

The Town Clerk went on to confirm that further visits to the other City Courts would be arranged later this year, after the March election period.

8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There were no additional, urgent items of business for consideration.

9. EXCLUSION OF THE PUBLIC

RESOLVED - That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

Item No(s).	Paragraph No(s).
10	3 & 7
11	7
14	1

10. NON PUBLIC MINUTES

The non-public minutes of the meeting held on 2 December 2016 were considered and approved as a correct record.

11. SECURITY UPDATE - CENTRAL CRIMINAL COURT

The Sub Committee received a report of the Secondary of London updating Members on progress in increasing security measures in the Central Criminal Court (CCC) in both physical and staffing elements.

12. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB COMMITTEE AND WHICH THE SUB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

A Member questioned if the Sub-Committee could also be briefed on the utilisation and works requirements at the Mayor's and City of London Court.

13. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE SIB COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There were no additional, urgent items of business for consideration in the non-public session.

14. STAFFING UPDATE

The Sub-Committee considered and approved a report of the Town Clerk & Chief Executive setting out proposals for the reorganisation of Mansion House and the management of the Central Criminal Court.

The meeting closed at 11.30 am

Chairman

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Committee(s):	Date(s):
Courts Sub Committee	12 Jun 2017
Subject: Departmental Business Plan: Central Criminal Court	Public
Report of: Secondary of London	For Decision

Summary

This report presents, for approval, the business plans for 2017/18 for the Central Criminal Court for the year 2017/18.

1. The department's primary aim is to provide the Courts for sitting as proscribed by the Courts Act 1971 and during the past year has provided this service with no loss of court sitting days.
2. The profile of cases has increased to predominantly Class 1 trials and this profile is set to continue, combined with a higher occupation of courts and increased sitting times although progression of the major works plan will take 2 Courts out of commission on a rolling programme for 2 years from May 2017.
3. The department has been the first department to be reviewed as part of the Corporation of London's major Facilities Management review. Following a series of sectional reviews, it has been decided that the security service should remain in house. The maintenance and boiler sections are in the process of being moved into a temporary arrangement with the City Surveyor's Department and the Cleaning section review has been postponed until the overarching inter-departmental review with Mansion House has been completed. It is expected this review will be completed in the Autumn.
4. The Major Works Programme continues with the main new boiler room now completed and 6 new gas boilers operational. Work is now complete on replacing 4 lifts. Phase 2 commenced in January 2017 and will see a replacement of a further 3 lifts and 2 courts being refurbished whilst the heating and ventilation systems feeding those courts are switched over to the new system. Courts 2 and 18 will be refurbished next, with the main work commencing in June for 16 weeks for each court and associated rooms. Communication continues to work well and there has been minimal noise intrusion and no impact on events or court sitting times.
5. The department has continued to expand its wider educational and outreach roles with some 284 visits or events having taken place in the past year. There has been a significant increase in daytime visits from schools, universities and judicial-related initiatives with a particular

emphasis on diversity and inclusion.

6. The Sheriffs have also expanded the target audience for lunches and an increased number of “themed” lunches have taken place specifically focusing on certain target audiences, promoting the rule and significance of law in successful commerce and to promote the close relationship with the Judiciary and the Corporation of London’s responsibility for the Central Criminal Court.

Recommendation(s)

Members are asked to:

- Approve the high-level and detailed departmental business plans for the Central Criminal Court.

Main Report

Background

1. A new framework for corporate and business planning is currently being developed led by the City Corporation’s Head of Corporate Strategy and Performance. The aim is for all the work carried out by or supported by the City Corporation to contribute to one overarching goal. This will be achieved by:
 - Identifying the overarching goal and the specific outcomes that support it in the refreshed corporate plan;
 - Ensuring that all work carried out by departments, including projects and development plans, contributes to delivery of the outcomes in the refreshed Corporate plan, and is included in their business plans;
 - Enhancing the “golden thread”, such that everything we do and develop is captured within appropriate departmental business plans, team plans, and individual work plans;
 - Developing a culture of continuous improvement, challenging ourselves about the economy, efficiency and effectiveness of what we do and the value we add
2. As this new approach involves parallel changes to a number of high-level processes, it will take 2-3 years to be fully implemented, so how plans are presented to Members is likely to develop during this time.

Departmental business Plans

3. Revised departmental business planning documentation is being introduced in response to Member requests for consistency of presentation across the organisation, and a desire to see a succinct statement of key ambitions and objectives for every department. For this year, we have introduced new

standardised high-level summary departmental plans. These will also allow corporate committees and Sub Committees to see what is being proposed and delivered across the organisation as a whole.

4. Prior to the March Common Council elections, where meeting dates permitted, departments presented draft high-level departmental plans for discussion with their Service Committees. Following feedback from Members and Chief Officers, the standard template for and content of these high-level plans has been finalised. As well as key information on ambitions, budget and planned outcomes, the template requires departments to include information on their plans for cross-departmental and departmental projects, development of the department's capabilities and a horizon-scan of future opportunities and challenges.
5. This report presents at Appendix 1 the high-level plan for the Central Criminal Court
6. The high-level plan is supported by a more detailed plan for 2017/18, in the format used in previous years (Appendix 2). This provides more information on the items highlighted in the high-level plan. During 2017/18, development work will take place on the format of the detailed business plans, with a view to a standard format being introduced for 2018/19 onwards, which will align more closely with the high-level plans.
7. Further work will also take place on monitoring and reporting against the agreed outcomes at both corporate and departmental levels. This responds to Members' demands for more focussed and meaningful performance measures which demonstrate impact on outcomes rather than just outputs and activity. Ways in which reporting can become streamlined will also be considered.

Central Criminal Court

8. The plan is a continuance and development of previous business plans taking into account evolving changes to the governance and accounting responsibilities at the Central Criminal Court. This plan will be subject to change following the completion of the restructuring exercise being carried out involving the Central Criminal Court and Mansion House.

Corporate Plan 2018-23

9. In parallel with the development of the high-level departmental plans, work has continued on developing a refreshed Corporate Plan for 2018-23. This will include a mission statement which is specific and relevant to the City Corporation and ambitious long-term outcomes against which we can measure our performance.
10. During May and June, a draft of the Corporate Plan is being presented to all Service Committees and Boards of Governors for initial feedback, with a further chance to comment in the autumn, when formal consultation will also take place with staff, partners and other stakeholders.

11. Officers are aiming to seek full Member of the Corporate Plan 2018-23 from the Court of Common Council prior to publication before the start of the 2018/19 financial year. Once the refreshed Corporate Plan has been approved, there will be closer alignment between the Corporate Plan and departmental business plans; for example departmental plans will explicitly refer to the relevant outcomes from the Corporate Plan,

Conclusion

12. This report presents the business plan for the Central Criminal Court for approval.

Appendices

For Approval:

- Appendix 1 - High level departmental plan – Central Criminal Court
- Appendix 2 - Detailed Business Plan – Central Criminal Court

Charles Henty

Secondary of London and Under Sheriff

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We will provide a world class Crown Court

Our ambitions are:

- To provide premises that are safe, well maintained and able to respond to the current and future needs of our customers in the 21st C
- To further develop our reputation for excellence in customer services
- To develop the wider reputation of the Court as a centre of excellence through education and events

What we do is:

- Provide the maintained premises of the Central Criminal Court for use by Her Majesty's Courts and Tribunal Service
- Provide accommodation, secretarial support, valet, Chauffeur and catering services for the Sheriffs of the City of London.
- To continue to develop comprehensive, high quality and flexible services in the areas of security, cleaning, maintenance, events and catering that meets the needs of our stakeholders

Our budget is:

£ 000

Employees	3,527
Security	
Cleaning	
Maintenance	
Shrievalty	
Premises related ex	655
Transport	4
Supplies & services	254
Total Expenditure	4,358
Reimbursements	(3,196)
Total Local Risk	862

Our top line objectives are:

To

- Manage resources effectively to provide efficient high quality customer services
- To establish key performance indicators and service level agreements to benchmark our performance
- To assist with the delivery of the 10 year major works infrastructure programme.
- To support Her Majesty's Courts and Tribunal Service in ensuring the court is able to meet the court sitting days target

To

- Complete the corporate asset management plan as it affects the Central Criminal Court
- Ensure the additional works programme is aligned to the major works programme and delivered to a high standard without disruption to court activity
- Deliver posts suitable for the City of London Apprentices scheme
- Participate in the Events and Hospitality working party and implement decisions

What we'll measure:

Corporate operational performance standards such as:

- Sickness absence levels
- Invoice processing
- Procurement compliance
- Service response standards
- Measure our turnover

Appendix 1

How we plan to develop our capabilities this year

- Succession planning is to be undertaken by Managers with the support of the HR Business partner to formally identify roles critical to the operation of the service
- Continue to review and develop the customer services programme.
- To complete a management review and adopt a new structure which is more aligned to the requirements of the Court and the Shrievalty
- To support staff through changes with further training and development
- To continue to invest in new equipment and technologies to support improved security and the increased Education and events programme
- To establish a more co-ordinated approach to visits and events which is effectively resourced
- To develop the renovations and maintenance schedules to address identified long term building issues
- To develop capabilities by introducing stretching Key Performance Indicators.

What we'll measure:

Measurable Key Performance Indicators (KPI's) to be developed against Security, Cleaning, events organisation and Maintenance, performance

Customer satisfaction surveys

What we're planning to do over the following two years

- To integrate services with Mansion House where synergies exist
- Review provision of telephony services and replace obsolete telephone mainframe with modern up to date telephony equipment
- Review of resources to ensure appropriate staffing and equipment infrastructure.
- To develop an improved events management system which is properly resourced to able to meet current and future demands

Business Plan Central Criminal Court

2017-2020

Introduction

At present the Central Criminal Court is an autonomous division of the Town Clerk's Department which remains responsible for the operational management of the building and is bound by the Courts Act 1971, Section 29 which requires it to ensure the 18 courts are available for sitting. It also administers and supports the two Sheriffs who reside and work from the Central Criminal Court and provides limited clerical support to the two senior resident Judges. The division reports through the Assistant Town Clerk to the Courts Sub Committee. The department will report to the new Executive Director of Mansion House and the Central Criminal Court once the current review has been completed.

Background

The Central Criminal Court is the premier criminal Crown Court dealing with some of the most serious crimes in London and the South East. It is also the Appeal Court for the Cities of London and Westminster Magistrates Bench.

A large number of organisations work within the Bailey aside from the City of London staff and Her Majesty's Courts and Tribunal Service,(HMCTS), these include Treasury Council, Crown Prosecution Service, City of London Police, the Probation Service, Witness and Victim Support Services, a resident Press contingent, the Prison Service and Prisoner Handling Unit (SERCO and GEO), caterers (Aramark) and a specialist Mental Health unit. In addition, there are a large number of visiting counsel, jurors, witnesses and members of the public, the latter being restricted to the Public Gallery parts of the building.

In addition to delivering its core aim, a substantial amount of activity is devoted to educational aspects of the Judicial system and the promotion of the City of London's historic connection with the building itself. Consequently there are frequent visits from the foreign Judiciary, such as Judges from overseas, participation on the Middle Temple Advocacy programme to educate law pupils, Mock Trials for the Inns of Court and South East regional Universities, evening tours from interested bodies such as the Livery, Fine Art and Historical Associations, schools and others.

Occasionally special events are held with a particular legal focus or for charity such as a Charity Chat show, Fine Cell Work Charity, the continued Trial and Error Performances in Ct 1 or a choral evening. These are a challenge in not affecting the running of courts in any way not impacting upon the progress of the Major Capital Works Project which commenced Phase 2 of 6 phases in January 2017. Where possible filming is allowed outside of the courts at weekends, however this remains a rarity due to the restrictions on photography and the

possibility of requiring to sit on Saturdays. The department is represented at the Corporate Events Management Group, but does not have an events team of its own. It is hoped a better and more co-ordinated events strategy will be part of its new objectives once the inter-departmental review is complete.

The Sheriffs, who both reside in the Bailey, invite approximately 750 guests for lunch during their year in office. These encompass a wide variety of professions, including business, the diplomatic community, charity, the Livery and the Arts and now schools. A new development has been the introduction of themed lunches over the past few years which have increased. All of these occasions aim to complement and promote the wide influence and connections of the City of London Corporation as a whole as well as its connection with the Judiciary and the City Corporation's ownership of the Bailey.

Key Achievements for 2016/17

- Maintained 100% availability of all courts throughout the year.
- Maintained sickness absence below the City of London Corporation average of 6 days per employee.
- Maintained an average of 100% success against City procurement targets across purchasing and payment of invoices.
- Progressed the Major Works Project to Phase 2 involving large numbers of contractors around court activity on time and within budget without impacting on court sitting time.
- Were the first pilot department for the City of London Corporation Facilities Management Review, in addition to completing a series of sectional reviews particularly in security.
- Raised £24,500.00 for the Sheriff and Recorder's Fund Charity through tours and special events, not including some additional events run by the Sheriffs.

Looking Ahead

The areas the department will focus on for the years ahead will be:

1. The completion of the interdepartmental review with Mansion House
2. The completion of the new Corporation wide Facilities Management Model with the City Surveyor's Department
3. The progression and assistance with the major works project for Phase 2 onwards.
4. To deliver fabric improvements as part of the court refurbishment project and additional Works Plans
5. To complete the cross cutting capital security works
6. In conjunction with the Ministry of Justice complete the catering tender process for a new contract by 1st September 2018

C.Henty
Secondary of London.

Departmental Vision and Key Objectives 2017-2020

The department has established a **vision** underpinned by 5 **key objectives**. These objectives came directly from the senior and operational management groups in consultation with staff and concentrate firmly on service delivery, both to the major stakeholders and the staff themselves.

Vision

To provide a world class crown court that is safe, well maintained and able to respond to the current and future needs of our customers. This supports the Corporation's strategic aim of "Providing valued services to London and the nation".

Key Objectives

1. Management of Financial Resources – Value for Money.
2. Development of Facilities Management Arrangements.
3. Development of Resources and Skills.
4. Delivery of the Major Works Project & Repairs and Maintenance.
5. Shrieval & Judicial Support – Development of Relevant Events.

List of Annex's

Annex A Central Criminal Court Risk Register
Annex B Central Criminal Court Organisation Chart

Main Stakeholders

Her Majesty's Courts and Tribunal Service (HMCTS)
Her Majesty's Judges
The Sheriffs
Treasury Counsel
SERCO (Prisoner Handling Agency)
Aramark (caterers)

Communication and Consultation

Representatives of the Chamberlain, City Surveyor's and Public Relations Departments have been consulted during the completion of the business plan.

Operational Costs

The operational costs are governed by the Schedule of Responsibility agreed with the then Lord Chancellors Department, (LCD), in November 1992. In very broad terms, the City of London Corporation is responsible for maintenance, whereas the Ministry of Justice, (MoJ), is responsible for improvement, with general running costs being shared in agreed proportions laid out in the agreement. Costs are split over two Funds, with City's Cash being used for Shrieval requirements and ceremonial (including the Secondary's office), with City Fund used for operational costs and all other staff. The City Fund element is split on a series of cost ratios (mainly 95% HMCTS, 5% CoL) for staffing costs and other expenses as stipulated by an agreed formula with HMCTS. The catering services are contracted out by the City of London to Aramark until 1st September 2018.

Human Resources

The division employs 87.82 (FTE) staff, with the majority being directly employed in court service areas of work, mainly security, cleaning and maintenance (A departmental organisational chart is contained in Annex B to this report).

Financial

In accordance with standing order 55, it is confirmed that we have viewed the property assets used as the Central Criminal Court and concluded that they remain adequate for the needs of the service.

The departmental financial statements for the City Fund and City's Cash can be found in the Budget Book and are available on request.

Risk

The departmental Risk Register for the department is contained in Annex A of this report.

Scope

This business plan covers the main financial area of commitment, i.e. Courts Sub Committee expenditure on the City Fund and City's Cash. It does not cover the Court Service's or judicial areas of responsibility. It has focused on expenditure incurred by the department in relation to its primary objective of provision of service.

Reporting Arrangements

The department reports to the Courts Sub Committee.

		Management of Financial Resources Demonstrating Value for Money			
Supporting TCT Strategy themes:		TCT 1,4	Priority and rationale:	To promote a dynamic approach to managing the budget making efficient use of all income streams available whilst maintaining standards of service to our stakeholders	
Aligns to Corporate Plan:		SA 3 MTPP 1,5			
Actions/Milestones		Target Date	Measure of Success	Responsibility	Resources
Review of services to promote proactive spending within budget maintaining services at a high level in 2017/18		31/3/2018	Expenditure within budget. Establish Service Level Agreement, in line with Corporate standards post benchmarking with HMCTS to demonstrate VFM	Secondary and Senior Managers	Within own resources
Further develop infrastructure for holding future events to create new revenue streams. Identifying requirements that may have cost implications		31/12/17	Purchasing of key equipment for events including Lectern with microphone and further audio equipment to enhance that previously purchased	Secondary/Head of Section	Within own resources
Achieve appropriate income levels through location Filming and events held at the Central Criminal Court. (Events will be affected by the Major Works Project from May 2017 when courts will be affected on 1907 side)		31/3/2018	Maintain offer for filming and possibly increase in functions held at the Central Criminal Court the latter being dependent on the Shrievalty. Develop cross-cutting opportunities with the Corporate Events Management Group(CEMG). Staffing implication reviewing	Secondary, Administration Manager	In conjunction with the Film Unit and Sheriffs and CEMG
Corporate Considerations-					
Customers/ Consultation and Engagement/ User Focus					
Care to be taken in accepting type of events to be held at Central Criminal Court so as not to bring building into disrepute. Consultation with Building users from all agencies.					

Financial Consideration	Human Resources		Other Assets
Looking to supplement budget by income generation	Potential for events staff being required if opportunities to hold events increase		Charge for use of filming as a backdrop
Risk Management and Health and Safety			
Risk of bringing Central Criminal Court into disrepute if events not screened and monitored effectively. Health and Safety issues could arise having more people entering the building at weekends and late at night.			

Aim/ Objective:		Development of Facilities Management Arrangements		
Supporting TCT Strategy themes:		TCT 1	Priority and rationale:	To provide a sustainable infrastructure, which supports an operational building that is well maintained, fit for purpose and able to respond to future challenges.
Aligns to Corporate Plan:		SA 2,3 MTPP 1		
Actions/Milestones	Target Date	Measure of Success	Responsibility	Resources
To improve energy efficiency in the Central Criminal Court in accordance with City of London Corporation targets	1/9/2018	Target: reduction of 2.5% in amount of fuel oil, electricity and gas consumed Achieved: Electricity +2% Gas: -8%	Head of Maintenance	Using best practice from the Energy Management group
To develop and expand base line information to give a clearer operational view of the running of the Central Criminal Court and cost visibility	31/10/17	Information and format agreed by all involved departments. Benchmarking pilot exercise currently in place for 6 months to review all FM services as part of the Strategic Review.	Secondary' Administration Manager	Within own resources
To develop service level agreements with HMCTS for each area of facilities management	1/10/17	Service standards adopted and agreed by HMCTS and CoL following benchmarking review in Autumn 2016	Secondary , Heads of section	Within own resources
To improve customer services to stakeholders throughout the building	31/3/2018	In house surveys show continual increase in satisfaction levels with services provided by CoL by 5% from service baseline survey.	All Section Heads	Within own resources
To work with City Procurement to tender for Catering services as part of the Corporate Catering Contract for 3 years from 1 Sept 2018 after agreement with MOJ for requirements	30/9/2018	Catering Contract awarded for 3 years after successful tendering.	Secondary, Administration Manger	Within own resources

CORPORATE CONSIDERATIONS-			
Customers/ Consultation and Engagement			
Consultation and Engagement with all building users through the Court users committee and joint working group monthly meeting with HMCTS to encourage participation in initiatives.			
Financial Consideration	Human Resources	Natural Resources	
Working with all agencies to reduce costs and share assets across the building users through Court user group chaired by the Recorder.	Training to ensure staff are up to date with modern working practices and obtain skills to work more effectively.	We are working to make an old building as environmentally friendly as possible, considering climate change, and the reduction in use of natural resources	Not applicable
Risk Management and Health and Safety			
Risk Management to be conscious that succession planning is of a high priority in the Maintenance area. Ensure all staff are aware of their responsibilities regarding Health and Safety.			

Aim/ Objective:		Development of Resources and Skills		
Supporting TCT Strategy themes:		TCT 1	Priority and rationale:	To ensure CoL staff are committed and trained to the highest standards across all disciplines at the Central Criminal Court through effective performance management.
Aligns to Corporate Plan:		SA 2,3 MTPP 1		
Actions/Milestones	Target Date	Measure of Success	Responsibility	Resources
To develop workforce planning in light of on-going service reviews to update resources, budgets and succession planning	31/3/2018	Improved visibility of performance of department and production of statistics. Alignment of staff and skills for the future	Secondary, All Section Heads/City Surveyors Department	Within own resources
Business Improvement plan for the CCC to be agreed and implemented to assist in the maintenance of the silver recognition and striving to achieve gold Standard of Investors in People	31/9/2018	Departmental involvement with corporate initiative.	Admin and Shrieval Support Manager	Within own resources
To continue developing the Learning and Development plan to enable the Central Criminal Court to develop staff's technical skills in light of new equipment and events management arrangements. Continuing targeting the development of its people to provide a more effective service	31/7/2017	Departmental plan developed using Learning and Development plans from appraisals Demonstrable evaluation of training undertaken to fill gaps identified in service delivery and change agenda.	Administration and Shrieval Support Manager and HR Business Partner	Utilising Central Training courses and own resources
Consistent application of the Sickness Absence Management Policy.	31/3/2018	Strive to keep sickness absenteeism levels below Corporation target of 6 days per employee at the end of 2017.	All Section Heads/Senior Management Team	Within own resources
Corporate Considerations				
Customers/ Consultation and Engagement				

Future staff survey to be carried out to assess success in improving internal communication, management and training opportunities.			
Financial Consideration	Human Resources		
	Utilising HR Business partner and HRBU to ensure correct procedures are used		
Risk Management and Health and Safety			
Ensure all staff are aware of their responsibilities regarding Health and Safety.			

Aim/ Objective:		Delivery of the Major Works Project and Repairs and Maintenance				
Supporting TCT Strategy themes:		TCT 1	Priority and rationale:	Major works commenced in January 2015 whilst the building continued to be occupied. Robust plans involving all stakeholders need to be in place. A partnership project with City Surveyor’s and HMCTS. This work supports the work of City Surveyor’s and has been incorporated into the Project Sub Committee reporting cycle and seeks to simultaneously enhance the appearance of certain high use/public facing areas in addition.		
Aligns to Corporate Plan:		SA 2,3 MTPP 1				
Actions/Milestones		Target Date	Measure of Success		Responsibility	Resources
To facilitate the delivery of the Major Works Project		As per Major Works Programme timetable	To keep on schedule To prevent any disturbance of court activity. Maintain close liaison with all contractors and timetables		SMT/Inter-serve/ CSD	As per MWP contract
To communicate progress to key stakeholders on a regular basis		Monthly/quarterly	Regular committee progress reports to members. Internal Reporting updates on progress, currently Report No. 22		CSD	As per MWP and Steering Project Board Group plan
Programme and implement additional works for HMCTS		Installation commencing			HMCTS/CSD/	HMCTS separate programme
Document and prioritise all additional works required factoring in these works with the Major Works Programme.		Resource analysis from April 2016	To deliver re-decorative work plan focusing on high use and public areas. To deliver infrastructure projects (Glazing and CCTV) as part of a corporate security project 2016-18		Secondary/CSD/ Interserve	Within Additional Works Plans. Corporate projects (security enhancements)

Working with City Surveyors to deliver a restructured department of R&M on- site support	31 st Aug 2017	Establish new structure and KPIs in conjunction with new corporate FM review plans	Secondary/CSD	Within current resources
CORPORATE CONSIDERATIONS-				
Customers/ Consultation and Engagement/ User Focus				
Inclusion of all agencies which use the building in preparation for the major works will ensure the Central Criminal Court continues to operate effectively during this period.				
Financial Consideration	Human Resources	Natural Resources	Other Assets	
Preparation will ensure nugatory expenditure is avoided	Staff training needs to be reassessed during the works programme to ensure skills are up to date. Issues surrounding workforce planning are being considered	Environmental considerations during works will be monitored	City Surveyors controlling major works programme ensuring the Central Criminal Court are fully involved with preparations	
Risk Management and Health and Safety				
The risk of Plant failure due to explosion or failure of equipment is on the Risk register as a high risk. Further information can be obtained from the Central Criminal Court. The risks of sudden failure of systems during the period have been considered and routines established to ensure the building can continue to operate. Health and Safety to be promoted during this period to ensure all users of the building are aware of the extra need to be vigilant				

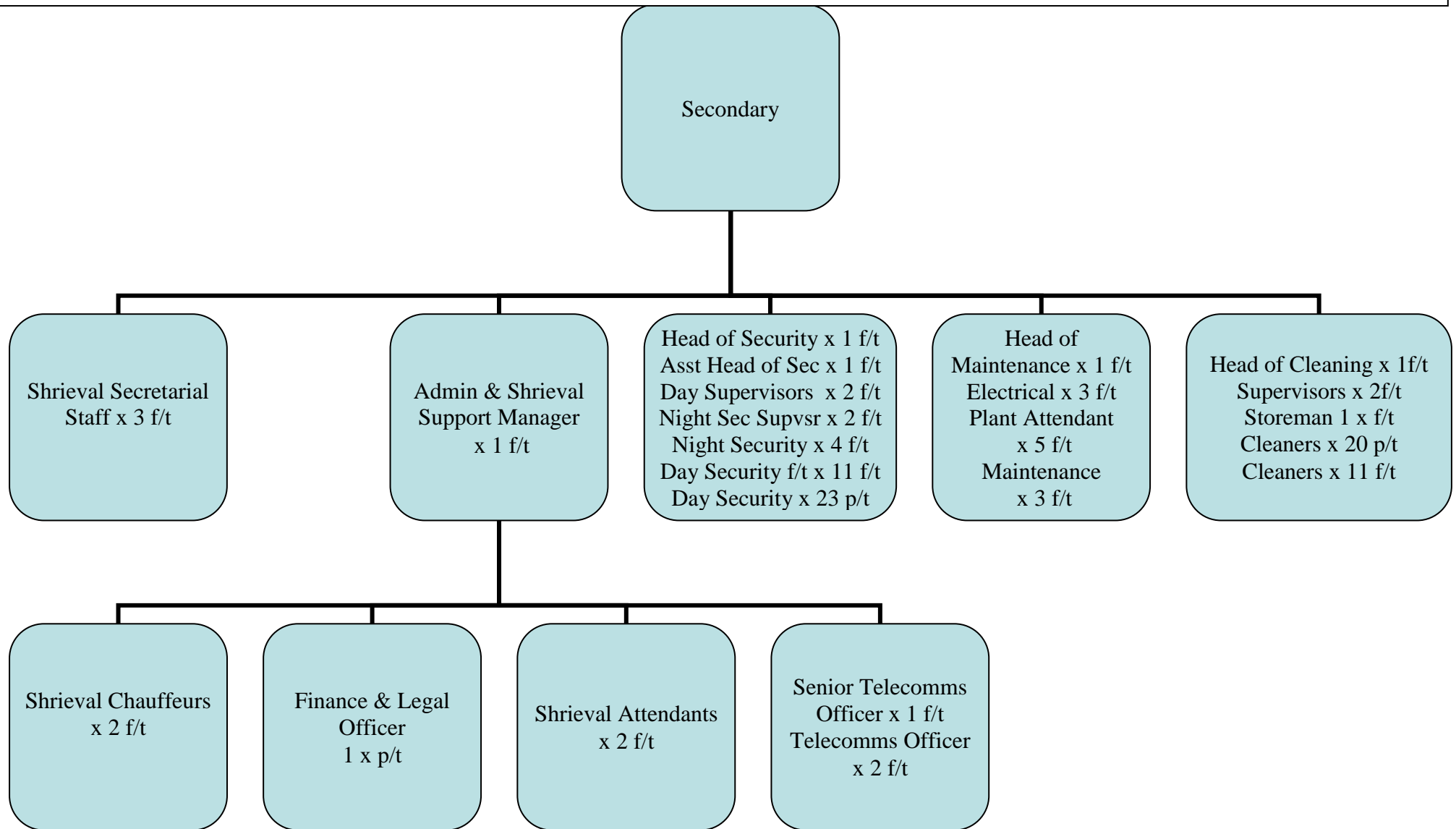
Aim/ Objective:	Shrieval and Judicial Support – Development of Relevant Events				
Supporting TCT Strategy themes:	TCT 1	Priority and rationale:	The Sheriffs of the City of London are both based at the Central Criminal Court and we aim to provide an effective base and support team for them to carry out their civic role both here at the Central Criminal Court and in the wider community supporting the Lord Mayor .		
Aligns to Corporate Plan:	SA 2,3 MTPP 1				
Actions/Milestones	Target Date	Measure of Success		Responsibility	Resources
Developing the Sheriffs civic role in support of the Judiciary. Refreshing the Shrieval lunches with the introduction of regular Themed lunches and to complement improve joined working with Mansion House	26/9/2017	Increased visibility of the Central Criminal Court's role in supporting the Judiciary at the Old Bailey and its and City of London's part in the history of the nation		Secondary	Within own resources
Support Sheriffs in their efforts to host more events encourage other relevant bodies to hold events at the Central Criminal Court	26/9/2017	Increase in funds raised at events held at the Central Criminal Court for the Sheriffs and Recorder's Fund and the Lord Mayor's Charity		Secondary/ Shrieval Support Manager	Within own resources
To promote educational visits by London educational establishments in line with City initiatives on youth crime/education. Investigate links with one particular school for community outreach.	31/03/2018	Increased awareness of the role played by the City of London Corporation in Criminal Justice and the consequences of crime		Secondary	Within own resources
Assist Sheriffs in the selection of guests invited to lunch with HM Judges in line with promoting the City of London Corporation	26/9/2018	Varied selection of guests who are relevant to the City's programme of engaging and informing with the community		Secondary	Within own resources
Assisting with the Judicial Visits programme	26/9/2017	Increase in numbers of Judicial visits		Secondary	Within own resources

CORPORATE CONSIDERATIONS
Customers Consultation and Engagement
The current Sheriffs are consulted on any proposals to be implemented and the views of Court of Aldermen are sought in conjunction with Mansion House and Guildhall.
Risk Management and Health and Safety
Risk Management: Increased opportunity for reputation risk if event is not delivered to the standard required. Health and Safety: Issues surrounding increased usage of Central Criminal Court as a venue for events will be considered and procedures updated accordingly.

Central Criminal Court Risk Register 2017-2020

ANNEX A

Risk No.	Risk (Short description)	Risk Owner	Existing Controls	Current Risk				Planned Actions	Target Risk		
				Likelihood	Impact	Rating	Direction		Likelihood	Impact	Rating
CCC 1	Failing to secure public entrances and areas from prohibited activity.	Head of Security	Fully trained staff, Rapid Reaction Team, Police presence. Full review undertaken esp staff levels	Rare	Serious	G	↓	Maintain existing controls, re-training annually	Rare	Minor	G
CCC 2	Plant failure leading to courts being unavailable.	Head of Maintenance	In-house boiler team trained and responsible for annual service.	Rare	Serious	A	↔	Being monitored with major capital project underway	Rare	Minor	G
CCC 3	Inappropriate use of mobile phones/camera/watches in public galleries.	Head of Security	Existing policy of prohibition remains in place following review.	Possible	Minor	G	↓	Retain current prohibition stance	Rare	Minor	G
CCC 4	Failure to recruit and retain suitably qualified staff	Secondary	Major Works Contractor support and Property Services Support CSD	Possible	Moderate	A	↓	Recruitment of temporary fixed term manager for maintenance area	Rare	Minor	G
CCC 5	Non completion of major security review	Secondary/Head of Security	Separate plan nearing completion.	Rare	Minor	G	↓	A number of improvements completed. Validation by CoLP Feb 2016	Rare	Minor	G



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