



Corporate Asset Sub (Finance) Committee

Date: WEDNESDAY, 26 MARCH 2014
Time: 1.45 pm
Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members: Roger Chadwick (Chairman)
Jeremy Mayhew (Deputy Chairman)
Deputy Douglas Barrow
Randall Anderson
Mark Boleat
Deputy Michael Cassidy
Brian Harris
Alastair Moss
Deputy Dr Giles Shilson

Enquiries: Katie Odling
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Lunch will be served for Members in the Guildhall Club at 1pm

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes and summary of the meeting held on 12 December 2012.
For Decision
(Pages 1 - 4)
4. **THE GOVERNMENT'S TRANSPARENCY AGENDA - IMPLICATIONS FOR THE COLC**
Report of the City Surveyor.
For Information
(Pages 5 - 10)
5. **CENTRAL CRIMINAL COURT BUSINESS PLAN 2014-17**
Report of the Secondary.
For Decision
(Pages 11 - 32)
6. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
7. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
8. **EXCLUSION OF THE PUBLIC**
MOTION - That under Section 100(A) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part I of the Schedule 12A of the Local Government Act.

Part 2 - Non-Public Agenda

9. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 12 December 2013.
For Decision
(Pages 33 - 38)
10. **MAINTAINING THE CITY'S OPERATIONAL ASSET PORTFOLIO**
Report of the Chamberlain.
For Decision
(circulated separately)

11. **CITY SURVEYOR'S BUSINESS PLAN 2013-16 - QUARTER 3 2013/14 PROGRESS REPORT**
Report of the City Surveyor.
For Information
(Pages 39 - 62)
12. **FIRST REGISTRATION OF THE CITY'S FREEHOLD TITLES - PROGRESS SINCE FEBRUARY 2013**
Report of the City Surveyor.
For Information
(Pages 63 - 68)
13. **ADDITIONAL REPAIRS AND MAINTENANCE PROGRAMMES - PROGRESS REPORT**
Report of the City Surveyor.
For Decision
(Pages 69 - 82)
14. **VERBAL UPDATES FROM THE CITY SURVEYOR**
15. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE**
16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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CORPORATE ASSET SUB (FINANCE) COMMITTEE **Thursday, 12 December 2013**

Minutes of the meeting of the Corporate Asset Sub (Finance) Committee held at Aldermens' Court - Mezzanine West Wing, Guildhall on Thursday, 12 December 2013 at 11.00 am

Present

Members:

Roger Chadwick (Chairman)
Deputy Douglas Barrow
Randall Anderson
Deputy Michael Cassidy
Brian Harris
Alastair Moss

Officers:

| | |
|--------------------|---|
| Alistair MacLellan | - Town Clerk's Department |
| Rebecca Kearney | - Town Clerk's Department |
| Charles Henty | - Secondary and Under-Sheriff of London |
| Dianne Merrifield | - Chamberlain's Department |
| Andrew Little | - Chamberlain's Department |
| Bob Meldrum | - City Surveyor's Department |
| Peter Young | - City Surveyor's Department |
| Alexandra Bentley | - City Surveyor's Department |

1. APOLOGIES

Apologies were received from Mark Boleat, Jeremy Mayhew and Deputy Dr Giles Shilson.

2. DECLARATIONS BY MEMBERS OF PERSONAL OR PREJUDICIAL INTERESTS IN RESPECT OF ITEMS TO BE CONSIDERED AT THIS MEETING

The Chairman declared a disclosable pecuniary interest in respect of Item 12, as Treasurer of St Lawrence Jewry.

3. MINUTES

RESOLVED – that the public minutes and summary of the meeting held on 2 October 2013 were approved as a correct record.

Matters Arising

Report Format and Presentation

In response to a comment from a member regarding the format of reports that came before the Sub Committee for consideration, the Sub Committee agreed that the fundamental principles of reporting should include concision, clarity of presentation and no duplication of reporting processes.

4. **ORACLE PROPERTY MANAGEMENT SYSTEM**

The Sub Committee received a verbal report on behalf of the City Surveyor regarding the Oracle Property Management System. The City Surveyor noted that the tender for the management system had been carried out and an announcement on its award was due shortly.

In response to a comment from a member regarding potential teething problems in implementing the system – for example, the potential need to anglicise software developed using American English – the City Surveyor noted that lessons had been learnt from witnessing similar transitions at bodies such as the British Aviation Authority (BAA) and that City of London officers had not underestimated the scale of the adjustment required in adopting a new property management system.

5. **HERITAGE AT RISK REGISTER (HARR) ANNUAL UPDATE**

The Sub Committee considered an annual update report of the City Surveyor on the Heritage at Risk Register (HARR).

In response to a question from the Chairman over whether the annual reporting process for the HARR remained fit for purpose and relevant, the City Surveyor replied that it remained an important process that helped ensure that the City of London maintained its assets and reputation as a responsible steward of Heritage-at-Risk under its responsibility as well as helping maintain key working relationships with external partners such as English Heritage.

RECEIVED

6. **CENTRAL CRIMINAL COURT BP - 2013 UPDATE REPORT**

The Sub Committee received an update report of the Secondary on the Central Criminal Court's Business Plan 2013. The Secondary highlighted the fact that the Court had been busier than usual recently due to some high profile trials involving multiple defendants, and that this was forecast to continue into 2014. He noted also that the Court had received positive publicity through Stephen Fry's *Keys to the City* television programme.

In terms of financial management he noted that service reviews of both Security and Cleaning had been completed and accepted by Her Majesty's Courts and Tribunal Service (HMCTS), and furthermore that a three-year catering contract had been awarded to Aramark and had been 'live' since 2 September 2013, and was working well thus far.

He highlighted the fact that several staff had been given Learning & Development awards recently.

Finally he concluded by informing the Sub Committee that, budget-wise, the City Fund budget was on target whilst City Cash had a small underspend.

RECEIVED

The Secondary left at this point of the meeting.

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

There were no questions.

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

There was no other business.

9. **EXCLUSION OF THE PUBLIC**

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

| Item(s) | Paragraph(s) |
|----------------|---------------------|
| 10-18 | 3 |

10. **NON-PUBLIC MINUTES**

RESOLVED – that the non-public minutes of the meeting held on 2 October be approved as a correct record.

11. **CORPORATE PROPERTY PROJECTS**

The Sub Committee considered a report of the Town Clerk on Corporate Property Projects.

RECEIVED

12. **ST LAWRENCE JEWRY REMEDIAL WORKS**

Deputy Michael Cassidy took the Chair in the room of Roger Chadwick for the duration of this item.

The City Surveyor provided the sub committee with a verbal report on planned remedial works to St Lawrence Jewry.

13. **TRANSPORT FOR LONDON HIGHWAYS**

The City Surveyor provided a verbal update on the planned division of responsibility between the City of London Corporation and Transport for London (TfL).

14. **NATIONAL LOTTERY GRANT AID MONITORING**

The sub committee received a report of the City Surveyor regarding National Lottery Grant Aid Monitoring.

RECEIVED

15. CITY SURVEYOR'S BUSINESS PLAN 2013 - 2016 QUARTER 2 - 2013 - 2016

The sub committee considered a report on the City Surveyor's Business Plan 2013-16 Quarter 2.

RECEIVED

16. ADDITIONAL REPAIRS AND MAINTENANCE PROGRAMME - PROGRESS REPORT

The Sub Committee considered a progress report of the City Surveyor on the Additional Repairs and Maintenance Programmes.

RESOLVED, that:

- Members receive the report and note overall progress on the Additional Repairs and Maintenance Programmes;
- Members agree a budget reduction of £49,000 in the 2011/12 programme and £21,000 in the 2012/13 programme in respect of procurement savings made through the Minor Works Framework;
- Members note the likely savings particularly in respect of the 2011/12 programme given it was nearing the end of its term.

17. NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE SUB-COMMITTEE

There were no questions.

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

There was no other business.

The meeting ended at 12.20 pm

Chairman

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| | |
|---|------------------------|
| Committee(s): | Date(s): |
| Corporate Asset Sub Committee | 26/03/2014 |
| Subject: Central Government's Transparency Agenda and the City's Property Portfolio - Update | Public |
| Report of: City Surveyor | For Information |
| <p style="text-align: center;">Summary</p> <p>In accordance with the Transparency Agenda the Government is seeking for public/local authorities to annually report key property attributes regarding their land and property portfolio, within the public domain. The aim being to realise better strategic management of the local authority estate.</p> <p>These are mandatory requirements predominantly regarding the location and tenure of land and property holdings. Further recommended attributes suggested by Government relate to the size, purpose for holding the asset, its suitability and the costs.</p> <p>The City of London is seeking to comply with these requirements with disclosure of the City Fund property portfolio, in respect of the mandatory requirements by April 2014. This will be undertaken by reporting the data required on the City's Internet pages.</p> <p>Officers are incorporating the recording of both the mandatory and recommended information to be published as part of the Oracle ERP Project via Oracle Property Manager to enable more efficient reporting on the property attributes both now and in the future. This will enable the City to consider publishing the recommended information as well as the mandatory data if required.</p> <p>Recommendation(s)</p> <p>Members are asked to:</p> <ul style="list-style-type: none"> Note the contents of this report | |

Main Report

Background

1. The Government's proposals for improved transparency are part of a drive to help cut council waste and increase local accountability.
2. With regard to property attributes the Government has identified that it will regulate to require authorities to provide basic information about a local authority's land and assets on an annual basis.
3. The Government believes this will "*enable better strategic management of local authority estate, with opportunities for savings through co-location and sharing services, enable communities to hold their authorities to account over use of these assets and also to seek community asset transfer*"

Current Position

4. No start date has been stated within the Government's response to the consultation although it is believed that the intention is for authorities to start publishing this data from 1st April 2014. There is also likely to be some period of grace for authorities to prepare themselves, but this has not yet been confirmed.
5. The key property attributes required to be disclosed under the Transparency Agenda have now been identified. This requires that Local authorities must publish details of **all land and building assets**, (see Appendix 1 as to scope and exclusions).

Mandatory Requirements

6. For each land or building asset, the following information must be published annually, in one place:
 - Unique Property Reference Number / Unique Asset ID
 - name of the building/land or both
 - street number / name / town / Postcode (postal road address)
 - easting and northing
7. The local authority must declare whether it owns the freehold or a lease for the asset and the characteristics of its interest, i.e. occupied, vacant, ground lease, licence.

Recommended attributes

8. It is recommended that authorities should go further than the mandatory requirements to publish information on an annual basis, instead publishing information on a monthly basis, or as soon as it becomes available. It is also recommended that local authorities should publish all the information possible on ePIMS
9. Further information recommended for publication is as follows:
 - the size of the asset (GIA, m2) for buildings or hectares for land.
 - the services offered from the asset
 - the reason for holding asset
 - whether the asset is listed under Part 5 Chapter 3 of the Localism Act 2011 and/or an asset which the authority is actively seeking to transfer to the community
 - total building operation (revenue) costs as defined in the Value for Money Indicators for Estate Management
 - required maintenance costs – i.e. to bring the property from its present state up to the state reasonably required to deliver the service and/or to meet statutory / contract obligations and maintain it at the standard. This excludes improvement projects.
 - functional suitability rating (on a scale of 1 (Good) – 4 (Unsuitable))
 - energy performance rating as stated on the Display Energy Certificate

Options

10. The City is required to disclose all mandatory information relevant to the City Fund Estate. The assets held within the City's Cash and Bridge House Trust portfolio's will be exempt from these requirements.

Proposals

11. The City is currently seeking to collate the mandatory information from our existing data sources:
 - Manhattan – Corporate Property Management System)
 - Archibus (Workspace Management System)
 - The Land & Property Terrier
12. As part of the Oracle ERP Project we are seeking to ensure that both the Mandatory and Recommended Attributes can be automatically collated and reported upon, this will be far more efficient and ensure a consistency in reporting.

Corporate & Strategic Implications

13. Supporting the City of London's Strategic aim of 'To provide modern, efficient and high quality local services and policing within the Square Mile for workers, residents and visitors with a view to delivering sustainable outcomes'. Particularly developing Key Policy Priority 2 - Maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency.
14. Supporting the Corporate Asset Management Strategy Vision 'To manage the City's operational assets effectively, efficiently and sustainably to deliver strategic priorities and service needs'.
15. Historically we have incorporated a schedule of City Fund Assets (Address and GIA) within the Asset Management Plan, which was published on the Internet.

Conclusion

16. The City of London is seeking to comply with disclosure of the City Fund Portfolio, in respect of the mandatory requirements, by April 2014, by reporting the data required on our Internet page.
17. The City is continuing to develop and enhance its data via the Oracle ERP Project to enable more efficient reporting, and ensuring this will encompass the Government's requirements both now and in the future.

Appendices

- **APPENDIX 1 – Detailed breakdown of reporting attributes**

Background Papers

- **None**

Sarah Hall - Assistant Director

City Surveyors Department

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APPENDIX 1 – Detailed breakdown of reporting attributes:

MANDATORY REQUIREMENTS:

Local authorities must publish **details of all land and building assets** based on Office of Government Commerce guidance 08/0514.

This includes:

- all service and office properties occupied or controlled by user bodies, both freehold and leasehold
- any properties occupied or run under Private Finance Initiative contracts
- all other properties they own or use, for example, hostels, laboratories, investment properties and depots
- garages unless rented as part of a housing tenancy agreement
- surplus, sublet or vacant properties
- undeveloped land
- serviced or temporary offices where contractual or actual occupation exceeds 3 months and,
- all future commitments, for example under an agreement for lease, from when the contractual commitment is made.

Exclusions are as follows:

- social housing
- rent free properties provided by traders (such as information booths in public places or ports)
- operational railways and canals
- operational public highways (but any adjoining land not subject to public rights should be included)
- assets of national security
- information deemed inappropriate for public access as a result of data protection and/or disclosure controls (e.g. such as refuge houses).

Unique Asset ID - the local reference identifier used by the local body, sometimes known as local name or building block. There should be one entry per asset or user/owner (e.g. on one site there could be several buildings or in one building there could be several users floors/rooms etc – where this is the case, each of these will have a separate asset ID). This must include the Original Reference Number from the Data Source plus authority code

Easting and northing (geocoding in accordance with ISO 6709 Standard Representation for Geographic Point Location by Coordinates, usually a centre point of the asset location)

RECOMMENDED ATTRIBUTES:

Services - list from the Effective Services Delivery government service function list:

- Advice and benefits
- Business and employment
- Community safety
- Education and learning
- Environmental protection
- Government, citizens and rights

- Health and social care
- Housing
- Leisure and culture
- Licences, permits and permissions
- Marine and waterway services
- Planning and building control
- Transport and highways

Reason for holding asset such as:

- it is occupied by the local authority
- it is providing a service in its behalf
- as an investment property,
- it supports economic development (e.g. provision of small businesses or incubator space),
- it is surplus to the authority's requirements,
- it is awaiting development,
- it is under construction,
- it provides infrastructure or
- it is a community asset

total building operation (revenue) costs as defined in the Corporate value for money indicators for public services at

<http://www.vfmindicators.co.uk/guidance/2010-11-Estates-Management.pdf>

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Agenda Item 5

| | |
|---|-----------------------------|
| Committee(s): | Date(s): |
| Corporate Asset Sub Committee | 26 th March 2014 |
| Subject: Central Criminal Court Business Plan 2014-17 | Public |
| Report of: Secondary of London | For Decision |

Summary

1. This report seeks approval for the Central Criminal Court's Business Plan 2014-17.
2. The report explains the size and scope of activity of the department in the running of the building and its support to the various stakeholders, principally Her Majesty's Courts and Tribunal Service, (HMCTS), who executively run the court activity and are responsible for a significant proportion of the expenditure which is recharged by the City of London to the Ministry of Justice under the Schedule of Agreement.
3. 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.
4. The department has had a successful year in its drive on increasing IT literacy and use of IT systems with its predominantly manual workforce. It has also increased physical security by forming a Rapid Reaction Security Team and implemented a new access control system.
5. It has also benchmarked its main services of cleaning and security with the private sector and made significant efficiency savings in security in particular without a reduction in standards of service.
6. The department has made a significant investment in community outreach and education by increasing educational visits for both schools and universities both here and overseas with the particular focus on the Judicial process. In addition it has helped host a variety of Mock Trials for the Inns of Court and London Universities as well as specific filming for Judicial education and separately commercial filming with a legal relevance.
7. It has fully adopted the City of London's procurement process, and remains fully committed to endorsing and adopting the new Corporate Facilities Management model.
8. Finally, the Major Works Project has progressed to the tender stage with this being led by the City Surveyor's department.

Recommendation

- That Members approve this report

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Business Plan 2014 Central Criminal Court

2014/2017

Introduction

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 Deputy Town Clerk to the Corporate Asset Sub Committee. The division employs 98.67(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 D to this report). The catering services are contracted out by the City of London to Aramark.

In summary the Central Criminal Court still maintains its pre-eminent reputation as a centre of legal excellence and this department continues to support that reputation with considerable success. Over the past year and most critically the department has continued to maintain 100% success in making the Court available for sitting.

Background

The Central Criminal Court is the premier criminal Crown Court dealing with the most serious crimes in London and the South East. Whilst this has usually been Class 1 (Homicide), it has expanded to take more cases of Fraud and other crimes against the person over the past year. It is also the Appeal Court for the Cities of London and Westminster Bench and is dealing also with more work of this nature following the Bench review in 2012. 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, unless members of the families involved with the cases, usually being restricted to the Public Gallery parts of the building. Some 380 staff are permanently based at the Bailey, but has a throughput of 2,500 daily. With such a diverse and largely transient clientele, communication and a close partnership with the primary stakeholder, the Courts Service, is vital

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, Livery sponsored schools and others.

Occasionally special events are held with a particular legal focus, such as Bar Mock Trials, or events in support of the Sheriffs and Recorder's Fund and the Lord Mayor's Charity. Filming is permitted, though not in the court rooms, on a very restricted basis and generally connected

with a legal theme, such as the “Law and Order”, “Silks” and feature film “Closed” aside from some BBC factual programmes. This year the London University Mooting Competition will take also place.

The Sheriffs, who both reside in the Bailey, invite approximately 600 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. 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. The department is responsible for the provision of their diary, transport and secretarial arrangements.

Key Achievements for 2013/14

- Successfully managed some of the most intense media coverage of major cases in recent years in close partnership with HMCTS and court choreography.
- Continued to reduce sickness absence from 7.52 days per employee to 6.53 days per employee.(Sickness levels below the corporate average of 6.7days).
- Maintained 100% availability of all courts throughout the year.
- Successfully migrated all staff to email and ITrent- self service.
- Successfully tendered the catering service, migrating the former CoL dining room staff to the catering contractor in the process
- Raised £8,500 for the Sheriffs and Recorder’s Charity through educational evening tours
- Filmed part of Stephen Fry’s Keys to the City programme bringing positive PR and a series of requests for further tours in the year
- Widely and positively reported in the major newspapers following the announcement of the major works project going to tender again giving very positive PR.

Diversity Achievements 2013/14

- Ran 111 events of which 61 were tours, 24 educational visits (Schools and Universities), 5 Mock Trial events and various seminars in partnership with the Judicial Diversity Programme.
- Established the Southwark Initiative pilot with the Southwark Anti-Gang Crime unit and the resident Judiciary.

Looking Ahead

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

1. The preparation and assistance with the Major Capital Works Plan.
2. The Service Based Review process.
3. To continue to provide a high quality and cost-effective service to the principal client, HMCTS in support of the department’s principal aim

C.Henty
Secondary of London.

Main Stakeholders

Her Majesty's Courts and Tribunal Service represents the major stakeholder, being responsible for the judicial and court related processes which operate within the building and associated expenditure. These staff are under the direction of the Crown Court Cluster Manager. There are approximately 60 permanent Courts Service staff in the building. The wider stakeholder groups are the various supporting agencies directly connected with court proceedings mainly: the Crown Prosecution Service, Police, Witness Services, Probation, Serco and GEO (Prisoner Handling Contractors), the Prison Service, the List Office and Treasury Council all of whom are permanently based in the building.

Her Majesty's Judges represent the other significant stakeholder group. There are usually 16 Judges permanently assigned to the court, (currently 17), with the balance coming from circuit or the High Court, or visiting Recorders, (part time Judges). Of these, the two most senior Judges, the Recorder of London and the Common Serjeant, are the two most directly involved with the City of London.

The remaining major stakeholders are the Sheriffs, whose offices and residences are in the Central Criminal Court and aside from hosting lunch with Her Majesty's Judges and other guests daily, their other main commitments are in support of the Lord Mayor's activities for the City Corporation, the City's business promotion and Civic and charitable activities.

Communication and Consultation

The main formal consultative groups are the Court User Group which is chaired by the Recorder of London and Crown Court Cluster Manager, meeting usually on a six monthly basis. This involves the main legal organisations, HMCTS and others who predominantly operate in the Old Bailey which may make recommendations to the way services are delivered.

The Security Policy Group is chaired by the Secondary of London and meets quarterly. The Health and Safety Policy Group is chaired by the Secondary also on a quarterly basis to co-ordinate all H&S matters in all areas of activity. The Senior Management Team meets fortnightly and each section head individually meets with the Head of Department weekly. The Secondary and Court Manager meet on a monthly basis and the Crown Court Cluster Manager meets quarterly or more frequently if required.

Client satisfaction surveys are also conducted on a rolling six monthly basis February/March and September/October. In addition the Old Bailey newsletter, the Baileywick, is usually produced on quarterly basis.

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 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% HMCS, 5% CoL) for staffing costs and other expenses as stipulated by an agreed formula with HMCTS.

In addition to City of London and Court Service staff operating in the building, there are a broad spectrum of transient occupiers, including visiting Counsel teams, Jurors, contractors and members of the Public who access the Public Galleries, Press and Witnesses. Approximately 2,500 people enter the Central Criminal Court each working day.

Financial

The financial statement for the City Fund and City's Cash is contained in Annex B of this report.

Risk

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

Scope

This business plan covers the main financial area of commitment, i.e. Finance 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 Corporate Asset Sub Committee.

Departmental Vision and Key Objectives 2014-2017

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.
2. Premises Management delivery.
3. Management of Human Resources.
4. Preparation for the Major Works Project.
5. Maintain and enhance the Shrieval presence at the CCC.

List of Annex’s

Annex A Central Criminal Court Summary Business Plan 2014-17
Annex B Central Criminal Court Risk Register
Annex C Central Criminal Court Financial Summary 2013-14
Annex D Central Criminal Court Organisation Chart 2014

| | | | | | |
|---|--|--|--|---|--|
| | | Management of Financial Resources | | | |
| 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 |
| Continuing review of services to promote proactive spending within budget maintaining services at a high level in 2014/15 | | 31/3/2015 | Expenditure within budget | Secondary and Senior Managers | Within own resources |
| Maintain income levels through location Filming and events held at the CCC. Rates set by the Film Unit may need reviewing. | | 31/3/2015 | Maintain target of £25,000 for filming and possibly increase in functions held at the CCC the latter being dependent on the Shrievalty | Secondary, Administration Manager | In conjunction with the Film Unit and Sheriffs |
| Corporate Considerations- | | | | | |
| Customers/ Consultation and Engagement/ User Focus | | | | | |
| Care to be taken in accepting type of events to be held at CCC 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 CCC 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: | | Premises Management Delivery | | |
| 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 CCC | 1/9/2014 | Reduction of 2% in amount of fuel oil, electricity and gas consumed | Head of Maintenance | Using best practice from the Energy Management group |
| To promote recycling at the CCC by all stakeholders | 1/10/2014 | Reduction in the number of general waste skips used from 3 to 2 and to increase the number of specific recycling skips from 2 to 3 by reducing bin contamination in public areas | Head of Cleaning | Within own resources |
| To improve customer services to stakeholders throughout the building | 31/3/2015 | In house surveys to show increase in satisfaction levels with services provided by CoL by 5% from last year's baseline survey. | All Section Heads | Within own resources |
| Engage with PP2P/CLPS to ensure organisation works for the increased efficiency of the building and financial processes | 31/3/2015 | Full integration into PP2P programme. CLPS being used effectively | Secondary | Within own resources |
| Integration into Property Services Facilities Management Project of R&M responsibilities | 31/3/2015 | All R& M being controlled by property services | Secondary, Head of Maintenance | 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 HMCS 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 joint users committee | 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: | | Management of Human Resources | | |
|---|--------------------|---|---|--|
| 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 CCC through effective performance management. |
| Aligns to Corporate Plan: | | SA 2,3 MTPP 1 | | |
| Actions/Milestones | Target Date | Measure of Success | Responsibility | Resources |
| Consistent application of the Sickness Absence Management Policy | 31/3/2015 | Reduction of overall absenteeism from 6.53 days to an average of 6 days per employee or less per year | All Section Heads/Senior Management Team | Within own resources |
| To consider workforce planning in light of on-going service reviews to update resources, budgets and manpower and succession planning | 31/3/2015 | Improved visibility of performance of department and production of statistics | Secondary, All Section Heads | Within own resources |
| To continue developing the L&D plan to enable the CCC to progress the change agenda and corporate L&D priorities whilst targeting the development of its people to provide a more effective service | 31/7/2014 | Departmental plan developed using L&D plans from appraisals Demonstrable evaluation of training undertaken to fill gaps identified in service delivery and change agenda. Build on the successful recognition of leadership and Rapid Response Team award in 2013 | Administration and Shrieval Support Manager and HR Business Partner | Utilising Central Training courses and own resources |
| A forward strategy will be put in place with an incremental approach taken to achieving the stretch Standard of IIP and reviews taking place on an annual basis Actively participate in centre led work groups to achieve re-accreditation to | 31/9/2014 | Re-accreditation of IIP standard. | Admin and Shrieval Support Manager | 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: | | Preparation for the Major Works Project | | |
| Supporting TCT Strategy themes: | TCT 1 | Priority and rationale: | Major works have been approved to take place from December 2014 whilst the building continues to be occupied. Robust plans involving all stakeholders need to be in place. A partnership project with City Surveyor's and HMCTS. Project now at Design stage until September 2014. This work supports the work of City Surveyor's and will be incorporated into the Project Sub Committee reporting cycle. | |
| Aligns to Corporate Plan: | SA 2,3 MTPP 1 | | | |
| Actions/Milestones | Target Date | Measure of Success | Responsibility | Resources |
| Establish site office. Agree terms of occupation and establish facilities | 31/9/2014 | Functioning Site office meeting needs of project staff | Head of Maintenance | Project set up costs |
| Undertake to draw up plan of preparatory works required to be completed before commencement of major works | 31/7/2014 | Published list of all works required to be completed prior to commencement of major works | Secondary | Within own resources |
| Organise liaison meetings with all building stakeholders and establish frequency and scope of the meetings | 31/8/2014 | All building stakeholders represented and committed to liaison group and first meeting held | Secondary, SMT | Within own resources |
| To establish effective communication with major project team and building users | 31/8/2014 | Establish Communication strategy with all stakeholders and interested parties regarding progress of works | Secondary, City Surveyors, HMCTS | Within own resources |
| CORPORATE CONSIDERATIONS- | | | | |
| Customers/ Consultation and Engagement/ User Focus | | | | |
| Inclusion of all agencies who use the building in preparation for the major works will ensure the CCC continues to operate effectively during this period. | | | | |

| Financial Consideration | Human Resources | Natural Resources | Other Assets |
|--|---|---|---|
| Preparation will ensure nugatory expenditure is avoided Efficiency. Shared Services and Collaboration | 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 and fully involved with preparations |
| Risk Management and Health and Safety | | | |
| <p>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.</p> <p>The risks of sudden failure of systems during the period have been considered and routines established to ensure the building can continue to operate.</p> <p>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</p> | | | |

| Aim/ Objective: | Maintain and enhance the Shrieval Presence at the Central Criminal Court | | | |
|--|---|--|--|----------------------|
| Supporting TCT Strategy themes: | TCT 1 | Priority and rationale: | The Sheriffs of the City of London are both based at the CCC and we aim to provide an effective base and support team for them to carry out their civic role both here at the CCC 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 |
| Manage Sheriffs' accommodation and review requirements in light of changing role of Sheriffs | 31/9/2014 | Accommodation meets requirements of Sheriffs' in situ 2014/15 | Secondary/ Shrieval Support Manager | Within own resources |
| Support Sheriffs in their efforts to host more events encourage other relevant bodies to hold events at the CCC | 26/9/2014 | Increase in funds raised at events held at the CCC for the Sheriffs and Recorder's Fund and the Lord Mayor's Charity | Secondary/ Shrieval support Manager | Within own resources |
| Assist Sheriffs in the selection of guests invited to lunch with HM Judges | 26/9/2014 | Varied selection of guests who are relevant to the City's programme of engaging and informing with the community | Secondary | Within own resources |
| To promote the Sheriffs civic role and support for the Judiciary | 26/9/2014 | Increased visibility of the CCC's role in supporting the Judiciary at the Old Bailey and its and CoL's part in the history of the nation | 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 CCC as a venue for events will be considered and procedures updated accordingly. | | | | |

Our Strategic Aim:

To provide a world class crown court that is safe, well maintained and able to respond to the needs of our customers

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Vision / Key Objectives and/or Key Policy Priorities are:

1. Management of financial resources
2. Premises management delivery
3. Management of human resources
4. Preparation for the Major Works Project
5. To maintain and enhance the Shrieval presence at the Central Criminal Court

Our Key Achievements in 2013/14 were:

1. 100% provision of all courts throughout the year – no sitting days lost
2. All staff now using computer accounts and ITrent for personnel transactions
3. Completion of security section review and formation of Rapid Response Team
4. 100% success in invoice settlement including early invoice payment settlement targets
5. Continued reduction in sickness absence from 7.52 days to 6.53 days per employee.
6. Successfully tendered the catering service, migrating the former CoL dining room staff to the catering contractor in the process.

Our **Key Performance Indicators** are:

| | |
|--|-----------------|
| Description: | Target: |
| 1. Provision of all courts for sitting throughout the year | 97% |
| 2. Reduction of sickness absence to below Corporate target average | 6 days or less |
| 3. Maintaining a secure front line service | 100% |
| 4. PP2P changes to R&M provision adopted at the CCC | Review May 2015 |
| | |

Our **Financial Information:**

| | 2012/13 Actual | 2013/14 Latest Approved Budget | 2013/14 Forecast Outtrn | 2013/14 Forecast Outturn | 2014/15 Budget |
|-----------------------|-------------------|---|-------------------------------|--------------------------------|-------------------|
| | £000 | £000 | £000 | % | £000 |
| Employees | 2,867 | 2,835 | 2,867 | 101 | 2,692 |
| Premises | 713 | 677 | 669 | 102 | 655 |
| Transport | 1 | 1 | 1 | 0 | 1 |
| Supplies & Services | 139 | 134 | 139 | 104 | 130 |
| Third Party Payments | - | - | | | - |
| Contingencies | - | - | | | - |
| Transfer to Reserve | - | - | | | - |
| Unidentified Savings | - | - | | | - |
| Total Expenditure | 3,720 | 3,497 | 3,525 | 101 | 3,583 |
| Total Income | (3,292) | (3,131) | (3,157) | 102 | (3,188) |
| Recharges | 2,503 | 2,442 | 2,491 | | 2,469 |
| Total Net Expenditure | 3,718 | 3,704 | 3,655 | | 3,719 |
| Central Risk | 126 | 270 | 274 | - | 274 |

Our **Staffing** is made up of:

| | | |
|---------------------------------|-------------------------------------|-----------------|
| 98.67 FTE's overall | | |
| 68 FT | | 43 PT |
| 109 = 98.4% Grade A –E | 61.26% Men | 38.74% Women |
| 2 = 1.8% Grade F - J | 100% Men | 0% Women |
| Sickness Absence | Department (1/1/13- 31/12/13) | 6.53 |
| | City Corp. | 5.8347 |

Chief Officer:

C.Henty

Service Committee(s):

Corporate Asset Sub Committee

Central Criminal Court Risk Register 2014-2017

ANNEX B

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| | | | | |
|-------------------------------------|------------------------|----------------------------|----------------|------------|
| Central Criminal Court Risks | Owned By | Secondary of London | Version | 2 |
| | Administered By | Charles Henty | Date | 21/01/2014 |

| Risk No. | Risk | Gross Risk | | Risk Owner / Lead Officer | Existing Controls | Net Risk | | | Planned Action | Control Evaluation |
|----------|--|------------|--------|---------------------------|--|------------|--------|-------------------------|--|--------------------|
| | | Likelihood | Impact | | | Likelihood | Impact | Risk Status & Direction | | |
| CCC1 | Failing to secure public entrances and areas from prohibited activity. | 4 | 3 | Head of Security | Fully trained staff, Rapid reaction team Police presence | 3 | 3 | A ↔ | Maintain existing controls | G |
| CCC2 | Plant failure leading to courts being unavailable | 3 | 4 | Head of Maintenance | In-house boiler team trained and responsible for annual service. | 2 | 2 | G ↓ | Further works planned to deal with this risk being monitored daily | G |
| CCC3 | Inappropriate use of mobile phones in public galleries | 3 | 4 | Head of Security | Existing policy remains, however this may change | 3 | 3 | A ↔ | Awaiting review and guidance from MoJ | A |
| CCC4 | Reduced service delivery in areas under review | 2 | 3 | Section Heads x 3 | Performance monitored daily | 2 | 2 | G ↔ | Maintain existing controls | G |

FINANCE COMMITTEE - CITY FUND

CTC=DAL80 (Central Criminal Court (CF))

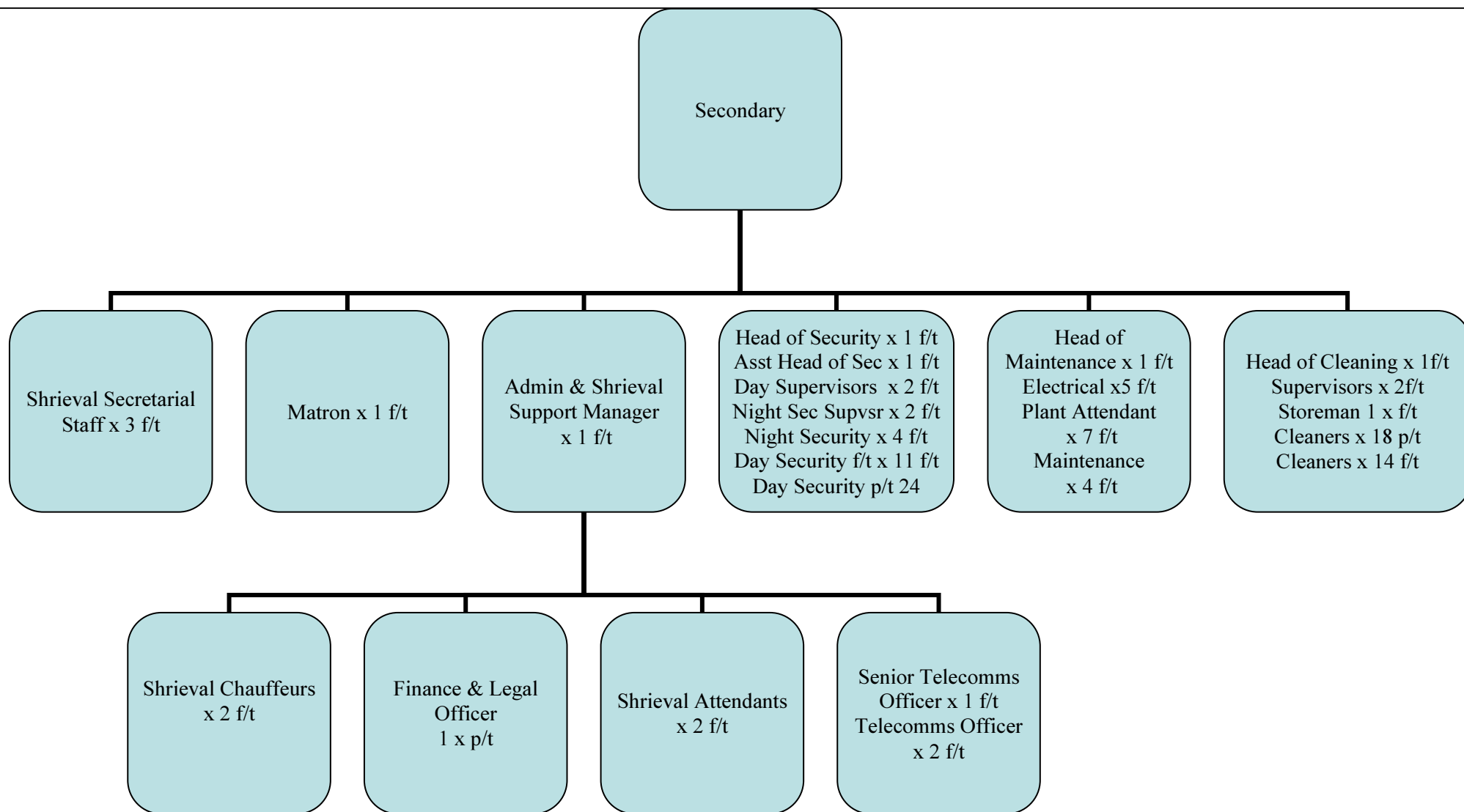
| <i>Actual</i> <i>2012-13</i> <i>£'000</i> | CENTRAL CRIMINAL COURT Town Clerk | <i>Original Budget</i> <i>2013-14</i> <i>£'000</i> | <i>Latest Approved Budget</i> <i>2013-14</i> <i>£'000</i> | <i>Original Budget</i> <i>2014-15</i> <i>£'000</i> |
|---|---|--|---|--|
| | LOCAL RISK | | | |
| | Expenditure | | | |
| 2,867 | TOTAL Employees | 2,685 | 2,716 | 2,752 |
| | | | | |
| 713 | TOTAL Premises Related Expenses | 677 | 669 | 655 |
| | | | | |
| 1 | TOTAL Transport Related Expenses | 1 | 1 | 1 |
| 139 | TOTAL Supplies and Services | 134 | 139 | 130 |
| | | | | |
| 3,720 | TOTAL Expenditure | 3,497 | 3,525 | 3,583 |
| | Income | | | |
| (3,215) | Joint Financing | (3,016) | (3,048) | (3,075) |
| (50) | Other Contributions | (47) | (47) | (47) |
| (3,265) | TOTAL Other Grants, Reimbursements and Contributions | (3,063) | (3,095) | (3,122) |
| | | | | |
| (27) | Fees and Charges for Services, Use of Facilities | (68) | (62) | (66) |
| (27) | TOTAL Customer, Client Receipts | (68) | (62) | (66) |
| | | | | |
| (3,292) | TOTAL Income | (3,131) | (3,157) | (3,188) |
| 428 | LOCAL RISK (excl. R&M City Surveyor) | 366 | 368 | 350 |
| 661 | Repairs and Maintenance (City Surveyor) | 626 | 497 | 601 |
| 661 | LOCAL RISK (City Surveyor) | 626 | 522 | 626 |
| | | | | |
| 1089 | TOTAL LOCAL RISK | 992 | 890 | 976 |
| | CENTRAL RISK | | | |
| 175 | Direct Employee Expenses | 200 | 200 | 200 |
| 175 | TOTAL Employee Expenses | 200 | 200 | 200 |
| 1,446 | TOTAL Premises Related Expenses | 1,446 | 1,485 | 1,485 |
| (1,495) | TOTAL Other Grants, Reimbursements and | (1,376) | (1,411) | (1,411) |

| | | | | |
|--------------|---|--------------|--------------|--------------|
| | Contributions | | | |
| 126 | TOTAL CENTRAL RISK | 270 | 274 | 274 |
| | RECHARGES | | | |
| | Central Recharges | | | |
| 2,436 | TOTAL Central Recharges | 2,377 | 2,425 | 2,405 |
| | Recharges Within Committee | | | |
| | Recharges Within Fund | | | |
| 67 | Contribution to Corporate and Democratic Core | 65 | 66 | 64 |
| 2,503 | TOTAL RECHARGES | 2,442 | 2,491 | 2,469 |
| | | | | |
| 3,718 | TOTAL NET EXPENDITURE / (INCOME) | 3,704 | 3,655 | 3,719 |

FINANCE COMMITTEE – CITY'S CASH

CTC=DJG99 (Secondary Office)

| <i>Actual</i> 2012-13 £'000 | SECONDARY'S OFFICE <i>Town Clerk</i> | <i>Original</i> <i>Budget</i> 2013-14 £'000 | <i>Latest</i> <i>Approved</i> <i>Budget</i> 2013-14 £'000 | <i>Original</i> <i>Budget</i> 2014-15 £'000 |
|-----------------------------------|---|--|---|--|
| | LOCAL RISK | | | |
| | Expenditure | | | |
| 425 | TOTAL Employees | 458 | 390 | 361 |
| 8 | TOTAL Premises Related Expenses | 1 | 30 | 1 |
| 2 | TOTAL Transport Related Expenses | 3 | 3 | 3 |
| 41 | TOTAL Supplies and Services | 22 | 105 | 123 |
| | | | | |
| 476 | TOTAL Expenditure | 484 | 528 | 488 |
| | Income | | | |
| 0 | Sales of Products or Materials | (1) | (0) | (0) |
| 0 | TOTAL Income | (1) | (0) | (0) |
| | | | | |
| 476 | TOTAL LOCAL RISK | 483 | 528 | 488 |
| | RECHARGES | | | |
| 11 | TOTAL Central Recharges | 9 | 13 | 13 |
| 11 | TOTAL RECHARGES | 9 | 13 | 13 |
| 484 | TOTAL NET EXPENDITURE / (INCOME) | 492 | 541 | 501 |



Agenda Item 9

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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Agenda Item 11

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Agenda Item 12

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Agenda Item 13

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