

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

### **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.				

<b>Aim/ Objective:</b>		<b>Premises Management Delivery</b>		
<b>Supporting TCT Strategy themes:</b>		TCT 1	<b>Priority and rationale:</b>	To provide a sustainable infrastructure, which supports an operational building that is well maintained, fit for purpose and able to respond to future challenges.
<b>Aligns to Corporate Plan:</b>		SA 2,3 MTPP 1		
<b>Actions/Milestones</b>	<b>Target Date</b>	<b>Measure of Success</b>	<b>Responsibility</b>	<b>Resources</b>
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
<b>CORPORATE CONSIDERATIONS-</b>				

<b>Customers/ Consultation and Engagement</b>			
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.			
<b>Financial Consideration</b>	<b>Human Resources</b>	<b>Natural Resources</b>	
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
<b>Risk Management and Health and Safety</b>			
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.			

<b>Aim/ Objective:</b>		<b>Management of Human Resources</b>		
<b>Supporting TCT Strategy themes:</b>		TCT 1	<b>Priority and rationale:</b>	To ensure CoL staff are committed and trained to the highest standards across all disciplines at the CCC through effective performance management.
<b>Aligns to Corporate Plan:</b>		SA 2,3 MTPP 1		
<b>Actions/Milestones</b>	<b>Target Date</b>	<b>Measure of Success</b>	<b>Responsibility</b>	<b>Resources</b>
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
<b>Corporate Considerations</b>				
<b>Customers/ Consultation and Engagement</b>				

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

<b>Aim/ Objective:</b>	<b>Preparation for the Major Works Project</b>			
<b>Supporting TCT Strategy themes:</b>	TCT 1	<b>Priority and rationale:</b>	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.	
<b>Aligns to Corporate Plan:</b>	SA 2,3 MTPP 1			
<b>Actions/Milestones</b>	<b>Target Date</b>	<b>Measure of Success</b>	<b>Responsibility</b>	<b>Resources</b>
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
<b>CORPORATE CONSIDERATIONS-</b>				
<b>Customers/ Consultation and Engagement/ User Focus</b>				
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.				

<b>Financial Consideration</b>	<b>Human Resources</b>	<b>Natural Resources</b>	<b>Other Assets</b>
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
<b>Risk Management and Health and Safety</b>			
<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>			

<b>Aim/ Objective:</b>	<b>Maintain and enhance the Shrieval Presence at the Central Criminal Court</b>			
<b>Supporting TCT Strategy themes:</b>	TCT 1	<b>Priority and rationale:</b>	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 .	
<b>Aligns to Corporate Plan:</b>	SA 2,3 MTPP 1			
<b>Actions/Milestones</b>	<b>Target Date</b>	<b>Measure of Success</b>	<b>Responsibility</b>	<b>Resources</b>
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
<b>CORPORATE CONSIDERATIONS</b>				
<b>Customers Consultation and Engagement</b>				
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.				
<b>Risk Management and Health and Safety</b>				
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

**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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<b>Central Criminal Court Risks</b>	<b>Owned By</b>	<b>Secondary of London</b>	<b>Version</b>	2
	<b>Administered By</b>	<b>Charles Henty</b>	<b>Date</b>	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>	<b>CENTRAL CRIMINAL COURT Town Clerk</b>	<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>
	<b>LOCAL RISK</b>			
	<b>Expenditure</b>			
2,867	<b>TOTAL Employees</b>	2,685	2,716	2,752
713	<b>TOTAL Premises Related Expenses</b>	677	669	655
1	<b>TOTAL Transport Related Expenses</b>	1	1	1
139	<b>TOTAL Supplies and Services</b>	134	139	130
3,720	<b>TOTAL Expenditure</b>	3,497	3,525	3,583
	<b>Income</b>			
(3,215)	Joint Financing	(3,016)	(3,048)	(3,075)
(50)	Other Contributions	(47)	(47)	(47)
(3,265)	<b>TOTAL Other Grants, Reimbursements and Contributions</b>	(3,063)	(3,095)	(3,122)
(27)	Fees and Charges for Services, Use of Facilities	(68)	(62)	(66)
(27)	<b>TOTAL Customer, Client Receipts</b>	(68)	(62)	(66)
(3,292)	<b>TOTAL Income</b>	(3,131)	(3,157)	(3,188)
428	<b>LOCAL RISK (excl. R&amp;M City Surveyor)</b>	366	368	350
661	Repairs and Maintenance (City Surveyor)	626	497	601
661	<b>LOCAL RISK (City Surveyor)</b>	626	522	626
1089	<b>TOTAL LOCAL RISK</b>	992	890	976
	<b>CENTRAL RISK</b>			
175	Direct Employee Expenses	200	200	200
175	<b>TOTAL Employee Expenses</b>	200	200	200
1,446	<b>TOTAL Premises Related Expenses</b>	1,446	1,485	1,485
(1,495)	<b>TOTAL Other Grants, Reimbursements and</b>	(1,376)	(1,411)	(1,411)

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

## 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
	<b>LOCAL RISK</b>			
	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
	<b>RECHARGES</b>			
11	TOTAL Central Recharges	9	13	13
11	TOTAL RECHARGES	9	13	13
484	TOTAL NET EXPENDITURE / (INCOME)	492	541	501

