

Committee(s):	Date(s):
Corporate Asset Sub Committee	31 st March 2015
Subject: Central Criminal Court Business Plan 2015-18	Public
Report of: Secondary of London	For Decision

Summary

1. This report seeks approval for the Central Criminal Court's Business Plan 2015-18.
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 past year has seen a number of high profile cases and was for some considerable time the focus of intense media attention both nationally and internationally and responded effectively to the challenges this presented.
5. In addition to the increased workload as a consequence of fuller sitting days the department undertook a number of different events and is examining possibilities of expanding on these subject to the restrictions imposed by the security and logistical requirements of cases.
6. The Major Works Programme has now reached the Gateway 5 stage with intense activity taking place in terms of surveys and testing of systems for the next phase of the project. The court activity has not been affected and the co-ordination of the works thus far has been very effective.
7. The department has continued to expand its wider educational and outreach roles with some 75 visits taking place many of these to schools, centres of higher education from overseas and many diverse organisations. It will be hosting part of the Global Law Summit, the pilot of Advocacy Training Counsel Gold Standard, and will continue to support the Bar in hosting Mock Trials for the Inns of Court and others. It also has housed 2 art exhibitions one from a City of London Academy and one from a Special Needs School.

Recommendation

- That Members approve this report

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Business Plan Central Criminal Court

2015/2018

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 96.64(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 C to this report). The catering services are contracted out by the City of London to Aramark until 1st September 2016.

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 Fashion Show or a choral evening, but these are a challenge in not affecting the running of courts in any way. The department is represented at the Corporate Events Management Group, but does not have an events team of its own. It aims to develop as part of the Service Area Reviews, suitable opportunities where the building might be used to promote the Corporation of London and potentially develop income streams. In addition the department has been participating in the development of the future Corporation cleaning contract, particularly in establishing effective Key Performance Indicators.

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 and now schools. 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 2014/15

- Maintained 100% availability of all courts throughout the year.
- Successfully managed the most intense media coverage of major cases in recent years in close partnership with HMCTS and City of London Police.
- Continued to reduce sickness absence from 6.53days to 4.81 days per employee.
- Successfully adopted City People and Oracle and are well prepared for the new purchasing requirements and key user training completed.
- Progressed the Major Works Project to Phase 1 Gateway 5 involving large numbers of contractors around court activity. Intrusive testing and surveys stage now being complete.
- Participated in the Service Based Reviews and collaborated with the City Surveyor's Property Services Review by seconding staff
- Staged a variety of challenging charity events such as a fashion show, a choral evening with St Paul's the Recorder's Concert in support of the City Music Festival
- Raised £17,000 for the Sheriff and Recorder's Fund Charity

Diversity Achievements 2014/15

- Ran approximately: 150 events of which 75 were tours, mostly but not exclusively done out of hours.
- Developed stronger links with the City of London Academies including having schoolchildren as guests for lunch to meet the Judges.
- Houses 2 art collections from the City of London Academy and Cricket Green Primary School (for children with special needs)

Looking Ahead

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

1. The provision of court availability and mitigation of risk of plant or equipment failure
2. The progression and assistance with the major works project
3. The development of educational initiatives and service area reviews under the Corporate Events Management Group
4. In conjunction with the Ministry of Justice determine what future the catering will be post 1st September 2016

C.Henty
Secondary of London.

Departmental Vision and Key Objectives 2015-2018

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 and Delivery of Services.
3. Management of Human Resources.
4. Progression of the Major Works Project.
5. Maintain and enhance the Shrieval presence at the Central Criminal Court.

List of Annex's

- Annex A Central Criminal Court Summary Business Plan
- Annex B Central Criminal Court Risk Register
- Annex C 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 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.

Financial

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 B 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.

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 2015/16	31/3/2016	Expenditure within budget	Secondary and Senior Managers	Within own resources
Achieve realistic income levels through location Filming and events held at the Central Criminal Court. Rates set by the Film Unit may need reviewing.	31/3/2016	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)	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:	Premises Management and Delivery of Services			
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	1/9/2016	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 Central Criminal Court by all stakeholders	1/10/2016	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	31/3/2016	In house surveys show continual 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 City Procurement to ensure department works for the increased efficiency of the building and financial processes	30/4/2015	All City procurement procedures implemented including No Purchase Order, No Pay implementation	Secondary, Administration Manager	Within own resources
To clarify the position of Ministry of Justice regarding future Catering services required at the Central	30/9/2015	Clear direction received from Ministry of Justice on Catering Services required to be provided	Secondary, Administration Manger	Within own resources

Criminal Court by the Ministry of Justice after the conclusion of the current catering contract on 30/8/2016		at the Central Criminal Court post 30/8/2016		
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 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
Consistent application of the Sickness Absence Management Policy. City of London Corporation sickness absenteeism target of 5 days or less per employee per year	31/3/2016	Continuing to improve sickness absenteeism levels from 4.81 in 2014 to 4.5 days per employee at the end of 2015.	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 succession planning	31/3/2016	Improved visibility of performance of department and production of statistics	Secondary, All Section Heads	Within own resources
To continue developing the Learning and Development plan to enable the Central Criminal Court to progress the change agenda and corporate Learning and Development priorities whilst targeting the development of its people to provide a more effective service	31/7/2015	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
A forward strategy will be put in place with an incremental approach taken to achieving the stretch Standard of Investors in People with reviews taking place on an annual basis over three years as agreed by the central Investors in people working group	31/9/2016	Departmental involvement with corporate initiative and improve the City of London Corporation overall Bronze recognition award achieved in 2014.	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:	Progression of the Major Works Project			
Supporting TCT Strategy themes:	TCT 1	Priority and rationale:	Major works have been approved to take place from January 2015 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. 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
Site office now established with terms agreed for occupation.	01/02/15	Area fully functional and being used on a regular basis	Head of Maintenance	Project set up costs
Agreeing method of communication to all Court users regarding the progression of the works	01/7/2015	Setting up the distribution of news letters supplied by the City Surveyor	Secondary City Surveyor HMCTS	Within own resources
Agreeing access routes to works areas to prevent clashes between court users and contractors	01/7/15	Marked up plans showing routes and programming of passes to only allow access to contractors where required	Secondary, City Surveyor Head of Maintenance	Within own resources
Start detailed planning with service provider to maintain Security of the building during the works	01/07/15	Good level of communication between service providers, security and in house security team	Secondary, City Surveyors, HMCTS Head of Security	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 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:	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 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
Manage Sheriffs' accommodation and review requirements in light of changing role of Sheriffs	31/9/2015	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 Central Criminal Court	26/9/2015	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
Assist Sheriffs in the selection of guests invited to lunch with HM Judges as agreed as part of strategic spending review	26/9/2015	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	26/9/2015	Increased visibility of the Central Criminal Court'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
To Promote educational visits by London educational establishments in line with City initiatives on youth crime/education	31/03/2016	Increased awareness of the role played by the City of London Corporation in Criminal Justice and the consequences of crime	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.

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 and delivery of services
3. Management of human resources
4. Commencement of the Major Works Project
5. To maintain and enhance the Shrieval presence at the Central Criminal Court

Our Key Achievements in 2014/15 were:

1. 100% provision of all courts throughout the year – no sitting days lost
2. 100% success in invoice settlement including early invoice payment settlement targets
3. Continued reduction in sickness absence from 6.53 days to 4.81 days per employee.
4. Increased educational outreach by 20% in terms of visits and events.

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	5 days or less
3. Maintaining a secure front line service	100%
4. Continued maintenance of Customer Services in Security i.e. NVQ	100% pass

Our Financial Information:

	2013/14 Actual	2014/15 Latest Approved Budget	2014/15 Forecast Outturn	2014/15 Forecast Outturn	2015/16 Budget
	£000	£000	£000	%	£000
Employees	2,867	2,829	2,703	96	2,845
Premises	707	655	671	102	655
Transport	3	1	4	400	1
Supplies & Services	155	151	152	101	151
Total Expenditure	3,552	3,636	3,530	97	3,652
Total Income	(3,094)	(3,229)	(3,100)	96	(3,244)
Total Local Risk(exc. R&M City Surveyor)	458	407	430	106	408
R&M City Surveyor	615	612	612	100	521
Total Local Risk	1,073	1,019	1,042	102	929
Central Risk	166	276	305	111	276
Recharges	(2,282)	3,033	3,033	100	3,033
Total Net (Income)/ Expenditure	(730)	4,328	4,380	101	4,238

Our Staffing is made up of:

96.64 FTE's overall		
67 FT		41 PT
106 = 98.2% Grade A –E	62.96% Men	37.04% Women
2 = 1.8% Grade F - J	100% Men	0% Women
Sickness Absence	Department (1/1/13- 31/12/13)	4.81
	City Corp.	5.55

Chief Officer:

C.Henty

Service Committee(s):

Corporate Asset Sub Committee

Central Criminal Court Risk Register 2015-2018

ANNEX B

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	Rare	Minor	A	↔	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	G	↔	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 remains, however this may change.	Possible	Minor	G	↔	Retain current prohibition stance	Rare	Minor	G

