

Committee(s):	Date(s):
Courts Sub (Policy & Resources) Committee	26 October 2016
Subject: Central Criminal Court Business Plan 2016-19	Public
Report of: Secondary of London	For Decision
Report Author: Charles Henty	

Summary

1. This report seeks approval for the Central Criminal Court's Business Plan 2016-19.
2. 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.
3. The profile of cases has increased to predominantly Class 1 trials and this profile is set to continue, combined with a higher occupation of courts and increased sitting times.
4. A number of reviews have taken place, particularly a thorough security review which has been addressed effectively with the assistance of the City of London Police. A number of further reviews are planned for 2016 focusing on the benchmarking of Facilities Management and Administration Services and establishing service level standards with the Courts Service.
5. The Major Works Programme continues with the main new boiler room infrastructure works nearing completion. Work is now progressing on the lifts replacement, four of which are due for completion by the end of August. Communication continues to work well and there has been minimal noise intrusion and no impact on events or court sitting times.
6. The department has continued to expand its wider educational and outreach roles with some 71 visits having taken place in the past year. There has been a significant increase in daytime visits from schools, universities and judicial-related initiatives with a particular emphasis on diversity and inclusion.
7. The Sheriffs have also expanded the target audience for lunches and a number of "themed" lunches have taken place specifically focusing on certain target audiences, promoting the rule and significance of law in successful commerce and to promote the close relationship with the Judiciary and the Corporation of London's responsibility for the Central Criminal Court.

Recommendation

- That Members approve this report

Contact: Charles Henty:0207 248 3277charles.henty@cityoflondon.gov.uk

Business Plan Central Criminal Court

2016-2019

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 Assistant Town Clerk to the Corporate Asset Sub Committee.

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. A new development has been the introduction of themed lunches where guests all have a particular subject in common, e.g. Press, Education, The Arts, prisoner welfare. 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 2015/16

- 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.
- Maintained sickness absence below the City of London Corporation average of 6 days per employee.
- Maintained an average of over 98% success against City procurement targets across purchasing and payment of invoices including No Po No Pay.
- Progressed the Major Works Project to beyond Phase 1 Gateway 5 involving large numbers of contractors around court activity. Intrusive testing and surveys stage completed.
- Participated in the Service Based Reviews and collaborated with the City Surveyor's Property Services Review.
- Staged a variety of challenging charity events such as 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 2015/16

- Ran approximately: 150 events of which 71 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.
- Housed 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 of and assistance with the major works project;
3. Development of baseline information and departmental service level agreements;
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 2016-2019

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

Vision

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

Key Objectives

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

List of Annex's

Annex A Central Criminal Court 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 the Chamberlain's, 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), and City

Fund used for operational costs and all other staff. The City Fund element is split on a series of cost ratios (mainly 95% HMCTS, 5% CoL) for staffing costs and other expenses as stipulated by an agreed formula with HMCTS. The catering services are contracted out by the City of London to Aramark until 1st September 2016.

Human Resources

The division employs 93.14 (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).

Financial

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

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

Risk

The departmental Risk Register for the department is contained in Annex 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 Demonstrating Value for Money				
Supporting TCT Strategy themes:	TCT 1,4	Priority and rationale:	To promote a dynamic approach to managing the budget making efficient use of all income streams available whilst maintaining standards of service to our stakeholders	
Aligns to Corporate Plan:	SA 3 MTPP 1,5			
Actions/Milestones	Target Date	Measure of Success	Responsibility	Resources
Review of services to promote proactive spending within budget maintaining services at a high level in 2016/17	31/3/2017	Expenditure within budget. Establish Service Level Agreement, in line with Corporate standards post benchmarking with HMCTS to demonstrate VFM	Secondary and Senior Managers	Within own resources
Develop infrastructure for holding future events to create new revenue streams. Identifying requirements that may have cost implications	31/12/16	Purchasing of key equipment for events: Chairs, dais, sound system and staging to be completed by August 2016. Current system of event co-ordination to be evaluated through staff secondment from June – August 2016. Findings to assist with further review of administration and possible establishment of co-ordinating events unit in conjunction with EDEO and Remembrancer's office	Secondary/Head of Section	Within own resources
Achieve appropriate income levels through location Filming and events held at the Central Criminal Court. (Events will be affected by the Major Works Project from June 2017 when	31/3/2017	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	Secondary, Administration Manager	In conjunction with the Film Unit and Sheriffs and CEMG

courts will be affected on 1907 side)		opportunities with the Corporate Events Management Group(CEMG). Staffing implications will need reviewing		
Corporate Considerations-				
Customers/ Consultation and Engagement/ User Focus				
Care to be taken in accepting type of events to be held at Central Criminal Court so as not to bring building into disrepute. Consultation with Building users from all agencies.				
Financial Consideration	Human Resources		Other Assets	
Looking to supplement budget by income generation	Potential for events staff being required if opportunities to hold events increase		Charge for use of filming as a backdrop	
Risk Management and Health and Safety				
Risk of bringing Central Criminal Court into disrepute if events not screened and monitored effectively. Health and Safety issues could arise having more people entering the building at weekends and late at night.				

Aim/ Objective:	Development of Facilities Management Arrangements			
Supporting TCT Strategy themes:	TCT 1	Priority and rationale:	To provide a sustainable infrastructure, which supports an operational building that is well maintained, fit for purpose and able to respond to future challenges.	
Aligns to Corporate Plan:	SA 2,3 MTPP 1			
Actions/Milestones	Target Date	Measure of Success	Responsibility	Resources
To improve energy efficiency in the Central Criminal Court in accordance with City of London Corporation targets	1/9/2017	Target: reduction of 2.5% in amount of fuel oil, electricity and gas consumed Achieved: Electricity +2% Gas: -8%	Head of Maintenance	Using best practice from the Energy Management group
To develop and expand base line information to give a clearer operational view of the running of the Central Criminal Court and cost visibility	31/10/16	Information and format agreed by all involved departments. Benchmarking pilot exercise currently in place for 6 months to review all FM services as part of the Strategic Review.	Secondary' Administration Manager	Within own resources
To develop service level agreements with HMCTS for each area of facilities management	1/10/16	Service standards adopted and agreed by HMCTS and CoL following benchmarking review in Autumn 2016	Secondary , Heads of section	Within own resources
To improve customer services to stakeholders throughout the building	31/3/2016	In house surveys show continual increase in satisfaction levels with services provided by CoL by 5% from service baseline survey.	All Section Heads	Within own resources
To work with City Procurement to finalise the extension to the Catering contract for 2 years to 1 Sept 2018, after which a further review will be undertaken jointly by CoL and MoJ	30/9/2015	Catering Contract extended for a further 2 years and agreement from Ministry of Justice regarding costs has been agreed.	Secondary, Administration Manger	Within own resources

CORPORATE CONSIDERATIONS-

Customers/ Consultation and Engagement

Consultation and Engagement with all building users through the Court users committee and joint working group monthly meeting with HMCTS to encourage participation in initiatives.

Financial Consideration	Human Resources	Natural Resources	
Working with all agencies to reduce costs and share assets across the building users through Court user group chaired by the Recorder.	Training to ensure staff are up to date with modern working practices and obtain skills to work more effectively.	We are working to make an old building as environmentally friendly as possible, considering climate change, and the reduction in use of natural resources	Not applicable

Risk Management and Health and Safety

Risk Management to be conscious that succession planning is of a high priority in the Maintenance area.
Ensure all staff are aware of their responsibilities regarding Health and Safety.

Aim/ Objective:		Development of Resources and Skills		
Supporting TCT Strategy themes:		TCT 1	Priority and rationale:	To ensure CoL staff are committed and trained to the highest standards across all disciplines at the Central Criminal Court through effective performance management.
Aligns to Corporate Plan:		SA 2,3 MTPP 1		
Actions/Milestones	Target Date	Measure of Success	Responsibility	Resources
To develop workforce planning in light of on-going service reviews to update resources, budgets and succession planning	31/3/2017	Improved visibility of performance of department and production of statistics. Alignment of staff and skills for the future	Secondary, All Section Heads/City Surveyors Department	Within own resources
Business Improvement plan for the CCC to be agreed and implemented to assist in the maintenance of the silver recognition and striving to achieve gold Standard of Investors in People with reviews taking place in Sept 2016.	31/9/2016	Departmental involvement with corporate initiative and improve the City of London Corporation overall Silver recognition award achieved in 2015.	Admin and Shrieval Support Manager	Within own resources
To continue developing the Learning and Development plan to enable the Central Criminal Court to develop staff's technical skills in light of new equipment and events management arrangements. Continuing targeting the development of its people to provide a more effective service	31/7/2016	Departmental plan developed using Learning and Development plans from appraisals Demonstrable evaluation of training undertaken to fill gaps identified in service delivery and change agenda.	Administration and Shrieval Support Manager and HR Business Partner	Utilising Central Training courses and own resources
Consistent application of the Sickness Absence Management Policy.	31/3/2017	Strive to keep sickness absenteeism levels below Corporation target of 6 days per employee at the end of 2016.	All Section Heads/Senior Management Team	Within own resources

Corporate Considerations

Customers/ Consultation and Engagement

Future staff survey to be carried out to assess success in improving internal communication, management and training opportunities.

Financial Consideration	Human Resources		
	Utilising HR Business partner and HRBU to ensure correct procedures are used		

Risk Management and Health and Safety

Ensure all staff are aware of their responsibilities regarding Health and Safety.

Aim/ Objective:	Delivery of the Major Works Project and Repairs and Maintenance			
Supporting TCT Strategy themes:	TCT 1	Priority and rationale:	Major works commenced in January 2015 whilst the building continued to be occupied. Robust plans involving all stakeholders need to be in place. A partnership project with City Surveyor's and HMCTS. This work supports the work of City Surveyor's and has been incorporated into the Project Sub Committee reporting cycle and seeks to simultaneously enhance the appearance of certain high use/public facing areas in addition.	
Aligns to Corporate Plan:	SA 2,3 MTPP 1			
Actions/Milestones	Target Date	Measure of Success	Responsibility	Resources
To facilitate the delivery of the Major Works Project	As per Major Works Programme timetable	To keep on schedule To prevent any disturbance of court activity. Maintain close liaison with all contractors and timetables	SMT/Inter-serve/ CSD	As per MWP contract
To communicate progress to key stakeholders on a regular basis	Monthly/quarterly	Regular committee progress reports to members. Internal Reporting updates on progress, currently Report No. 22	CSD	As per MWP and Steering Project Board Group plan
Programme and implement additional works for HMCTS regarding digitisation of court proceedings, eg. Click share and secure wi-fi in court rooms	Installation commencing March and April 2016	Go live from 27 th April 2016. No courts will be disturbed during installation. Installation due for completion early May 2016.	HMCTS/CSD/ Interserve	HMCTS separate programme
Document and prioritise all additional works required factoring in these works with the Major Works Programme.	Benchmarking completed by March 2016. Resource analysis from April 2016	To deliver re-decorative work plan focusing on high use and public areas. To deliver infrastructure projects (Glazing and CCTV) as part of a	Secondary/CSD/ Interserve	Within Additional Works Plans. Corporate projects

		corporate security project 2016		(security enhancements)
Working with City Surveyors to deliver a restructured department of R&M on- site support	31 st Aug 2016	Establish new structure and KPIs in conjunction with new corporate FM review plans	Secondary/CSD	Within current resources

CORPORATE CONSIDERATIONS-

Customers/ Consultation and Engagement/ User Focus

Inclusion of all agencies which use the building in preparation for the major works will ensure the Central Criminal Court continues to operate effectively during this period.

Financial Consideration	Human Resources	Natural Resources	Other Assets
Preparation will ensure nugatory expenditure is avoided	Staff training needs to be reassessed during the works programme to ensure skills are up to date. Issues surrounding workforce planning are being considered	Environmental considerations during works will be monitored	City Surveyors controlling major works programme ensuring the Central Criminal Court are fully involved with preparations

Risk Management and Health and Safety

The risk of Plant failure due to explosion or failure of equipment is on the Risk register as a high risk. Further information can be obtained from the Central Criminal Court.

The risks of sudden failure of systems during the period have been considered and routines established to ensure the building can continue to operate.

Health and Safety to be promoted during this period to ensure all users of the building are aware of the extra need to be vigilant

Aim/ Objective:	Shrieval and Judicial Support – Development of Relevant Events			
Supporting TCT Strategy themes:	TCT 1	Priority and rationale:	The Sheriffs of the City of London are both based at the Central Criminal Court and we aim to provide an effective base and support team for them to carry out their civic role both here at the Central Criminal Court and in the wider community supporting the Lord Mayor .	
Aligns to Corporate Plan:	SA 2,3 MTPP 1			
Actions/Milestones	Target Date	Measure of Success	Responsibility	Resources
Developing the Sheriffs civic role in support of the Judiciary. Refreshing the Shrieval lunches with the introduction of regular Themed lunches and to complement improve joined working with Mansion House	26/9/2016	Increased visibility of the Central Criminal Court’s role in supporting the Judiciary at the Old Bailey and its and City of London’s part in the history of the nation	Secondary	Within own resources
Support Sheriffs in their efforts to host more events encourage other relevant bodies to hold events at the Central Criminal Court	26/9/2016	Increase in funds raised at events held at the Central Criminal Court for the Sheriffs and Recorder’s Fund and the Lord Mayor’s Charity	Secondary/ Shrieval Support Manager	Within own resources
To promote educational visits by London educational establishments in line with City initiatives on youth crime/education. Investigate links with one particular school for community outreach.	31/03/2017	Increased awareness of the role played by the City of London Corporation in Criminal Justice and the consequences of crime	Secondary	Within own resources
Assist Sheriffs in the selection of guests invited to lunch with HM Judges in line with promoting the City of London Corporation	26/9/2016	Varied selection of guests who are relevant to the City’s programme of engaging and informing with the community	Secondary	Within own resources
Assisting with the Judicial Visits programme	26/9/2016	Increase in numbers of Judicial visits	Secondary	Within own resources

CORPORATE CONSIDERATIONS

Customers Consultation and Engagement

The current Sheriffs are consulted on any proposals to be implemented and the views of Court of Aldermen are sought in conjunction with Mansion House and Guildhall.

Risk Management and Health and Safety

Risk Management: Increased opportunity for reputation risk if event is not delivered to the standard required.

Health and Safety: Issues surrounding increased usage of Central Criminal Court as a venue for events will be considered and procedures updated accordingly.

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 – value for money
2. Development of facilities management arrangements
3. Development of resources, skills and structure
4. Major Works Project and repairs and maintenance
5. Shrieval/Judicial Support – relevant events

Our Key Achievements in 2015/16 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. To endeavour to maintain sickness levels below the Corporation target of 6 days per employee.
4. Increased outreach in terms of visits, events and themed lunches.
5. Review of Security Arrangements and implementation of all action points arising from the report within 3months.

Our Key Performance Indicators are:

Description	Target:
1. Provision of all courts for sitting throughout the year	97%
2. Continuing to maintain sickness absence to below the Corporate target	6 days or less
3. Maintaining a secure front line service	100%
4. Increased educational and judicial events	50%

Our Financial Information:

Central Criminal Court City Fund	2014/15 Actual	2015/16 Latest Approved Budget	2015/16 Forecast Outturn	2015/16 Forecast Outturn	2016/17 Budget
	£000	£000	£000	%	£000
Employees	2,694	2,780	2,736	98	2,970
Premises	629	654	641	98	654
Transport	4	1	4	400	1
Supplies & Services	136	162	199	123	155
Total Expenditure	3,463	3,597	3,580	100	3,780
Total Income	(3,028)	(3,186)	(3,169)	99	(3,358)
Total Local Risk(exc. R&M City Surveyor)	435	411	411	100	422
R&M City Surveyor	614	614	614	100	861
Total Local Risk	1,049	1,025	1,025	100	1,283
Central Risk	196	278	293	105	278
Recharges	(2,879)	2,651	2,651	100	2,667
Total Net (Income)/ Expenditure	4,124	3,954	3,969	100	4,228
Central Criminal Court City's Cash	2014/15 Actual	2015/16 Latest Approved Budget	2015/16 Forecast Outturn	2015/16 Forecast Outturn	2016/17 Budget
	£000	£000	£000	%	£000
Employees	325	334	326	98	344
Premises	8	1	0	0	1
Transport	1	3	0	0	3
Supplies & Services	27	58	38	66	53
Total Expenditure	361	396	364	92	401
Total Local Risk	361	396	364	100	401
Recharges	9	35	35	100	35
Total Net Expenditure	370	431	399	93	436

Our Staffing is made up of:

93.14 FTE's overall		
61 FT	44 PT	
105 = Grade A –E	60.24% Men	32.9% Women
2 = Grade F - J	100% Men	0% Women
Sickness Absence	Department (1/1/15- 31/12/15)	5.70
	City Corp.	6.20

Chief Officer:
C.Henty

Service Committee(s):
Corporate Asset Sub Committee

Central Criminal Court Risk Register 2016-2019

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. Full review undertaken esp staff levels	Rare	Serious	G	↓	Maintain existing controls, re-training annually	Rare	Minor	G
CCC 2	Plant failure leading to courts being unavailable.	Head of Maintenance	In-house boiler team trained and responsible for annual service.	Rare	Serious	A	↔	Being monitored with major capital project underway	Rare	Minor	G
CCC 3	Inappropriate use of mobile phones/camera/watches in public galleries.	Head of Security	Existing policy of prohibition remains in place following review.	Possible	Minor	G	↓	Retain current prohibition stance	Rare	Minor	G
CCC 4	Failure to recruit and retain suitably qualified staff	Secondary	Major Works Contractor support and Property Services Support CSD	Possible	Moderate	A	↓	Recruitment of temporary fixed term manager for maintenance area	Rare	Minor	G
CCC 5	Non completion of major security review	Secondary/Head of Security	Separate plan nearing completion.	Rare	Minor	G	↓	A number of improvements completed. Validation by CoLP Feb 2016	Rare	Minor	G

