

## Appendix 2

### **Business Plan Central Criminal Court**

**2017-2020**

#### **Introduction**

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

#### **Background**

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

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

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

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

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

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

### Key Achievements for 2016/17

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

### Looking Ahead

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

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

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Secondary of London.

## **Departmental Vision and Key Objectives 2017-2020**

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

### **Vision**

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

### **Key Objectives**

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

### **List of Annex's**

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

## **Main Stakeholders**

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

## **Communication and Consultation**

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

## **Operational Costs**

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

## **Human Resources**

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

## **Financial**

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

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

## **Risk**

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

## **Scope**

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

## **Reporting Arrangements**

The department reports to the Courts Sub Committee.

<b>Management of Financial Resources Demonstrating Value for Money</b>				
<b>Supporting TCT Strategy themes:</b>	TCT 1,4	<b>Priority and rationale:</b>	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	
<b>Aligns to Corporate Plan:</b>	SA 3 MTPP 1,5			
<b>Actions/Milestones</b>	<b>Target Date</b>	<b>Measure of Success</b>	<b>Responsibility</b>	<b>Resources</b>
Review of services to promote proactive spending within budget maintaining services at a high level in 2017/18	31/3/2018	Expenditure within budget. Establish Service Level Agreement, in line with Corporate standards post benchmarking with HMCTS to demonstrate VFM	Secondary and Senior Managers	Within own resources
Further develop infrastructure for holding future events to create new revenue streams. Identifying requirements that may have cost implications	31/12/17	Purchasing of key equipment for events including Lectern with microphone and further audio equipment to enhance that previously purchased	Secondary/Head of Section	Within own resources
Achieve appropriate income levels through location Filming and events held at the Central Criminal Court. (Events will be affected by the Major Works Project from May 2017 when courts will be affected on 1907 side)	31/3/2018	Maintain offer for filming and possibly increase in functions held at the Central Criminal Court the latter being dependent on the Shrievalty. Develop cross-cutting opportunities with the Corporate Events Management Group(CEMG). Staffing implication reviewing	Secondary, Administration Manager	In conjunction with the Film Unit and Sheriffs and CEMG
<b>Corporate Considerations-</b>				
<b>Customers/ Consultation and Engagement/ User Focus</b>				
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.				

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

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



<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 HMCTS 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 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
<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>Development of Resources and Skills</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 Central Criminal Court 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>
To develop workforce planning in light of on-going service reviews to update resources, budgets and succession planning	31/3/2018	Improved visibility of performance of department and production of statistics. Alignment of staff and skills for the future	Secondary, All Section Heads/City Surveyors Department	Within own resources
Business Improvement plan for the CCC to be agreed and implemented to assist in the maintenance of the silver recognition and striving to achieve gold Standard of Investors in People	31/9/2018	Departmental involvement with corporate initiative.	Admin and Shrieval Support Manager	Within own resources
To continue developing the Learning and Development plan to enable the Central Criminal Court to develop staff's technical skills in light of new equipment and events management arrangements. Continuing targeting the development of its people to provide a more effective service	31/7/2017	Departmental plan developed using Learning and Development plans from appraisals Demonstrable evaluation of training undertaken to fill gaps identified in service delivery and change agenda.	Administration and Shrieval Support Manager and HR Business Partner	Utilising Central Training courses and own resources
Consistent application of the Sickness Absence Management Policy.	31/3/2018	Strive to keep sickness absenteeism levels below Corporation target of 6 days per employee at the end of 2017.	All Section Heads/Senior Management Team	Within own resources
<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.			

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

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

<b>Aim/ Objective:</b>	<b>Shrieval and Judicial Support – Development of Relevant Events</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 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 .		
<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>
Developing the Sheriffs civic role in support of the Judiciary. Refreshing the Shrieval lunches with the introduction of regular Themed lunches and to complement improve joined working with Mansion House	26/9/2017	Increased visibility of the Central Criminal Court's role in supporting the Judiciary at the Old Bailey and its and City of London's part in the history of the nation		Secondary	Within own resources
Support Sheriffs in their efforts to host more events encourage other relevant bodies to hold events at the Central Criminal Court	26/9/2017	Increase in funds raised at events held at the Central Criminal Court for the Sheriffs and Recorder's Fund and the Lord Mayor's Charity		Secondary/ Shrieval Support Manager	Within own resources
To promote educational visits by London educational establishments in line with City initiatives on youth crime/education. Investigate links with one particular school for community outreach.	31/03/2018	Increased awareness of the role played by the City of London Corporation in Criminal Justice and the consequences of crime		Secondary	Within own resources
Assist Sheriffs in the selection of guests invited to lunch with HM Judges in line with promoting the City of London Corporation	26/9/2018	Varied selection of guests who are relevant to the City's programme of engaging and informing with the community		Secondary	Within own resources
Assisting with the Judicial Visits programme	26/9/2017	Increase in numbers of Judicial visits		Secondary	Within own resources

<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>
<p>Risk Management: Increased opportunity for reputation risk if event is not delivered to the standard required.</p> <p>Health and Safety: Issues surrounding increased usage of Central Criminal Court as a venue for events will be considered and procedures updated accordingly.</p>

## Central Criminal Court Risk Register 2017-2020

## ANNEX A

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



