

Marjorie Powell

From: Everett Haughton [e
Sent: 30 November 2001 16:53
To: Luna Frank-Riley
Cc: Rosemary Emodi
Subject: The Community Courthouse Partnership SRB 6

Hi Luna

I know I promised that the Business Plan would be complete by end of day (Friday) but unfortunately its not quite there.

It is now 4.45 and there is still a few things left to do. I have sent you the document nevertheless (and CC'd Rosemary). This way you are both able to run through it over the weekend and confirm any major problems to me first thing Monday morning.

In the meantime I will be continuing to work on it in the hope that I can finish it over the weekend.

If necessary you can contact me during the weekend on
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One again I apologise for not completing the work on time.

Thanks

Everett

Foreword

The Community Courthouse Project Offers a real chance to provide opportunities for positive interaction between law and criminal justice agencies and ethnic minority communities throughout London. This unique catalyst for social change will harness the joint effort skills and expertise of key law and justice organisations working in partnership directly with are disadvantaged and socially excluded.

We will focus attention firmly on developing and implementing initiatives that empower people to gain control over their lives. There will be extensive involvement in capacity building, advocacy and community development with the emphasis on sustainability. Without doubt, the project has the ability to breathe life into previous recommendations for improving relations between ethnic minority communities and the various agencies that make up the criminal justice system.

Our vision, mission and objectives are clearly set within this plan. We are fully cognisant of previous policies and recommendations such as the report of the Stephen Lawrence Inquiry, published in 1999; and it is our intention to develop this project as a vehicle that can successfully transform such articulations into reality.

We the Members of the project's Partnership Steering Committee are totally committed to making this happen.

Rosemary Emodi
Chair Person

For and on behalf of the Partnership Board

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Key Outcomes

As a result of the successful development, promotion and management of the Community Court house Project over the next 5 years as set out in this plan, the Partnership Board is confident that the following key outcomes can be achieved:

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Executive Summary

This document sets out structures, strategies, objectives and key activities of the Community Courthouse Project over the short to medium term. It is a core working document designed to ensure the most efficient and effective management, direction and control of the organisation.

Section 1, Introduction:

This innovative and exciting project will be based in the decommissioned Magistrates Court and Police Station complex in Old Street, Shoreditch, which has been unused since 1996. The idea is to turn this previously perceived bastion of ethnic minority discrimination into a thriving hub of community activity for the empowerment, social justice and inclusion of people from ethnic minorities across London. A number of highly committed organisations and individuals from within the law and criminal justice system will come together in partnership with the Society of Black Lawyers and the College of Law to drive this project forward in pursuit of sustainable social and economic regeneration and community development.

Section 2, The Courthouse Complex:

Currently owned jointly by the Metropolitan Police and the Magistrates' Courts Authority, the property is a Grade 2 listed building and has recently been valued at £4.5m. This section investigates 3 possible purchase options.

Section 3, Project Aims and Objectives:

The Organisation's vision is that of: "a society in which there is equality and fairness in all aspects of the law and justice system, where everyone is aware of their rights and responsibilities and has total faith in the knowledge that regardless of colour or race, justice will prevail for all, without favour".

This section also clarifies the mission, business case and strategic objectives of the organisation.

Section 4, Strategies:

Detailing the strategic approaches that will be employed to pursue the vision and mission and to achieve the agreed organisational objectives. These include inter-agency working, adopting holistic person centred approach to all our programmes and establishing strong alliances with central and local government, regeneration agencies and appropriate community organisations.

Section 5, Programmes and Services:

The Project will see the establishment of a range of law related programmes and services that will strive to enhance the capacity of ethnic minority communities, increasing their employability within the field of legal/law services and providing opportunities for positive interaction with law and criminal justices agencies. This includes a **Public Service Recruitment and Training Programme**: an initiative designed to improve recruitment and retention of ethnic minorities within all areas of the law and criminal justice system and other related services. This includes the Metropolitan Service, the City of London Police Services, the Crown Prosecution Service, the Prisons Service, the Probation Service, the Magistrates Courts Authority and other areas of the judiciary.

Section 6, Governance and Management:

Here we set out details of a clear and inclusive organisational structure that will ensure strong strategic guidance and leadership whilst encouraging and promoting input into service planning and decision making by key stakeholders. This section also deals with operational management and staffing issues.

Section 7, Financial Matters:

All the Organisation's financial considerations are thoroughly examined within this section including the cost of acquisition and refurbishment of the Old Street Court/Police Station Complex, the fundraising requirements and the operational income generating potential of the Project. The 'bottom line' shows a total estimated 3 full year expenditure estimate of £???????, set against projected income of £???????

Section 8, Needs Assessment:

There are Approximately xxx,000 members of ethnic minority communities within the Project's Prime Catchment Area of Hackney, Newham, the City of London, Tower Hamlets, Waltham Forest, Haringey and Islington. Our research clearly shows that these communities are excluded, disadvantaged and discriminated against with regard to education, training, and employment. There are also extremely negative statistics concerning their involvement and experience within the law and criminal justice system.

Section 9, Implementation Programme:

With a target date of April 2003 for the full completion of 'phase 1 of the Community Courthouse Project, the implementation programme sets out deadlines for the achievement of key milestones.

Section 10, PR, Marketing and Communications:

In this area of the Business Plan we have identified all the appropriate public relations, promotional, communication, pricing and other key marketing issues that are important factors for the overall success of the Project. We have then outlined the strategies and priorities to be adopted in order to ensure that the Organisation deals effectively with such issues.

Section 11, Risk Assessment:

Here we set out a range of identified risks associated with the development and management of a project of the complexity. Having analysed the possible impact of such risk outcomes we have identified appropriate pre-emptive and reactive action.

Section 12, Environmental Impact:

We have outlined the results of an environmental assessment based on the development proposal of the Community Courthouse Project, it clarifies the probable effects in relation to the local environmental regeneration needs and priorities for the area.

Section 13, Monitoring and Evaluation:

The Community Courthouse Project is being developed in order to make a real difference to the lives of ethnic minority communities throughout London in general and particularly within the Project's Prime Catchment Area. This section therefore re-visits the various targets, objectives and milestones covered throughout the Business Plan and sets out the various ways in which the organisation will measure those criteria.

1. Introduction

1.1 General

The Community Courthouse is 'Beacon' Project of the Community Law Foundation (currently known as the Community Advice Project), the charity arm of the Society of Black Lawyers. It was back in January 1999 that proposals were put forward for the establishment of the Community Courthouse Project – 'a sustainable law-related education project that would deliver a range of services designed to empower and assist socially excluded and disadvantaged minority communities in dealing with the root causes of their exclusion and disadvantage'.

- 1.1.2 The Project represents a significant and sustainable initiative that, through various programmes and services will act as an interface between socially excluded communities and the legal system. The Project will operate on the guiding principle that disadvantage and social exclusion can best be tackled and eliminated by those who are disadvantaged and socially excluded themselves: through initiatives that empower them to do so.
- 1.1.3 The programmes and services to be run by the Community Courthouse will enable and encourage people to gain power over their own lives: by building on the experiences of community based lawyers and their historical role in community organising, the implementation of strategies of empowerment, advocacy and community development. The Project will also be calling upon ethnic minority organisations and key individuals from local communities to work in partnership with the organisation to identify and address current and emerging community concerns.
- 1.1.4 Equal access to justice requires all members of society to be aware of their rights and responsibilities. Vital to this process is a sound knowledge and understanding of the law. The Project will work towards a vision where the law and criminal justice system consistently demonstrates equality, and, in return, ethnic minority communities show full confidence in all areas of the system.

1.2 History and Background

Declining public trust and confidence in the justice system is one of the most significant issues facing the justice system today. The Community courthouse Project is driven by the belief that legal knowledge is the key to full and equal participation in society.

- 1.2.2 In May 1998, the Society of Black Lawyers (SBL) made submissions to the Stephen Lawrence Inquiry, in which it stressed the need to develop a strategy to effectively address the continuing lack of trust and confidence in those agencies that make up

the criminal justice system (i.e.. the Judiciary, legal profession, Crown Prosecution Service, Police and Probation Services).

- 1.2.3 Many of the issues raised as a result of the Stephen Lawrence Inquiry were however Being 'flagged up' as urgent matters of great concern within black and ethnic minority communities well before this notorious incident. ???????

2. The Courthouse Complex

2.1 Position Statement

The decommissioned Magistrates' Court Building in Old Street is jointly owned by the Metropolitan Police Service and Greater London Magistrates Courts Authority. It is surplus to their requirements, and there is an 'in principle' agreement that the Community Courthouse Project will have first option to buy the facility subject to suitable financial arrangements being made.

2.1.2 The Property, a Grade ii Listed Building, has recently been valued at £4.5m. To purchase the building out-right, both the above parties would need to be paid the market value for their share or other agreeable arrangements made.

2.1.3 Current ownership of the building/site is split 45% (value: £2,025,000) to the Greater London Magistrates' Courts Authority and 55% (value: £2,475,00) to the Police Service.

2.1.4 Various options for securing ownership of the building have been considered, the 3 most practical of which are outlined below together with their relevant financial implications.

(i) ***Outright purchase:***

This option requires both of the current owners to be paid the full market value for their proportion of the property.

Clearly this would be the preferred option for all parties but would put considerable pressure on the Project in attempting to secure in excess of £5.5m in order to purchase the building as well as carrying out the necessary alterations and renovation work.

(ii) ***Part purchase part commercial rental:***

This option is based on the understanding that the Magistrates' Courts Authority is anxious to sell its share of the building and make use of the capital receipt. There has been no such indication from the Police Service and therefore for the purpose of the option it has been assumed that a 'commercial' rent could be acceptable. Based on average office rental in the Old Street area, this has been estimated at £ ? per annum. This means there would be the need to raise £2,025,000 capital for the 'purchase' and £ ? revenue for the 'rental'.

(iii) ***Part purchase part Peppercorn rental:***

This option proceeds on the same basis as option (ii) above with the exception of the annual rental which on this occasion would be a 'peppercorn' rent in consideration for the innovative police community relations oriented services and functions to be provided within the Project including that of the Ethnic Minorities Police Recruitment, and the Youth 4 Justice Programmes.

2.2 Initial Architects Brief

Architectural feasibility and design work is currently being undertaken with regard to:

- Assessing the structure of the building,
- Preparing outline plans to maximise potential use of the complex,
- Ensuring accessibility for people with disabilities,
- Phasing refurbishment and building works to allow phased occupancy,
- Providing illustrative drawings for marketing purposes,
- Acquiring all appropriate listed building consents and planning permission.

2.3 Development Proposal

The refurbished complex will see the restoration of both the external façade and the interior features of the buildings restored to their 'former glory'. The work will ensure the preservation of various aspects of architectural and importance.

- 2.3.2 Of particular interest is the Magistrates Court Accommodation, which includes a magnificent entrance hall with ornate inlaid marble flooring, stained glass picture windows and beautiful galleried stairs and balcony. There are also two stunningly impressive oak panelled courtrooms which will be fully re-conditioned and retained for legal training and education programmes.
- 2.3.3 There are clearly many important architectural features within both the Magistrates' Court and the Police Station that are likely to be hidden from view – such as moulded ceilings, cornices and fireplaces. All of these will be restored to enhance the traditional beauty and feel of the buildings. Once fully refurbished and back in use, and, subject to the security needs of occupants, members of the public as well as 'special interest' groups (architects, designers, conservationists, planners), will be encouraged to visit the complex to view the completed work.
- 2.3.4 Having dealt with adequately the aesthetics of the complex, the buildings will also be developed to accommodate a multiplicity of use as outlined below:
- Management / administrative offices
 - ICT training Centre
 - Public access legal research library
 - Seminar and training facilities
 - Meeting rooms
 - Business units for sub-letting
 - Cafeteria / Catering facilities

3. Project Aim and Objectives

3.1 Our vision is:

“a society in which there is equality and fairness in all aspects of the law and justice system, where everyone is aware of their rights and responsibilities, and has total faith in the knowledge that regardless of colour or race, justice will prevail for all, without favour”

3.2 Therefore we will pursue the following mission:

“to use every endeavour to provide and promote law based social and economic regeneration programmes and services dedicated to empowering and supporting ethnic minority communities in pursuit of equity, equality and justice”

3.3 Key objectives:

We will use every endeavour to pursue the above organisational vision and mission: always ensuring that management effort is firmly focused on the needs and aspirations of our customers. The key objectives of the Community Courthouse Project are to:

- Empower socially excluded and disadvantaged ethnic minority communities enabling them to deal with the root causes of their exclusion and disadvantage.
- Educate and inform ethnic minorities of their legal rights and responsibilities whilst improving relationships between these communities and the law and criminal justice agencies.
- Develop the capacity of ethnic minority community organisations, businesses and individuals enabling and encouraging them to make tangible contributions to the social and economic regeneration of their communities.
- Increase the employability and skills base of the ethnic minority communities within law related fields through training, mentoring and other programmes.
- Foster and promote good citizenship, community development, leadership and accountability as effective tools for creating and maintaining inclusive communities.
- Make a significant impact into the reduction of ethnic minority pupils excluded from schools.
- Contribute to economic development and regeneration of the surrounding area by encouraging, and supporting enterprise and business within local ethnic minority communities.
- Reduce the inequalities within health, social and care services for ethnic minority communities particularly senior citizens.

4. Strategies

4.1 Key Strategic Approaches

A range of strategic approaches will be employed in order to successfully achieve the above objectives and for pursuing the organisational vision and mission. These will include the following:

- Implementing inter-agency working as a core approach to the work of the project in an effort to ensure 'joined up solutions' to multi-dimensional problems.
- Providing high quality work experience and training in the first instance, together with job search support advice and assistance and the eventual development of a placement agency.
- Adopting a holistic, person centred approach to all our programmes and services recognising that both organisations and individuals will have a multiplicity of needs and aspirations which will all need to be addressed.
- Developing active partnerships to alter the culture and negative perceptions held by many ethnic minority communities in relation to criminal justice agencies, the legal system and the police in particular by:
 - i) increasing public knowledge about the courts and the legal system;
 - ii) providing opportunities for positive interaction between criminal justice agencies and ethnic minority communities.
- Ensuring 'ownership' of programmes and services by developing and evaluating them with maximum community involvement.
- Providing multi-layered learning and support functions to clients enabling them to get maximum benefit from available programmes and services.
- Working within community organisational networks as a means of assisting their work and ensuring that they play an integral part in shaping and developing Courthouse services.
- Organising seminars and conferences as well as producing news letters and publishing information in appropriate specialist press and professional journals.
- Developing strong alliances with central and local government, regeneration and development agencies and other organisations.
- Working toward sustainability and self-reliance in all aspects of the work of the Project.
- Developing and implementing proactive outreach work in order to effectively reach the most disaffected sections of the community, particularly those who's only previous involvement with the law and criminal justice system has been a negative one.

4.2 Partnerships – *the way forward*

4.2.1

It is imperative that we ensure linkage with other local, regional or national initiatives – forming strong partnerships and alliances in order to maximise desired outcomes. In this context the Project intends to work in full co-operation and co-ordination with the following initiatives and in the recognition of previous reports, recommendations and priorities:

- (i) The 'Vision for Shoreditch' has been developed by local people as a strategy for regenerating the Shoreditch area. It provided the basis for the Shoreditch Neighbourhood Plan – the blueprint for service improvement in the local area.
- (ii) The local 'Hoxton Street Partnership' has produced an 'Action plan for the Street, included in which are a number of community development initiatives that can be supported by the Project.
- (iii) The 'Hackney 2020 vision and Action Plan' has been developed through consultation and collaboration with businesses, residents, the voluntary sector and public agencies. The Courthouse Project will support many of the aspirations in the 2020 vision.
- (iv) The Project will work painstakingly toward ensuring implementation and achievement of the recommendations set out in The McPherson Report.
- (v) The Project Through its work with the Volunteer Internship Programme and the establishment of the Ethnic Minority Police Recruitment Service will help in the success of The Hackney Employment Action Plan.
- (vi) Many of the Courthouse programmes will be developed in co-operation and co-ordination with the Crime and Disorder Audit Action Plans developed by the Boroughs of Hackney, Newham, Tower Hamlets, Haringey, Waltham Forrest, Islington and the City of London.
- (vii) Objective 2 priorities of supporting economic and social development within deprived areas/ communities.
- (viii) The initiative contributes to The Social Exclusion Units National Strategy for Neighbourhood Renewal through supporting key ideas 1-6 under the reviving local economies theme, key ideas 12 and 14 under the reviving communities theme, and key ideas 17 and 21 under the decent services theme.
- (ix) The Government's Lifelong Learning, Learning Development and Education Development Plans.
- (x) The initiative will support a broad range of the recommendations set out in The Government's Policy Action Team reports as outlined below:
 - **PAT 1, Jobs:** "a concerted assault on racial discrimination in the labour market, involvement of local organisations in deprived neighbourhoods

and with BME communities in the provision of services to unemployed people, active involvement of employers”.

- **PAT 2, Skills:** “the provision of neighbourhood learning centres, which local people have a role in managing where possible, adequate provision in socially disadvantaged areas, encouraging community generated initiative and enterprise in delivering education and training, encouraging employers to invest more in training in disadvantaged areas”.
- **PAT 3, Business:** “encouraging enterprise and business growth in disadvantaged communities...ensure that more enterprises that can deliver high social or economic returns get the credit they can afford... ensure that people have every opportunity to develop and use their abilities. This means more people need to understand the potential of self-employment, and we must remove barriers in their way. The aim is a socially and commercially successful social enterprise sector, that contributes positively to regeneration”.
- **PAT 9, Community Self Help:** “Funders should support mentoring or ‘buddy’ programmes...and, mentoring and befriending should be a key element of employer supported volunteering”.
- **PAT 13, Shops:** “Improvements in business support to small retailers, advice to small businesses...should be clear...and formulated in a way that is accessible to those it is meant to reach”.
- **PAT 15, ICT:** “In addressing the needs of poor neighbourhoods, particular consideration needs to be given to BME groups. Local ICT champions and mentors should be drawn from the communities they serve, and local provision should reflect the cultural background of the neighbourhood”.

4.2.2

Outlined below are a range of other programmes, projects and organisations that the Courthouse project is or could be linked into, enabling both the Courthouse and the ‘link’ to share information, skills and resources in order achieve mutually beneficial outputs and outcomes. In each case the appropriate type and level of linkage has been identified:

Programme / Service	Link To
Volunteer Internship Programme	• The Probation Service • New Deal Welfare to Work • The Society of Black Lawyers • Crown Prosecution Service • The Bar Association • Local Law Practices • Local BME Businesses • Learning Skills Council • Colleges & Universities

Business Law Clinic	• Hackney Strategic Partnership • Social Enterprise London • Tower Hamlets Cultural Industries Development Association • SME throughout London • BME Businesses throughout London • Business In The Community • Business Link
ICT Learning Centre	• Employment Services • Learning Skills Council • Schools & Colleges • Local Businesses • Local Connexions Services
Legal Resource Centre	• Colleges & Universities • Library Services Throughout London • Citizens Advice Bureaux Within Prime Catchment Area • Local Education Authorities
Youth⁴Justice Programme	• Youth Offending Teams • Community Safety Units • Metropolitan Service • City of London Police Service • The Probation Service
Service To Seniors	• Help The Aged • Age Concern • Social Services • Sheltered Housing Schemes
Business Units / Office Lettings Programme	• Local Regeneration / Development Organisations • Chambers of Commerce / Trade •
Prisoners Advice Service	• Probation Service • Prisons Service

5. Programmes & Services

5.1

Set out below is the initial planned phase of programmes that will launch the Community Courthouse Project. Each are examined in terms of their current and future development, funding position and possible linkages with national and regional initiatives.

(i) **Programme 1:**
Volunteer Internship Programme

Aim/Description:

Providing hands-on legal training and experience for young people
And unemployed adults.

Current status:

Programme operational with between 30 and 40 Interns annually. referral through schools.

Funding position:

Funding from the National Lotteries Charities Board.
One year remaining.

Development plans:

Gain accreditation as NVQ training institution. Work in partnership with DfEE.
Expand to take 100 + Interns Annually. Start distance learning programme.

Future funding possibilities:

DfEE, Learning Skills Council, Connexions Service, Community Fund.

(ii) **Programme 2:**
Business Law Clinic

Aim / Description:

To provide affordable legal services for ethnic minority enterprises.

Current Status:

Programme ready to be launched.

Funding position:

Seeking financial support as part of this Plan: £????
Clinic will eventually generate a surplus to be re-invested within the overall Courthouse Project.

Development Plans:

Acquire suitable premises, recruitment and training of staff.
Target of 1800 business to be signed-up within 3 years, each
Covenanting £75 per month as subscriptions in return for legal
Advise and support.

Future funding possibilities:

Business Link, Centre for business excellence, National Federation
Of Black Businesses, London Development Agency,

(iii) Programme 3:
ICT Learning Centre

Aim/Description:

Establish and implement an Information and Communication Technologies
Training programme targeting black and ethnic minority people from all age
groups.

Current Status:

Not yet operational

Funding Position:

Seeking Financial support as part of this Plan. £???

Development Plans:

To Establish A centre capable of providing two hours training per week for
100 people.

Future Funding Possibilities:

DfEE, New Opportunities Fund, DTI – European Regional Development Fund

(iv) Programme 4:
Legal Resource Centre

Aim/Description:

Provision of public access to databank of legal information

Current Status:

Operational with 1 part time co-ordinator.

Funding position:

One year funding from the Adult and Community Learners Fund.

Development plans:

It to be expanded: see section????

Future funding possibilities:

£650,000 funding bid submitted to Skills Development Fund.

National Learning Grid, Learning Skills Council,
Community Legal Service And the New Opportunities Fund.

(v) **Programme 5:**
Service to Seniors.

Aim/Description:

Provision of welfare benefits advice and other specialist legal support particularly for those involved with social/care services.

Current Status:

In its third year of operation; with 1 fulltime Co-ordinator and a part-time administrator.

Funding position:

Currently funded through grants from Help the Aged and Comic Relief.

Development plans:

To be expanded to include Outreach Team: see section ????

Future funding possibilities:

Community Legal Service
Age Concern
Cabinet Office – Better Government For Older People

(vi) **Programme 6:**
Youth⁴Justice Programme

Aim/Description:

Working with youngsters; developing their understanding of their rights and responsibilities, involving them in identifying and implementing solutions to reduce youth crime and combat social exclusion.

Current status:

Operational; with 1 Co-ordinator and 1 administrator.

Funding Position:

Project funding from the Youth Justice Board.

Development Plans:

To be expanded: see section ??????

Future funding possibilities:

Bid in the process of preparation for submission to the Bridge House Estates Trust.

Youth Offending Teams, Crime Concern,

(vi) **Programme 7:**
Public Service Training and Recruitment Programme.

Aim/ Description:

To provide a vehicle for the training, mentoring and recruitment of ethnic minorities into the Metropolitan Police Service, the City of London Police Service, the Prisons Service, the Crown Prosecution Service, The Probation Service and other areas of the Law and Justice System.

Current Status:

In the development stage, feasibility study being conducted

Funding position:

To be self financing and eventually making a surplus to contribute to the running of the Community Courthouse Project as a whole. Income to be generated through training grants and the letting of rooms to run training pre-recruitment sessions.

Development plans:

To be established in line with this Plan: see section

Future funding possibilities:

All funding and other resources to be financed by fees and contributions from those Services and organisations who take up Programme opportunities.

(viii) **Programme 8:**
Prisoners Advice Service

Aim/ Description:

The provision of legal advice and workshops inside prisons and dealing With enquiries from released prisoners.

Current Status:

In the early planning and development stages with the Prisons service

Funding position:

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Development plans:

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Future funding possibilities:

The Prisons Service, The Probation Service, Home Office.