



**THE SUPREME COURT OF THE
UNITED KINGDOM AND THE
JUDICIAL COMMITTEE OF THE
PRIVY COUNCIL**

BUSINESS PLAN

1 April 2014 – 31 March 2015

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Section 1

Introduction and Summary

Introduction

1. The Supreme Court of the United Kingdom (UKSC) was established by the Constitutional Reform Act 2005 (CRA) and came into being on 1 October 2009. Its mission and strategic objectives, which can be found in the next section, remain essentially the same as those set out at its launch, although they have been slightly broadened to encompass, where relevant, the work of the Judicial Committee of the Privy Council. This Business Plan covers the UKSC's fifth full financial year of operation and sets out our key aims and objectives for that period and how we plan to achieve them. Our key Performance Indicators (PIs) are set out in Annex C to this Business Plan.

The Judicial Committee of the Privy Council (JCPC)

2. From 1 April 2011 the UKSC took over from the Ministry of Justice (MOJ) responsibility for the administration of the Judicial Committee of the Privy Council (JCPC), which has been co-located with the UKSC since the UKSC's inception in October 2009.

3. The Judicial Committee of the Privy Council is a separate court from the Supreme Court of the United Kingdom but its permanent Judges are the Justices of the Supreme Court. The JCPC is the court of final appeal for the UK Overseas Territories and Crown Dependencies and for those Commonwealth Countries that have retained the appeal to Her Majesty in Council or, in the case of Republics, to the Judicial Committee. A list of the relevant countries is at Annex B to this plan. The JCPC normally sits in London, although in recent years hearings have taken place in Mauritius and in the Caribbean. Although the Judicial Committee was instituted by a United Kingdom Act, the substantive law which it applies is the law of the country or territory from which the appeal comes.

Managing within the Spending Review (SR) Settlement

4. This is the final year covered by the settlement resulting from the 2010 Spending Review, although in 2013 a Spending Review was carried out to cover just the financial year 2015 - 2016. So the UKSC knows its resource allocation until 31 March 2016. This continues to be a period of declining resources for the UKSC / JCPC. We have now largely implemented a policy of re-tendering our support services in order to break away from the large MOJ contracts we inherited in 2009 and we have replaced them with tailored UKSC contracts which have delivered better service at substantially reduced cost. We have, however, now achieved the main benefits of this approach, so that future opportunities of this kind will be very limited.

5. How the Court more broadly envisages it will manage within its resources for this final year of the 2010 Spending Review period was set out in the UKSC's Strategic Plan for 2012 – 2015. In 2014 – 2015 this Strategic Plan will be reviewed with a view to extending it to 31 March 2016; and derived from it a one year Business plan will be developed to cover 2015 – 2016. Our expectation is that there will be a full four year Spending Review in 2015 following the General Election, which is set for May that year, after which the UKSC will seek to develop a fresh Strategic Plan to cover the Spending Review period from 1 April 2016 to 31 March 2020.

Background and Context

6. The UKSC's creation in 2009 marked the visible separation of the United Kingdom's highest court from both the executive and the legislature. It was designed both to increase the transparency of the judicial process and to clarify the relationship between the Judiciary, Government and Parliament. The role of the Court and the Justices is to act as the final Court of Appeal for arguable points of law of general public importance arising from civil cases throughout the United Kingdom; and from criminal cases in England & Wales, Northern Ireland and, in certain cases only, from Scotland. The Court also hears cases to determine issues relating to the legal competence of the devolved administrations, Parliaments and Assemblies. (This jurisdiction transferred to the UKSC on 1 October 2009 from the JCPC.)

7. The UKSC is independent of the Ministry of Justice and of the separate Court Services in England & Wales, Scotland and Northern Ireland. As an administration it is a non-Ministerial department headed by a Chief Executive who is also the Accounting Officer. The CRA (as amended by the Crime and Courts Act 2013) sets out the statutory framework and defines the responsibilities of the Lord Chancellor, the President of the Court and the Chief Executive. An ongoing task for the Court is to ensure that the separate roles of the Judiciary, Executive and Legislature are clear and widely publicly recognized.

Ongoing aims for 2014 – 2015

8. (i) We will maintain the constitutional position of the UKSC as the apex of the judicial branch of the State and its independence from the Executive, in reality as well as in theory. Since the Executive is a party in over half the cases which come before the court, it is particularly important that this both is, and is seen to be, the case.

(ii) A key outcome will therefore be that the UKSC will continue to be publicly recognized as unequivocally independent of political influence and interference; and it will remain visibly separate from both the executive and the legislature and be publicly acknowledged to be such.

(iii) It will also continue to be recognized as the single apex of the UK's civil law and, apart from Scotland, for criminal law as well. A key indicator will be that there will therefore be no successful challenges in the European Court of Human Rights on the grounds that a lack of judicial independence in the UKSC has compromised the Article 6 Requirement for a fair trial.

(iv) The UKSC will also devote effort to demonstrating that, although London based, it is truly a UK institution. The Justices reiterate that, if suitable cases arise, they would be prepared, if and when appropriate, to sit in Edinburgh, Belfast or Cardiff.

Section 2

Securing the Justices' Constitutional And Financial Independence

Relations with the Lord Chancellor

9. The President, and sometimes the Deputy President of the Court, have regular, if occasional, bilateral meetings with the Lord Chancellor to discuss matters of mutual concern, although the Lord Chancellor and his officials are not in any way involved in the day to day running of the Court, the administration of which is a fully independent Non – Ministerial Department in its own right. Pursuant to section 48(4) of the Constitutional Reform Act 2005 (CRA) the Chief Executive of the Court must carry out her functions in accordance with any directions given by the President. These meetings will continue in 2014 – 2015.

Financial Independence

10. The main interface with the Lord Chancellor is that the CRA (Section 50(1)(b)) places upon the Lord Chancellor the duty of providing the UKSC with such resources as he thinks are appropriate for the Court to carry on its business. In practice this duty is discharged in the context of the Spending Reviews conducted Government wide by the Treasury from time to time, which determine Departmental budgets for the following three or four years. 2014 – 2015 is the final year of the Spending Review settlement announced in the autumn of 2010 for the four fiscal years running from April 2011 to March 2015. A one year Spending Review was carried out in 2013 in respect of the financial year 2015 – 2016. As a result the Court knows what its resources should be for both the 2014 – 2015 fiscal year and the following year. Like the resources of all other Departments the Court's resources have been set to decline in both of these years. The next Spending Review is expected to take place in 2015 following the General Election due in early May that year.

11. The duty on the Lord Chancellor to provide the Court with adequate resources to carry on its business is balanced by a duty on the Chief Executive to ensure that the Court uses those resources to provide an efficient and effective system to support the Court in carrying on its business (CRA Section 51).

12. The UKSC has remained within its budget in every financial year since its inception and will aim to do so again in 2014 - 2015.

13. The UKSC / JCPC's resources actually comprise four different elements. The first is an amount directly voted by Parliament in accordance with the terms of the Spending Review settlement.

14. The other three elements comprise:

(1) fees paid directly by UKSC / JCPC litigants. The amount the UKSC / JCPC expects to receive from these is obviously a forward projection, based on fee levels and the volume of cases the two courts have historically received in recent years. Although we can control fee levels, we cannot control demand. Indeed to the extent that fee levels increase, they may tend to operate as a small disincentive to demand, although the larger drivers of demand are likely to be factors in the wider economy

and in society determining the propensity and ability to litigate and over which the UKSC / JCPC has no control.

(2) income derived from so called 'wider market initiatives', which in our case means the income the UKSC / JCPC can generate from hiring out parts of the building and from the sale of gifts and souvenirs. We have some control over this by means of promoting the marketing of the building as a suitable venue for events and from offering a suitable range of souvenirs for sale at attractive prices.

(3) the largest of these three elements (about 85%) is annual contributions from the judicial systems of the three jurisdictions from which cases come to the UKSC - England and Wales, Scotland and Northern Ireland. In turn the lion's share of these (88%) inevitably comes from England and Wales, since the contributions are based on the proportions of civil cases which come from each jurisdiction. This last element is intended to reflect the benefits to all civil litigants of judgments given here. This is a regime agreed by Ministers as part of the funding arrangements after the passage of the CRA.

15. In 2014 – 2015 the UKSC / JCPC will continue to seek to secure the resilience of each of these three elements. In respect of UKSC fees we have started to review the relative staff costs of the various elements of case processing with a view to determining how closely the fee structure matches this staff costs structure and we intend to complete this exercise in 2014 - 2015. This should enable us to determine whether the fee structure needs to be changed to align it more closely with the staff costs structure the next time UKSC fees are reviewed, which is likely to be in 2015 – 2016. It is also particularly important that we can continue to rely on receiving the annual contributions from the three jurisdictions, and especially that from England and Wales, since these, and especially this last one, form such a high proportion of the income the UKSC receives which does not come directly from Parliament.

Research Project on Judicial Independence and Accountability

16. In 2013 – 2014 the court contributed to a research project on judicial independence and accountability undertaken by academics from the Constitution Unit at University College London, the School of Law at Queen Mary College, London and the University of Birmingham. We understand this is likely to lead to the publication of a book in 2014 – 2015, which will summarize the outcomes. We remain willing in principle to participate in future research projects on judicial independence and accountability.

Section 3

Promoting the Rule of Law

Casework

17. This is the core work of both the UKSC and the JCPC and it will be given the highest priority. The jurisdiction of the UKSC and the permission to appeal (PTA) requirements are set out in Annex B to this Plan, as are the jurisdictions from which cases come to the JCPC.

18. In cases where PTA is required from the UKSC (or, more rarely, the JCPC), once the required papers have been filed with the Court, the Court's target is, and in 2014 – 2015 will continue to be, to determine that application within twelve sitting weeks. In urgent cases, a request for expedition may be made and the Court can often determine an expedited application within 14 days or even less.

Appeals

19. Appeals are normally heard in open court before five Justices, although in cases which meet the criteria set out below seven or even nine Justices will sit. The criteria to be used when considering whether more than five Justices should sit on a panel are:

- If the Court is being asked to depart, or may decide to depart from a previous decision.
- A case of high constitutional importance.
- A case of great public importance.
- A case where a conflict between decisions in the House of Lords, Judicial Committee of the Privy Council and /or the Supreme Court has to be reconciled.
- A case raising an important point in relation to the European Convention on Human Rights.

Sitting Days

20. Once permission to appeal has been granted, a hearing date is fixed taking into account the time estimates provided by the parties. The Court's target is that all hearing dates will be offered within four sitting weeks of the grant of permission for UKSC cases and within eight sitting weeks of the grant of permission for JCPC cases. Hearings in the UKSC usually last for two days. It remains the Court's target that all appeals should be heard within nine months of the grant of permission.

21. The Court is, however, sensitive to the needs of a particular case and of its parties. It therefore seeks to arrange hearings according to the availability of parties' legal representatives; and this is the only factor which causes hearings to be delayed beyond nine months from the grant of permission on the occasions when this happens. The Court would not be accessible if it insisted on parties instructing new counsel if their existing counsel was not available; and it would be hugely expensive for parties to have to instruct new counsel simply in order to expedite a hearing. In practice the Court can and has arranged hearings within weeks of the grant of permission in a number of urgent cases (e.g. family and extradition cases).

Policy Developments

22. The UKSC / JCPC will aim to keep in touch with relevant policy developments throughout Government, which might impact on UKSC business, as Departments introduce initiatives designed to improve their own efficiency and value for money. With effect from February 2013 we also instituted an arrangement whereby the President and Deputy President make an annual appearance before the House of Lords Constitution Committee to give evidence on topical issues which may impact upon the court. They are currently likely to appear again before that Committee in the first half of 2014 - 2015.

23. The Ministry of Justice (MOJ) has recently introduced changes to the provision of legal aid, which could impact on the flow of cases to the UKSC. Similarly, the outcomes of proposals to reform the extent of judicial review will be monitored closely to assess any potential impact on the Court's caseload.

24. Following Lord Justice Jackson's report on civil costs and the recent amendments to the Costs Rules, the UKSC in 2013 introduced a new UKSC Costs Practice Direction. In 2014 – 2015 it will correspondingly introduce a new JCPC Costs Practice Direction.

25. The UK Government is continuing to pursue reform of aspects of the administration and governance of the European Court of Human Rights. We will continue to monitor any consequential implications from this for the nature and volume of the UKSC's own caseload. Any changes to the continuation or terms of the UK's membership of the European Union could also have implications for the Court, and again we will monitor developments.

26. The changes introduced by both the Justice and Security Act 2013 and the Crime and Courts Act 2013 have potential repercussions for the work and administration of the Court, if we receive cases which are affected by those pieces of legislation. We shall therefore be particularly watchful in 2014 – 2015 for cases which involve their provisions.

27. In particular, reflecting the UK Government's commitment to extend court broadcasting to other courts in England and Wales and the relevant provisions enacted in the Crime and Courts Act 2013, we stand ready to help relevant policy teams with advice on our own experience of operating broadcasting services from the Court.

28. Subject to what we say in paragraph 29 below, we will also be monitoring policy developments in Scotland, Northern Ireland and Wales, to see how they might impact on the work of the Court. In Scotland, for example, significant reform of the legal system is planned over this and subsequent years. In particular, the present Courts Reform Bill in Scotland includes provisions to amend the way in which civil appeals come to the Supreme Court, by replacing the present requirement for certification by two advocates with a requirement to seek and obtain permission to appeal (PTA).

29. The referendum on independence for Scotland, which is set to be held on 18 September 2014, is the political issue whose outcome could self – evidently most directly affect the immediate future of the Court. If Scotland votes to leave the United Kingdom, there would be likely to be a need for a process for it leaving the jurisdiction of the UKSC.

A court and procedures which users find clear and easier to use

30. Another key objective for the UKSC is that it should be an accessible court for users with procedures which are clear, simple and understandable, providing an efficient and effective service to all court users:

- We will continue the regular meetings with court users to ensure that the procedural regime we have in place continues to achieve our objectives. We will make any revisions to the procedural regime, which appear to be necessary, and consider recommendations for changes to procedures and practices to promote service improvements. The User Committee includes representatives from all the UK jurisdictions and from users of the JCPC and the minutes of the User Committee meetings can be found on the UKSC website.
- In February 2014 we published a guide to appealing to the Supreme Court on the UKSC website, which was designed to assist those without legal representation. Although the number of parties seeking permission to appeal to the UKSC without legal representation is relatively small, we anticipate the proportion may grow. The guide was written to help answer the most common questions asked by those who approach the UKSC to appeal a decision, rather than to serve as a comprehensive guide to court procedures or advocacy skills. It will be reviewed in the light of experience and feedback in 2014 - 2015.

Use of modern technology to improve court functions

31. From January 2014 the UKSC / JCPC has a new Information Technology (IT) system, supporting both the conduct of cases in court and the back office case management, library services and office support work. There is a UKSC and a separate JCPC website as well as an intranet for Justices and staff.

- This technology has begun to enable the development of more effective and efficient support to the Justices with improved and quicker access to UKSC and JCPC judgments. Judgments are usually placed onto the UKSC or JCPC website within an hour of their being handed down in court. The new IT provision also enables the Justices to have a much more efficient and easier remote access when working away from the Court building.
- The UKSC and the JCPC have started to move towards the use of electronic bundles accessible on screen for the actual hearing of cases in court. Some test cases have been heard using electronic bundles and the Court is now working with regular users to identify further cases where this can happen.

Public Access, Education & Outreach

32. A continuing objective of the UKSC / JCPC is to present the two Courts' activities in the most clear and accessible ways possible, to the widest range of audiences. We welcome over 70,000 visitors to the building per year with our website averaging over 40,000 distinct visitors each month.

33. During 2014 – 2015 we plan to build further on this progress and, informed by our experience to date, develop programmes and initiatives to increase awareness of the Courts working within the level of our present resources.

Access to the Court

34. The UKSC and JCPC building is easily accessible by the public who are able to visit it and attend hearings. We will continue to offer a dedicated reception/information desk service every day the Court is open, to welcome visitors and deal with enquiries. Details of any planned building closures will be published online.

35. Details of forthcoming cases and judgments are published on our websites, and we will continue to explore what further background papers and information might be made available online to assist those interested in attending cases. During the first quarter we will finalise implementation of an enhanced 'current cases' section (made possible by the new case management system described in paragraphs 93 – 94 below) to provide online visitors with real-time information about cases which have been listed for hearing.

36. We will continue to film all proceedings of the court and, on request, make recordings available to educational establishments and to the main public broadcast organisations for use in news or current affairs programmes. Since May 2011 we have allowed Sky News to use our footage to stream proceedings live on a specially created Sky webpage which is visited by approximately 20,000 unique users each month. We will continue to explore ways of enhancing this service within our current resource limitations. Early in 2013 we launched our own YouTube channel, upon which we will continue to upload footage from the case summaries given by the Justices when they hand down their judgment in court. This will include significant JCPC judgments as well as every UKSC judgment.

37. The UKSC / JCPC will continue to ensure our websites are accessible for partially sighted users, alongside further training for our staff on how appropriately to assist those with access difficulties. This year, we will pilot guided tours using 'speech-to-text' technology for people with hearing disabilities, and continue to offer occasional tours enhanced by tactile maps and illustrations for those with sight disabilities.

38. In 2014 – 2015 we will again open the Court for seven 'open access' days. These are designed to give members of the public the opportunity to see some private areas of the building. The dates will be publicized on the Court's website, via social media channels and through clear external signage. We plan again to offer children's activities.

39. Two of the days will be part of the London ‘Open House’ weekend, when numerous buildings of architectural interest in the capital are open to visitors. In 2013, we again allowed visitors to look around the building freely on both days, and offered a range of interpretative material focusing on the art and architecture of the former Middlesex Guildhall. We joined other institutions around Parliament Square to offer a co-ordinated series of brief talks by volunteer guides about each building, and a sound installation including audio about each place. More than 5,000 people visited over 2013’s Open House weekend, and we aim to repeat this success in 2014, with visitor material focused instead on the Judicial Committee of the Privy Council (which will form the topic of our temporary summer exhibition).

40. We plan to open the building again on a Saturday in May 2014, in order to allow a broader range of visitors to see the Court and to open late into the evening on 15 May 2014 as part of the ‘Museums at Night’ initiative (for a small entrance charge to cover the costs of extra staffing and entertainment). We hope our participation in this initiative will attract those who are usually unable to see inside the building during the week.

Media liaison

41. We will continue to distribute alerts about forthcoming judgments, and to issue judgments to media contacts by email as soon as they are delivered in Court. We will continue to supplement this with forward planning lists highlighting the forthcoming cases likely to be of the most public interest before each legal term.

42. We will respond to media requests promptly, continue to develop our database of media contacts and identify proactive opportunities to highlight aspects of the Court’s work, particularly focusing on forthcoming cases and our educational work. We will also continue to manage the steady flow of requests for interviews with Justices, making arrangements as necessary.

43. In February 2012 we launched an official ‘Twitter’ feed for the Court, to keep users of this popular micro-blogging site updated with information on our judgments and other news. We have so far attracted more than 70,000 ‘followers’ (as at February 2014) and in 2014 – 2015 we will continue to monitor tweets received (although as a matter of policy we do not reply to all messages received).

Education and Outreach

44. We aim to continue to increase the number of visits from school, college and university groups during 2014 - 2015, especially from the state sector and from schools in Wales, Scotland and Northern Ireland, and we will continue to review how we can best meet demand for tours (particularly in light of plans by the UK Parliament Education Service to increase considerably its capacity for visits to the Palace of Westminster during this year). Based on feedback from teachers, we will produce a further curriculum-related resource pack for free download from the Court’s website.

45. Our partnership with the National Centre for Citizenship and Law continues to evolve, and the Court has now assumed responsibility for the booking arrangements and

delivery of the ‘debate day’ sessions developed with the charity over the last few years. The NCCL will continue to help us to develop preparation materials for the days, which offer schools the opportunity to spend time at the Court learning about the concepts of advocacy, precedent, and the rule of law. During 2014 - 2015 we will organize such a session each month (except in July and August). In 2014 we will host the final rounds of mooted (mock legal debate) competitions for 12 different university groups. Growing demand for the Court to serve as a venue for such events led us to publish a policy in 2013 explaining the basis upon which we will consider requests. We will review feedback from the 2014 round of finals and consider the best approach for 2015 and beyond.

46. Other educational initiatives in the coming year include participation in a project led by Egham Museum and Royal Holloway University to deliver the first in a series of annual ‘Magna Carta Conventions’ for Y10 and Y12 students, where the themes with which the charter has become associated will be debated in a contemporary context. We will also offer support for the fourth year to the “Big Voice London” project (a student-led initiative exploring themes around legal and political advocacy, aimed at engaging AS Level students who might not usually consider a career in law).

47. There has been a proposal since before the inception of the Court that, when circumstances permitted, it would be helpful to create a UKSC / JCPC Arts Trust, whose purpose would be to create and develop a UKSC / JCPC art collection intended to promote visually to visitors education in and knowledge of the development of justice and the Rule of Law within the context of the UK’s and the Commonwealth’s legal systems. Although we have not been able to take this forward earlier, we have now reached a position where in 2014- 2015, we hope to bring such a Trust into being. We hope to be able to recruit independent (i.e. not Justices or members of staff of the Court) trustees and create it as a legal entity entirely separate from the UKSC and the JCPC. This is because we do not think we could justify spending taxpayers money on the sort of projects it might wish to take forward. The Trust’s purposes will therefore broadly be to acquire (and if appropriate dispose of) works of art for the collection, similarly to accept or decline gifts of appropriate works of art, as well as to commission appropriate new works of art. It will be explicitly charged with raising (from willing donors) and holding funds to be used for these purposes. It will not have access to any funds from the UKSC or JCPC itself to use for these purposes.

Exhibition Development

48. We have mounted a temporary exhibition in the Court’s main Lobby space during each summer recess since 2010 to offer visitors information about an aspect of our work or the Supreme Court building. For 2014, we intend to focus on the history of the Judicial Committee of the Privy Council, using case studies to explore how the JCPC served as an evolving hub of the British Empire - both shaping and shaped by a wide range of different cultures and communities – and how the judges serving on the JCPC used the common law both to translate and to mediate at the crossroads of Britain’s colonial interests. The exhibition material is being prepared by a team of academics from across the UK led by Dr Charlotte L. Smith of Reading University and Dr Nandini Chatterjee of Exeter University. A small number of public and academic events is being planned to coincide with the exhibition.

49. In addition we continue to develop our permanent exhibition informed by visitor feedback, and keep up to date the “Be a Justice” interactive database of noteworthy appeals.

Guided tours and other new services

50. We will continue to provide guided tours (on Fridays during term time and other occasional days during the recesses), aimed predominantly at groups from membership and professional organisations. We charge for these tours, which offer visitors a chance to see an introductory video from the President of the Court as well as a number of areas not usually open to the public. Offering pre-bookable tours on certain days allows us to concentrate more fully for the remaining majority of days on educational tours and activities, while still encouraging ‘ad hoc’ visitors freely to explore the building. We aim to deliver at least the same number of ‘paid for’ guided tours as we did in 2013-14.

51. As part of the Court’s objective to take opportunities to develop appropriate revenue streams, we hire out some of the building’s larger rooms for corporate events when the court is not sitting. We will increase our focus on this area during 2014-15 to build on the operating profit achieved during 2013-14, which enables us to reduce our overall burden on public finances. In addition, we will introduce a charge for the hiring of meeting rooms used by counsel during court hearings from April 2014. This initiative was required in order to make the new catering contractors’ concession (see paragraph 91 below) commercially viable and again helps us to reduce our net costs. Details of the meeting room hire scheme, including concessions for those acting pro bono in court hearings, are being finalised at the time of writing (February 2014).

52. From April 2014, the new catering contractors will take over operational responsibility for selling our souvenir gift range on a concession fee basis in the expectation that the application of their retail experience will maximise income for the Court, although the Court will continue to approve the range and quality of all such items offered and sold on its behalf.

Section 4

Providing Efficient and Effective Administration

Governance Arrangements

53. To support the Chief Executive both in her statutory responsibilities, and her responsibilities as an Accounting Officer, an internal governance structure was established in 2009, which comprised a Management Board, an Audit & Risk Assurance Committee, and a Health and Safety Committee. A Remuneration Committee was added in July 2013 following the repeal by the Crime and Courts Act 2013 of the need for the Chief Executive to seek the formal agreement of the Lord Chancellor to staff terms and conditions of service (although they must continue to be in line with the arrangements for the Civil Service as a whole).

54. The Management Board meets monthly, and the Audit & Risk Assurance Committee, the Remuneration Committee and the Health and Safety Committee meet approximately quarterly. Two Non-Executive Directors have been appointed to the Management Board, one of whom chairs the Audit and Risk Assurance Committee and the other of whom chairs the Remuneration Committee. The Audit & Risk Assurance Committee also includes representatives from Scotland and Northern Ireland. The membership of these committees as at 31 March 2014 is as follows:

Management Board

Jenny Rowe – Chief Executive (Chair)
William Arnold – Director of Corporate Services
Louise di Mambro – Registrar
Olufemi Oguntunde – Director of Finance
Martin Thompson – Building / Health and Safety Manager
Ben Wilson – Head of Communications
Chris Maile – Head of Human Resources
Paul Brigland – Head of ICT and Records Manager
Alex Jablonowski – Non-Executive Director
Philip Robinson – Non-Executive Director

Audit & Risk Assurance Committee

Alex Jablonowski – Chair
Philip Robinson
Charles Winstanley – Representative from Scotland
Laurene McAlpine – Representative from Northern Ireland

Remuneration Committee

Philip Robinson - Chair
Alex Jablonowski
Jenny Rowe (Chief Executive) OR in her absence William
Arnold

Health and Safety Committee

William Arnold (Chair)
Martin Thompson – Building / H&S Manager
Toyin Soleye – Deputy Building / H&S Manager
Chris Maile – Head of Human Resources
Ian Sewell - Trade Union H&S representative
James Noone – Security Manager
Clive Brown – Building Engineer
Georgina Isaac – Head of Judicial Support
Jackie Lindsay – JCPC Chief Clerk
Nadia Lopes – Café Supervisor

55. Philip Robinson's term of appointment as a Non – Executive Director will come to an end after five years' service on 31 July 2014 and so in the early part of the financial year we will be recruiting someone to replace him with effect from that date.

Finance

56. The Finance Division supports the Chief Executive and the Management Board in order to enable effective corporate decision making, to assist in the shaping of the Court's future direction and to ensure that its finance & procurement systems and processes meet the needs of the Court, the Justices and the Court's staff, as well as those of all Court users and visitors.

57. Its main priorities in 2014 – 2015 will be to

- Continue to seek more efficient ways of delivering value for money in the finance, procurement and payroll functions by fully optimizing the opportunities presented by the new finance system.
- Ensure the new direct payroll contract with Liberata continues to deliver value for money and operate effectively.
- Continue to maintain a robust framework of financial planning, management and reporting (including value for money) in the court; and
- Respond to requirements from key external Departmental stakeholders (e.g. the Treasury, Cabinet Office, the MOJ and both Internal & External Auditors etc.) in a timely manner.

Resources

58. The division also manages UKSC / JCPC finances overall and ensures that none of the control limits imposed by the Treasury is breached.

59. The UKSC's Spending Review 2010 Budget Settlement for 2014 - 2015 is summarised below:

	£ '000
Judicial Pay & Expenses	3,903
Depreciation	1,041
Other Costs	8,039
Total Gross Costs	12,983
Contributions from Jurisdictions	(6,632)
Fees & wider Market Initiatives	(1,015)
Net Resource DEL	5,336
Capital DEL	59

60. The main finance objectives of the UKSC / JCPC over the period covered by this plan are:

- Operating within the agreed budget control limits and ensuring value for money, propriety and regularity are demonstrated in all financial decisions.
- Ensuring all processes are in place to make timely and accurate financial payments.
- Production of an unqualified set of 2013 - 2014 Resource Accounts and ensuring they are laid before the summer 2014 Parliamentary Recess.
- Ensuring an adequate system is in place to monitor spending and report it regularly to the Management Board.
- Ensuring timely and appropriate Supplementary Estimates are agreed with the Treasury.
- Producing IFRS compliant resource accounts at the end of 2014 - 2015 in accordance with a timetable agreed with the external auditors.

Accountability for Public Funding

61. The UKSC's last four sets of accounts demonstrate that proper financial systems and controls are in place with clear accountability for all funding and services and that efficiency and value for money are being delivered from the resources consumed through the UKSC's improved facilities (and its co-location with the JCPC). The aim is that this will continue in 2014 - 2015.

62. We will therefore endeavor to ensure that there continue to be no adverse National Audit Office (NAO) comments on the annual accounts; and that these and the Annual Report are produced and published before the Summer Parliamentary Recess.

63. Details of Justices and Senior Management remuneration will be published in the Annual Report together with the details of Justices' expenses, which will also continue to be published annually on the UKSC website.

JCPC Fees

64. As a separate court the JCPC continues to have its own fee regime and the fee income it receives is identified separately in the UKSC Accounts. This provides the necessary transparency between the two courts. During 2013 the JCPC fee regime was rationalized, so that JCPC fees might better reflect the marginal additional costs of bringing cases before the JCPC.

65. As a consequence in the financial year 2014 – 2015 we shall be monitoring carefully what impact this has on both the JCPC workload and the overall income generated by JCPC fees.

Risk

66. Risk is an inherent part of doing business. The management team has the responsibility for managing principal risks on a day to day basis and has developed what we believe is a robust process for identifying, evaluating and managing the risks faced by the UKSC. These are formally reviewed by the Management Board on a monthly basis with a more detailed review taking place quarterly. In 2013 – 2014 we introduced a revised and comprehensive performance dashboard which provides excellent management information and has enabled us to have a comprehensive Risk Register which captures the identified risks to the UKSC. Ownership of each risk is allocated to an individual member of the Management Board who is responsible for managing actions devised to reduce the likelihood and impact of the risk.

67. There is also a Business Continuity Plan in place to support the continued operation of the UKSC (and / or the JCPC, as the case may be) and in particular its casework.

68. Additionally, the Audit & Risk Assurance Committee reviews and advises how the UKSC / JCPC should identify, model and manage risks. This committee comprises two non executive directors and two members from the contributing jurisdictions of Scotland and Northern Ireland.

69. In relation to internal risks the UKSC / JCPC has a clear set of rules and procedures. This covers all aspects of finance, HR, procurement, information security and general areas of governance. In relation to external risks the UKSC conducts an annual review of what these might be and how it might mitigate their impact upon the conduct of the business of the court.

People

70. In line with the wider Civil Service Reform Programme in 2014 – 2015 our challenge will be to find imaginative ways of maintaining our commitment to developing our staff and to build on the achievements made since the Court opened in 2009 while ensuring that all new initiatives and existing services offer value for money and are the right decisions for the long term future of the Court.

71. In November 2013, our fourth annual staff survey was completed. There was another excellent response rate and the overall engagement score had increased slightly from the previous year to 80%. Given that average scores are around 60% in both the public and private sectors, this represents an indication that our staff care about the organisation they work for and want to do well to support the objectives of the Court and the Justices. Although very positive responses were received, the staff survey also highlighted some areas for improvement, such as encouraging staff and managers to take further responsibility for their own personal development. The survey results will also help inform a review of the total pay and reward package in 2014.

72. The Results into Action Team, comprising four key members of staff from different parts of the Court, continues to work hard at finding ways to bring different areas of the Court together by considering opportunities to find common interests outside of work and organizes diverse lunchtime events, such as the newly formed Book Club. A Results into Action Plan will be published on the Intranet alongside the survey results to help address the areas for improvement during 2014-15. Progress with the action plan will be measured against the staff survey results towards the end of 2014 when the exercise will next be repeated.

73. In order that we make the best use of the range of skills and experience that we have, we will continue to keep our staffing structure under review in 2014 – 2015, to ensure that it continues to provide an effective and efficient service.

74. The UKSC now has direct control of all HR contractual and pay issues, subject to the framework set by the Treasury and Cabinet Office; and we are thus now in a good position to react positively and creatively to challenges in the future. Our direct contract with Liberata for payroll and our new HR System allow a greater sense of independence and have created not only monetary and efficiency savings, but also an opportunity for us to lead and develop the department further in 2014 – 2015 in line with the Civil Service Reform Plan.

A place where people want to work

75. The Court has maintained a very low staff turnover rate which we believe is explained in part by the good results we have achieved on staff engagement levels. In the last 12 months, there were no retirements and only one member of staff leaving, which was as a result of a promotion to work in another Government department. We intend to ensure the high level of staff engagement continues in 2014 – 2015. On the whole, staff are proud to

say that they work at the Supreme Court and generally enjoy their work and understand how their role fits with the strategic objectives of the Court.

76. The annual Judicial Assistants (JAs) Campaign successfully continues to attract a wide range of lawyers interested in one of the seven opportunities to work closely with the Justices and assist in researching appeals. Candidates apply from across the United Kingdom and we actively encourage applications from all the jurisdictions in the United Kingdom. The annual campaign allows us to promote the profile of the Court within the legal profession and on average we attract around 300 lawyers to apply for the campaign each year. We shall again be recruiting 7 JAs in the spring of 2014 to work in the UKSC for 11 months from September 2014 to July 2015.

Complaints, correspondence and core standards

77. The UKSC / JCPC deals with complaints in accordance with our complaints policy covering staff and administrative procedures. The policy was amended in January 2013 to provide greater clarity around the steps involved in investigating a complaint, and to make clearer the role of the Chief Executive and Parliamentary and Health Service Ombudsman in the process. We monitor the level of complaints, using them as a tool to improve our performance. We have begun to register an increasing volume of general correspondence and requests to the UKSC, which in 2014 – 2015 could lead to a pressure for additional staffing resource to enable them to continue to be handled in line with the relevant performance indicators (as set out in Annex C).

78. All staff at the UKSC / JCPC operate under a set of agreed core office standards which deal with external contacts and communications, together with internal issues such as staff management, Information Technology, use of resources, health and safety, security and team-working.

Library facilities

79. Access to relevant and up-to-date legal information is important to the Justices and their Judicial Assistants. We will continue to ensure that the Library contains, identifies, acquires and catalogues material that supports the work of the Justices – both print and electronic. The Library contains some 100 sets of law reports and journals, and approximately 2,000 textbooks. Around 300 textbooks are added each year. We regularly review the stock to ensure it meets the needs of the Justices. We will also continue to identify gaps in our (largely inherited) collection of law reports and journals and endeavour to fill them by purchase and /or donations; and continue to build up a collection of old editions of key textbooks. During 2014-15 we will catalogue the Library's collection of antiquarian 'Nominate' reports, comprising some 400 volumes. We have recently started identifying items for re-binding and these will be sent for binding in batches of approximately 25 per year.

80. In respect of electronic resources, the Library will continue to provide the Justices and JAs with access to a wide range of subscription databases. We will encourage greater use of the electronic databases by publicising their contents and by providing guidance and

training on their usage. For the JAs' induction programme in September we will arrange presentations by the major databases, as we have done since 2009.

81. In order to provide Justices and JAs with detailed information on legal materials and resources we will research and produce the *Library Handbook* on an annual basis. We place similar information on the UKSC intranet and this will also be reviewed and updated regularly.

82. We will continue to assist the Justices, JAs, and court staff with information and research. This may be in the form of ad hoc enquiries or regular monitoring of certain subject areas. We will continue to alert Justices, JAs, and the court to relevant books, journal articles, and court judgments via a monthly current awareness newsletter and also by distributing the contents pages of certain key law journals with summaries of the articles added by the librarians.

83. Following a recent agreement between the Cabinet Office and the Copyright Licensing Agency we will investigate the best way of complying with copyright regulations in relation to print material. We will continue to provide basic guidance on copyright compliance for print material via the intranet and the *Library Handbook*.

84. The Library will continue to build upon its relationships with other law libraries, both in the UK and abroad, with a view to sharing information, expertise and resources. The Librarian will continue to be a member of various professional library bodies and in June 2014 will represent the Library at the annual conference of the British & Irish Association of Law Librarians (BIALL). She is a founder member of the Government Law Librarians Forum (GLLF) where she has led a project to produce a union list of law serials held in government libraries and she will now oversee the future maintenance and development of the list. She will be proposing that the GLLF undertake a similar project for electronic law resources during 2014-15.

Security Guarding Contract

85. Security guarding is an area of significant expenditure and great operational significance. As of 1 February 2012, and following an open competition, the UKSC has had a direct contract with Carlisle Security Services Limited. The contract period is four years with an option to extend by up to two years. We will continue to monitor the performance of the contractor to ensure that exemplary levels of security are maintained. The management of this contract is currently (as at March 2014) the subject of an internal audit, any recommendations from which will be taken forward in 2014 - 2015.

86. We also recognise that the guards are in the front line of interaction with professional court users and members of the public visiting the Court. We have received a number of compliments in past years on their attitude to these groups, and we intend to continue to pass on such compliments in order to motivate and encourage the behaviours that are working in this regard.

Building and Accommodation

87. Subject to the availability of funds we will continue to operate the building at the best efficiency we can achieve, and to maintain it in excellent condition as befits such an important public building. As a Listed Building the court must secure consent for any work affecting the historic fabric, and to this end we maintain a close working relationship with English Heritage and Westminster City Council Planning Department through annual liaison meetings and ad hoc consultation when required for a project under consideration.

88. Maintenance, repairs and building projects were until 2012 – 2013 undertaken by a Facilities Management company operating under two Ministry of Justice (MOJ) contracts:

- Planned Preventative Maintenance (PPM) for day-to-day running of the building
- Measured Term Contract (MTC) for repairs and alterations as needs arise

The elements of these MOJ contracts for servicing the Court came to a conclusion in March 2013 when M. J. Ferguson commenced a direct contract (with PPM and MTC combined) to run the services, termed Hard Facilities Management (Hard FM), for an initial period of 5 years.

89. The direct contract is delivering PPM services at a lower cost than under the MOJ contract. Expenditure on building projects with individual values exceeding £2,500 under the MTC component of the contract in 2013 - 2014 was around £500k, and similar expenditure subject to the availability of funds is likely to be necessary in 2014-15. The contractor's performance was entirely satisfactory throughout 2013 - 2014, and we will continue during 2014 - 2015 to monitor ongoing performance to ensure that at least such standards are maintained.

90. Cleaning services were also being undertaken by a company operating under a MOJ contract until 30 April 2013 at which point Julius Rutherford commenced a direct contract with an initial period of 5 years from 1 May 2013. The standard of cleaning services delivered under the new contract in 2013 - 2014 was to the entire satisfaction of the Court and we will ensure that at least such a level of performance is maintained consistently in 2014 - 2015.

91. The remaining service still being provided in 2013 - 2014 under a MOJ contract was that of catering. A tender exercise was, however, concluded in early February 2014 which resulted in the appointment, subject to contract, of Zafferano Concessions Ltd. As the new catering providers to commence operations on 31 March 2014. The new contract has the prospect of delivering concession payments to the Court while at the same times also providing improved quality catering because of the introduction from the start of the Easter Term 2014 of private meeting room hire charges which the catering contractor will collect from counsel booking such rooms while they are appearing in court hearings. We will closely monitor the performance of the new contractor during 2014 - 2015 and work with them to ensure the successful launch and then the continued success of the new charging regime.

92. As of 1 May 2013, no member of any contractor's staff based in the building has been paid less than the London Living Wage, and we will continue in 2014 - 2015 to require any annual increase in the LLW to be honoured. Without exception for each contract concerned there has been a reduction in the contract price relative to the previous MOJ contract despite the move to pay at least the LLW. This has been achieved as a result of running effective competitive tender exercises and in some instances modifying our requirements in the light of experience.

Information and Communication Technology

93. During 2013 the UKSC changed the arrangements for the provision of ICT services and equipment. Previously these had been provided via the MOJ's contracts with CGI (Logica) and ATOS. Our new suppliers were sourced via the approved frameworks operated by the Government Procurement Service or via the Government's G-Cloud Store. A significant part of the support formerly provided by ATOS has been brought in-house and is now provided by the UKSC's own ICT team. The new system became operational on 5 January 2014. The transformation of our IT arrangements was fully in line with the Government's digital agenda.

94. The new arrangements have given greater flexibility and control over ICT provision. This means that over the 2014-15 and 2015-16 financial years we will consider the possibility of bringing in a number of potential enhancements. These include developing the Case Management System (Dynamics CRM) to act as a correspondence management and tracking system. This would include the handling of FOI requests and treat official correspondence. It is also envisaged that Dynamics CRM will be used as an improved records management system.

95. Other potential enhancements being considered are the introduction of online filing of cases to reduce the amount of paper records, for which the Court has to find storage, and a possible upgrade to internet telephony. Both measures have the potential to allow further financial savings.

Section 5

Maintaining Relationships with All the UK Jurisdictions

Managing Relationships with all the UK jurisdictions

96. The Court takes seriously its position as a Court of the United Kingdom and we naturally therefore seek to keep in touch with political and legal developments in all parts of the UK.

97. The context is regularly changing. For example in a referendum in March 2011 the people of Wales voted in favour of greater legislative powers for the National Assembly for Wales (NAW). In 2012 the UKSC received its first formal reference testing the validity of the first piece of legislation enacted by the NAW under its enhanced powers. In Scotland the election of a majority SNP Government in May 2011 led to a change in relationships with the rest of the UK which is still developing.

98. Key issues for 2014 – 2015 are therefore to be ready for any increase in work, which may result from the greater legislative powers of the National Assembly for Wales, and the implications for the UKSC of the outcome of the Scottish referendum on full independence for Scotland set for September 2014.

99. During 2014 - 2015 particular priorities will be to:

1. Maintain effective communications with all the territorial authorities and courts.
2. Continue regular visits by the Chief Executive to Scotland, Northern Ireland and Wales and to enable Justices similarly to visit them reasonably frequently.
3. Continue to invite appropriate Judges from Scotland and Northern Ireland as well as from England and Wales to sit in suitable cases in the UKSC and JCPC.
4. Continue in the annual recruitment of Judicial Assistants to seek those whom have expertise in the laws of Scotland and Northern Ireland
5. Monitor any implications for the Supreme Court of the legislative programme being pursued by the Welsh Government, and any relevant outcomes from Phase II of the Commission on Devolution in Wales (tasked with reviewing the powers of the National Assembly for Wales and to recommend modifications to the present constitutional arrangements and expected to report in Spring 2014).
6. Respond as appropriate to the outcome of the referendum for Scottish independence set for September 2014.
7. Monitor and prepare for any changes or developments in the powers of the devolved government in Northern Ireland.
8. Continue to encourage visits from schools and educational institutions from around the UK, particularly encouraging those from Scotland, Wales and Northern Ireland.

Section 6

Maintaining International Relationships

Maintaining International Relationships

100. The UK Supreme Court has attracted a good deal of international interest since its creation. That interest has increased since the Court has become a more established feature of the constitutional and judicial landscape. The overall volume of visitors and length of visits has also increased and the member of staff who devotes about half of her time to international liaison work has seen a marked rise in the number of requests received.

101. The Judicial Committee of the Privy Council is almost solely concerned with cases from overseas jurisdictions. We are keen to maintain and develop relationships with the judges and court officials in those countries which use the JCPC. We will continue to monitor the potential impact on the JCPC's work – load and fee income of those countries in the Caribbean which may be contemplating replacing the JCPC with the Caribbean Court of Justice as their final court of appeal.

102. The UKSC receives frequent requests for information on and for visits to the Supreme Court and the JCPC, combined with discussions with both Justices and administrators. We do our best to accommodate these requests and during 2014 - 2015 we already have the following visits in the programme:

- There is a possibility of a meeting with the Chief Justice of the United States, Chief Justice Roberts, in the summer of 2014.
- In July 2014 we are due to host a delegation from the German Federal Constitutional Court.
- There is a possibility that we will also be hosting a judicial delegation from China at some point in the year.
- There will be a visit from the President and a delegation from the Court of Justice of the European Union (CJEU) in October 2014.

103. With the agreement of the President of the Court, designated Justices will continue to sit as additional judges in the Court of Final Appeal in Hong Kong. These sittings form part of an agreement reached by the UK Government and the Government of China at the time of the handover of Hong Kong in 1997. All expenses are paid by the Hong Kong Government. We expect two Justices to spend a month sitting in the Court of Final Appeal during the course of 2014 – 2015.

104. Our work will continue with the Slynn Foundation and other NGOs to assist on building relationships with other jurisdictions, particularly those in Eastern Europe.

105. We will continue to work with colleagues in the Foreign Office to ensure that the JCPC meets the needs of the British Overseas Territories and other Commonwealth countries and also discuss with them the best way to co-ordinate visit requests from overseas members of the judiciary.

106. As part of our ongoing commitment and membership of the Network of Presidents of the Supreme Judicial Courts of the European Union and ACA Europe Exchange of Judges we will continue to host visits from fellow members.

107. Justices will continue their regular international activities, giving lectures at and attending a range of international legal conferences.

108. We will continue to support the JAs' annual visit to the US and to welcome the Temple Bar Scholars here, in order to help maintain good working relationships with the US judicial system.

Section 7

Delivering Corporate Responsibilities

Diversity and equality

109. The UKSC / JCPC strives to be an organisation that reflects fully the diversity of the society we serve and truly values the contributions which employees from all sections of society make to our work.

110. We are committed to providing fair and open access to justice for everyone. We want to ensure that we do not discriminate against anyone using our services and address any real or perceived disadvantage experienced by the public and/or professional court users.

111. In 2014-2015 we will continue to make progress with the actions set out in the UKSC Equality and Diversity Strategy. These will include:

- ensuring compliance with the provisions contained in the Equality Act 2010 including the Public Equality Duty;
- publishing our Equality and Diversity Strategy on both the intranet and the external website.
- encouraging a diverse range of people to visit the Court and addressing any relevant concerns raised by the Court User Group.
- ensuring our website conforms to all recommended accessibility requirements;
- training staff in Diversity and Equality issues to increase awareness and encourage respect for individual differences.
- continuing to seek ways to achieve experience among the staff from all the jurisdictions of the United Kingdom; and
- actively encouraging diversity among the appointment of Judicial Assistants in the annual recruitment campaign, provided this remains consistent with the requirements of fair and open competition and appointment on the basis of merit.

Information Assurance, Freedom of Information and Data Protection

112. Reliable and accurate information is critical to proper decision making. This makes information a vital business asset that needs to be protected. Procedures for the storage, handling, transmission and disposal of information are in place. Staff complete mandatory annual e-learning modules on information protection and use so that the UKSC's (and JCPC's) information is accurate, available only to the right people, in order to protect its confidentiality, and easily accessible for those with a right to see it.

113. In 2014 – 2015 we will start to develop the new Dynamics CRM case management system to act as a user friendly records management and correspondence tracking system.

As well as providing easy access to information for internal administrative purposes it aids the preparation of prompt replies, where applicable, to Freedom of Information (FOI) and Data Protection (DP) requests. In addition the system will be used to implement the records retention and disposal schedule which is in place, ensuring that records are destroyed or retained at the correct times according to their administrative or historical worth in line with public records legislation. Members of staff will be trained to use the new system and it will form an integral part of our daily operations.

114. Work has commenced on preserving UKSC / JCPC records for future reference, in accordance with the requirements of the Public Records Act. Off-site storage facilities have been identified to ensure the UKSC / JCPC is able to meet the requirement of its retention schedule to retain records for the appropriate period before selecting those to be sent to The National Archives (TNA) for permanent preservation.

115. Discussions are ongoing with TNA about the transfer of digital recordings of UKSC and JCPC cases. TNA have indicated they would want to have all recordings of UKSC cases and a selection of JCPC cases. TNA have now developed a digital storage facility and we expect to start transferring digital records to TNA in 2014 - 2015.

116. Information assurance processes are in place with the allocation of responsibilities to Information Asset Owners and regular reviews of the Information Asset Register and associated Risk Register. As the UKSC is now directly responsible for the provision of its ICT services and systems, work is ongoing to produce a set of Risk Management and Accreditation Document Sets (RMADS). Previously these were provided by the MOJ.

117. Our FOI Publication Scheme is available on the website and is reviewed annually in September. The Data Protection Notification is in place and will be reviewed and renewed in September 2014.

Sustainable development

118. Sustainable development provides a framework for redirecting economies to enable everyone to meet their basic needs and improve their quality of life while ensuring that the natural resources on which they depend are maintained and enhanced, both for their benefit and for that of future generations. The UKSC has a role in this scheme and will continue to seek to source its supplies with sustainability as a key consideration.

119. Our building also consumes resources. The public sector is directly responsible for around 3% of the UK's greenhouse gas emissions. There is a commitment to reduce central Government emissions by 25% for 2014 - 2015 compared to a 2009 - 2010 baseline. The Court only came into existence in the course of 2009 - 2010, the baseline for the Government's targets, so our current consumption is being compared against the data for 2010 - 2011. Compared with 2010 - 2011, there was an overall decrease in peak and off-peak electricity consumption for 2013 - 2014 (March to December data available at the time of writing) of 23% (the equivalent figure for 2012 - 13 was 15%); and, compared with 2010 - 2011, there was a decrease of 34% (15%) in kWh of gas used in the first three Quarters of 2013 - 2014.

120. What we have observed is that energy consumption decreased significantly in 2011 - 2012 from that in 2010 - 2011 but, as reflected in the three most recent annual Display Energy Certificate ratings of the building which are within 3% of each other, this has since stabilised. When the DEC was renewed in 2013, we were calculated to have an 'E' rating (score 121 within the range for an 'E' rating of 101 to 125), and a 'D' or an 'E' is said to be typical for our type of building. It remains the case, however, that the Court is difficult to operate at theoretical peaks of efficiency because, albeit there are modern heating and cooling installations, they are within a century old building which is open for long hours and welcomes large numbers of visitors.

Health & Safety (H&S)

121. The health and safety of Justices, our staff (including our contractors) and visitors is paramount and robust management procedures will continue to be applied. All statutory requirements will be met and compliance is regularly monitored by a Health and Safety Committee which reports quarterly to the Management Board. During 2014 - 2015 we will monitor our performance against targets set in the annually updated Health and Safety Corporate Plan.

122. An independent H&S audit in October 2013 found that:

- the Court is operating to a very high standard with regards to its own H&S requirements;
- the Court has a well-defined safety management system with clear evidence that it is effective in controlling risk; and
- its record keeping is good, with no statutory non-compliances identified.

The auditor also endorsed the H&S systems relevant to the Court of the four facilities management contractors.

123. We will aim to maintain at least such standards of performance during 2014 – 2015, and continue to work with our contractors to ensure they do likewise.

Business Continuity

124. We have a Business Continuity Plan, which has been audited and deemed satisfactory. This will be kept up to date throughout 2014 – 2015, and an annual BCP test will be conducted.

**The Supreme Court of the United Kingdom
Parliament Square
London SW1P 3BD**

1 April 2014

ANNEX A

Aim and Objectives

Our Aim

Our aim is to provide an environment which enables the Justices of the Supreme Court to carry out their duties in an effective, visible and accessible way, and which best develops the rule of law and the administration of Justice, both in the UK and in the countries which use the JCPC.

Strategic Objectives for 2012 – 2015

The UKSC intends to do this by:

- Continuing to secure the Justices' constitutional and financial independence
- Promoting the importance of the Rule of Law and its role in securing democratic freedom
- Providing an efficient and effective administration
- Maintaining effective relationships with all jurisdictions in the UK
- Maintaining effective international relationships
- Ensuring the effective delivery of all UKSC corporate responsibilities

Continuing Objectives for 2014 – 2015 for the Administration of the UKSC

1. The UKSC will create an environment, which effectively maintains the independence of the Justices, in which they can carry out their work protected from external pressures and which empowers them to develop the Rule of Law.
2. The UKSC will maintain and increase confidence in the administration of justice throughout the United Kingdom. It will promote transparency in, accessibility to and knowledge of the ways in which justice should be rightly administered. It will thereby promote knowledge of the importance of the Rule of Law, not least as a guarantee of democratic freedom.
3. The UKSC will run an efficient and effective administration, which enables both the UKSC and the JCPC to secure the effective determination of justice, while demonstrating the best possible value for the resources with which they are provided. In particular it will operate case management systems, which provide

appropriate measurable monitoring of the throughput of applications and cases, thereby enabling the most effective support of the Justices in their work.

4. The UKSC will promote good relations with all the individual jurisdictions, legislatures and governments in the different parts of the United Kingdom.
5. The UKSC and, as appropriate, the JCPC will similarly develop appropriate relationships with courts in Europe, throughout the Commonwealth and in other countries, especially those which share their common law heritage.
6. The UKSC will demonstrate appropriate corporate social responsibility. In particular it will promote diversity amongst its staff, ensuring they are also representative of all the jurisdictions of the United Kingdom. It will also both source its supplies and consume its resources in ways which contribute as much as possible to sustainable development and the conservation of natural resources.
7. The UKSC, as the statutory custodian of its own records, will provide the most appropriate environment it can for the organisation, preservation and future inspection of those records.
8. The UKSC, as occupant of the former Middlesex Guildhall, will promote knowledge of, and interest in, this historic building, the works of art it houses, especially the Middlesex Art Collection, and more generally the history of the County of Middlesex.

ANNEX B

Jurisdiction of the UKSC

The jurisdiction of the UKSC is the same as that of the Appellate Committee of the House of Lords, with the addition of devolution matters. These issues were formerly determined by the Judicial Committee of the Privy Council and have been transferred to the UKSC. As the final court of appeal, the UKSC hears appeals from the following courts in each jurisdiction:

England and Wales

- The Court of Appeal, Civil Division
- The Court of Appeal, Criminal Division
- (in some limited cases) the High Court

Scotland

- The Inner House of the Court of Session
- (in some limited cases) The High Court of Justiciary

Northern Ireland

- The Court of Appeal in Northern Ireland
- (in some limited cases) the High Court

The procedure for appealing: permission to appeal (PTA) applications

In nearly all cases an appellant requires permission to appeal before he or she can appeal to the UKSC. The court appealed from may grant permission, but where that court refuses permission, the appellant can then apply to the UKSC itself for permission. Such applications are generally decided on paper without an oral hearing.

Jurisdiction of the JCPC

The jurisdiction of the JCPC depends largely on local legislation and/or the Constitution of the country from which the appeal is brought or, in some cases, on the relevant Order in Council. In many cases, there is an appeal 'as of right'; in other cases permission may be sought from the JCPC if refused by the courts below.

Jurisdictions where the Privy Council is the final Court of Appeal

Anguilla
Antigua and Barbuda
Ascension
Bahamas
Bermuda
British Antarctic Territory
British Indian Ocean Territory
British Virgin Islands
Cayman Islands
Cook Islands
Dominica (albeit its Government has announced its intention to leave the JCPC)
Falkland Islands
Gibraltar
Grenada
Guernsey
Isle of Man
Jamaica
Jersey
Kiribati
Mauritius
Montserrat
Niue
Pitcairn Islands
Saint Christopher and Nevis
St Helena
St Lucia
St Vincent and the Grenadines
Sovereign Bases of Akrotiri and Dhekelia
Trinidad and Tobago
Tristan da Cunha
Turks and Caicos Islands
Tuvalu

Brunei

Civil Appeals from the Court of Appeal to the Sultan and Yang Di-Pertuan for advice to the Sultan

UK

Royal College of Veterinary Surgeons
Church Commissioners
Arches Court of Canterbury
Chancery Court of York
Prize Courts
Court of the Admiralty of the Cinque Ports

Power to refer any matter to the Judicial Committee under section 4 of the Judicial Committee Act 1833

ANNEX C

Performance Indicators (PIs)

Section 51 of the CRA places a duty on the Chief Executive of the UKSC to ‘ensure that the Court’s resources are used to provide an efficient and effective system to support the Court in carrying on its business.’ The UKSC Rules also provide statutory time limits for certain steps and processes. The UKSC Executive team is therefore committed to seeing that the administration of casework and other non-judicial activities are carried out as efficiently and effectively as possible, whilst fully respecting and upholding the independence of the judiciary.

Overarching

- The UKSC will continue to be publicly recognized as unequivocally independent of political influence and interference; and it will remain visibly separate from both the executive and the legislature and be publicly acknowledged to be such.

Casework

Consultation with the UKSC User Committee and comparison with statistical data from the work of the Appellate Committee of the House of Lords has suggested the following PIs for the administration of the Court’s casework.

Independence and Fairness

- There will be no successful Article 6 challenges at the European Court of Human Rights.

Permission Applications

- All decisions will be made within 12 sitting weeks of the receipt by the Court of all necessary documentation.

Appeal Hearings

- All hearing dates will be offered within 4 sitting weeks of the grant of permission for UKSC cases and within 8 sitting weeks of the grant of permission for JCPC cases.

Costs

- All provisional assessments of costs (which are conducted on paper) will be completed within 2 months of the filing of the bill of costs.

Public Access, Education and Outreach

- The UKSC will continue to ensure that film of court hearings, particularly the delivery of judgments, is made available for news and current affairs broadcasting and for educational purposes promptly and efficiently (and by prior request for live transmission), subject always to the Court's overriding right to withhold this, if it would not be appropriate.
- We will ensure press summaries of UKSC and JCPC judgments are published on the relevant website promptly (and on the same morning) after they have been handed down, and that these are simultaneously distributed to media contacts. . We will additionally ensure that films of the judgment summaries are published on the Court's YouTube channel on the day they are delivered in court.
- We will continue to open for seven 'open access' days over the course of the year, and, through a dedicated Reception desk, we will continue to offer a welcome to court users and visitors from across the world to the building on all working days.
- We aim to offer a structured education programme to groups of A-level students for at least 10 separate days over the course of the year, partly delivered through our ongoing partnership with the National Centre for Citizenship and Law.

Finance

- The UKSC will produce and publish (as part of its Annual Report), by 31 July 2014, IFRS compliant resource accounts for the financial year that ended on 31 March 2014, without attracting any adverse National Audit Office (NAO) comments.
- The UKSC's Annual Report for 2013 – 2014 will demonstrate that it is using its resources efficiently and effectively.
- The UKSC will manage within its budget during the financial year 2014 – 2015, so that it is in a position to produce similar accounts in its Annual Report after the end of the present financial year.

Human Resources

- All staff performance appraisals will be completed within deadline.
- We will achieve at least a 70% overall engagement score measured by the annual staff survey.
- All vacancies will be filled in a reasonable timescale following the appropriate recruitment procedures in line with the Civil Service Recruitment Code.
- Provided resources permit, we will ensure that all training and development needs identified as required for staff are delivered.

Correspondence and Core Standards

The following service standards apply in dealings with both court users and members of the general public:

- The UKSC will write in plain English and structure and tailor its communications to the recipient. It will aim to reply (or send a holding letter) to 90% of enquiries within 10 working days of receipt (or to an agreed timetable).
- UKSC staff will aim to answer 90% of telephone calls within 5 rings or as soon as possible if the line is engaged dealing with another caller.

Data Protection & Freedom of Information Requests

- Freedom of Information (FOI) and Data Protection (DP) requests will be dealt with in accordance with the timings set out in the relevant legislation – within 20 working days for FOI and 40 calendar days for DP requests.