



**The Supreme Court
of the United
Kingdom and
Judicial Committee
of the Privy
Council
Business Plan
2023-2026**

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Foreword

By the Chief Executive, Vicky Fox



This is the second year of our three-year business plan. The plan sets out our deliverables for 2024-25 and will be updated for 2025-26. Throughout 2023-24, the Court administration continued to deliver a high-quality service to Court users, the Justices, visitors both from the UK and overseas and those who are interested in the Court's work. We have balanced providing a high-quality business as usual service with delivery of our Change Programme which will prepare us well for the future and improve the service that we offer to Court users and the public. Shaping all our work is our vision to be a world leading Court. This is underpinned by strategic priorities and the work that we will deliver this year, including the final year of our Change Programme.

Our five strategic priorities are:

Serving the public:

We serve the public through the administration of justice, upholding the rule of law and maintaining the Court's independence. Transparency and accessibility are at the heart of the way we work. We do this so that the Court's role in applying the law is understood as an essential part of a healthy democracy and the Court is trusted by the public. We will continue to maximise our impact and communicate the Court's role through our education and outreach programmes, by welcoming the public and providing high quality, accessible information about the Court's role.

Providing a world class service:

The independence of the Court and the quality of its work maintains public trust in the rule of law. The role of the administration is to provide an environment which enables the Justices to carry out their work in an effective, visible and accessible way. We will put court

users at the heart of everything we do, making excellent customer service a priority. Through the Change Programme we will be better equipped to provide a modern, excellent service that enhances the reputation of the UK as a global centre of legal excellence, contributing to the UK's legal economy.

Focusing on our people:

We know that we will only achieve our vision through our people. Our staff are dedicated to the purpose of the Court and care deeply about its work. Real change will only be achieved through their participation at every stage of our work and the Change Programme. We will support them to contribute and flourish through our new People Strategy, increased collaboration and a greater sense of participation in the Change Programme.

Engaging outwards:

We will continue to build and maintain good relationships with courts across the UK, Parliament and governments to increase awareness and understanding of the Court's work and the shared commitment to the rule of law. We will continue to build strong relationships with national courts and judicial organisations across the world to promote the rule of law internationally, share good practice, and enhance the reputation of the UK judiciaries. Through this work, we will strengthen the UK's role in the international community.

Diversity, inclusion and belonging:

Our commitment to diversity and inclusion remains unwavering and our ambitions continue to be deeply rooted in our values. Through those values, we will continue to be inclusive and respectful, celebrating the diversity of our staff, and supporting equal opportunity for everyone. We will continue to strive to ensure that all our services and activities are as accessible as possible to all in the UK, JCPC jurisdictions who use us and beyond. We will play our part in advocating for and supporting greater diversity and inclusion across the legal profession.

Our Role

The role of the Court is to act as the final court of appeal for arguable points of law of general public importance arising from civil cases throughout the UK and from criminal cases in England and Wales, Northern Ireland and, in a limited number of cases from Scotland.

The Court also hears cases to determine issues relating to the legal competence of the devolved administrations, Parliaments and Assemblies and jurisdictions transferred from the Judicial Committee of the Privy Council (JCPC).

The JCPC is a separate court from the Supreme Court of the United Kingdom (UKSC) and is the final court of appeal for the UK Overseas Territories and Crown Dependencies, Commonwealth countries that have retained the appeal to His Majesty in Council, or in the case of the republics, to the Judicial Committee.

The role of the administration is to provide an environment which enables the Justices to carry out their duties in an effective, visible and accessible way.

Our Purpose

The Court upholds the rule of law in the UK and the territories that use the JCPC, by deciding legal questions of public importance brought to it from around the world. It ensures that the law enacted by Parliament is correctly interpreted and applied and that the common law is properly applied and developed.

The independence of the Court and the quality of its work maintains public trust in, and contributes to, the UK as a democratic country founded on the rule of law.



Our Vision

We will be a world leading court.



This means we will

- deliver the highest quality judgments.
- deliver an excellent, efficient service to our users and Justices, through our highly skilled staff who live our values and are equipped with high-quality tools and training.
- serve the public by ensuring that our work is visible and accessible and that our role in applying the law is understood as an essential part of a healthy democracy.
- ensure our culture and building are fully inclusive, respecting and valuing the diversity of our court users, visitors, Justices and staff.
- build strong relationships with Parliament, the Government, the devolved institutions and the courts in all the jurisdictions in the UK.
- enhance the international reputation of the UK as a global legal centre.

Our Priorities and Deliverables

Serving the Public

We will support the Justices to uphold the rule of law and maintain the Court's independence. We will continue to put the public and our users at the heart of everything we do.

We will be transparent and accessible to enhance the public's understanding of the role and work of the Court. We want to welcome even more visitors to the Court this year, offering a unique and historic location to visit as we start to mark the Court's 15th anniversary. We will continue to offer a range of activities and resources to give students at every stage of their educational journey a strong understanding of the rule of law and its role in a healthy democracy.

This will be achieved by:

- Marking the 15th anniversary of the Supreme Court through a series of public events throughout the UK.
- Increasing understanding of the role of the Court in UK society through an exhibition of the Court's significant cases over the last 15 years.
- Continuing to deliver the Court's Change Programme which will provide new and improved ways of interacting with the Court, ensuring we recognise the diverse nature of all our users through new, accessible websites that support access to services and information quickly and easily.
- Increasing access to high-quality information about current and past hearings (including facts and issues about a case and decisions made in lower courts) to increase knowledge and understanding of the work of the Court and the rule of law.
- Delivering an expanding programme of activities with schools, colleges, and universities to show the work of the Court and inspire the next generation of lawyers and judges.
- Exploring different strategies to make historic video footage more readily available and exploring providing transcripts of hearings from 2025 onwards.

Providing a world class service

We have successfully completed the first year of our wide-ranging Change Programme. The aim of the Programme is to transform the Court into a modern, world-leading court which is customer-centric, open, transparent, inclusive and efficient, with increased levels of public awareness and trust.

We will continue to put Court users at the heart of everything we do, providing a modern and excellent service to users which is both customer-focused and digital.

We will continue to support the Justices and the Court to be as efficient and effective as possible, ensuring value for money in all activities.

This will be achieved by:

- Launching two new websites: one for the Supreme Court and one for the Judicial Committee of the Privy Council which will provide a more digital and accessible way of getting information about, and communicating with, the Court.
- Launching the Court's new case management system which will provide a responsive, user led digital service for Court users. This will be supported by our highly

skilled Court staff who will provide continue to provide support and an excellent service.

- Developing, consulting and putting in place new Rules and Practice Directions for the Supreme Court and Judicial Committee of the Privy Council to introduce new rules which reflect a more digital way of working, the introduction of the case management system and implementing statutory requirements.
- Exploring the feasibility of the Supreme Court sitting outside of London in 2025 which continues our commitment to make the work of the Court accessible.
- Considering the evolving AI landscape and its ongoing development within the legal profession, developing the Court's response.

Focusing on our people

How we support, engage, and develop our people is central to achieving our vision of becoming a world leading court and making the Supreme Court a great place to work. Our staff engagement survey results in 2023 strongly demonstrate not only our people's commitment to the Court's purpose but also that they feel valued and supported. We will continue to invest in our people, so that they are supported to develop and are highly skilled. It is through their commitment, skills and passion that we will continue to deliver an excellent service to the Justices, Court users and the public.

This will be achieved by:

- Continuing to create individual development journeys in 2024-25.
- Delivering the second year of our People Strategy. Specifically in year 2 we will be:
 - reviewing the Court's HR policies and arrangements to ensure they are current, represent best practice and provide a high-quality framework for colleagues working at the Court.
 - reviewing the employee lifecycle from recruitment to exit, ensuring that we provide the right induction, support and development to perform highly, to leave well, set up for future success, either in the Civil Service or beyond.
 - embedding a refined approach to performance management.
- Continuing to ensure that colleagues have the right tools and equipment to undertake their roles, which will include the introduction of a new telephony system.
- As part of the Change Programme, we will continue to provide learning and development in behavioural skills such as change management, role specific technical skills such as how to use of the new case management software, and leadership development. This is essential for the successful delivery of the Programme, giving colleagues the skills and confidence to embrace the new tools, technologies and ways of working.

Engaging outwards

As we enter the second year of the Business Plan we will remain outward looking, continue building new international connections and strengthening long-standing relationships. These connections enable us to exchange different perspectives on the law, share best practice and maintain the UK's role in the international community. We will continue to act as a champion for the UK's commitment to the rule of law.

We will continue to engage with and maintain good relationships with courts across the UK, Parliaments, and governments to increase mutual understanding and awareness of our respective roles in the constitution and to demonstrate our shared commitment to the rule of law. We will support the Justices to share their knowledge and experience whilst also promoting the reputation of the Court and the legal system in the UK.

This will be achieved by:

- Working with Parliament to contribute to new MPs' induction following a general election, and providing events including webinars and tours for MPs, civil servants and House of Commons staff to increase understanding and awareness of the work of the Court.

- Hosting the House of Lords Constitution Committee.
- Increasing understanding of the rule of law and the role of the Court by hosting and leading events and exhibitions including an exhibition on the most significant cases heard at the Court in its first 15 years.
- Continuing our international work, including supporting the Justices to attend and host international bilateral meetings, welcoming international delegations to the Court and attending international legal conferences.
- Continuing to deliver the Court's stakeholder engagement work to build and strengthen relationships and share best practice.
- Working collaboratively with JCPC jurisdictions to increase awareness of the Court's work.

Diversity, inclusion and belonging

This priority remains at the centre of our work. Ensuring a diverse and inclusive environment, where everyone is respected and valued underpins everything we do. We are ambitious in our aspirations but recognise that securing meaningful and long-lasting change takes time.

We are committed to providing fair and open access to justice for everyone. We recognise, respect and value diversity, serving the interests of people from all sections of society. Accessibility is also important to our work. We have a building that is physically accessible and continuously strive to improve the ways everyone can access the Court. We will continue to improve our support to visitors who are neurodiverse or have disabilities, including people who have a hidden disability, are deaf, hard of hearing, blind or partially sighted.

We will work with others to ensure that we continue to learn and develop a diverse and inclusive environment where everyone feels valued and that they belong.

This will be achieved by:

- Delivering the final year of our Action Plan which supports the UKSC Diversity, Inclusion and Belonging Strategy.

This will include:

- continuing to deliver an annual programme of events to raise awareness of and celebrate different national and worldwide events.
 - continuing with the D&I Working Group and hold regular meetings to challenge ourselves and adapt our action plan accordingly.
 - engaging and defining the next phase of the Court's approach to Diversity, Inclusion and Belonging.
- Delivering the third year of the Judicial Diversity and Inclusion Strategy. Through this we will:
 - support the progression of underrepresented groups into judicial roles.
 - support an increase in the number of well qualified applicants from underrepresented groups for the role of Justice.
 - proactively promote the Court's support for diversity and inclusion to the legal profession and the public.
 - Reviewing the art displayed at the Court, making changes which enable a more accurate and modern representation of society and the diversity of the people we serve.

Our Values

Our values drive and support everything we do and how we deliver the Court's strategic priorities.



Accountable – **when we say we will do something, we will get it done** by each of us taking personal responsibility and ownership for our decisions, actions, results and behaviours. We will hold ourselves accountable to the Court, its users, and the public, and always work openly and transparently.



Dedicated – **we are proud to work for the Court and dedicated to its purpose.** We are dedicated to excellent customer service, in welcoming everyone that visits our building and in supporting the role of the Court and the Justices.



Aspiring – **we want to achieve our vision of being world class** and will be ambitious in setting goals that will challenge ourselves to improve so that that we continue to develop our organisation for the future.



Collaborative - **the way we work together really matters to us.** We will work supportively, respecting and valuing the contributions from others. We value diversity and know that we achieve more when we work together.

Evaluating performance, our people and our resources

Monitoring our delivery against this plan and evaluating our performance is a vital part of our governance and assurance framework. It enables effective and appropriate delivery and assurance to be given to the UKSC Board and Chief Executive in her role as Accounting Officer.



Quarterly updates on progress made against activities listed in this Business Plan will be presented to the UKSC Management Board and monitored to ensure that we are delivering on our purpose, vision, priorities and values.

Beneath this plan there are detailed team outcome delivery plans which provide further detail on how each of our priorities will be delivered. Heads of teams will be held to account by the Chief Executive, Director of Corporate Services and Change and Registrar, as appropriate, for delivery.

We will also measure performance through key performance indicators (KPIs). These are split across the business areas of the Court and reflect the service provided, delivered and required by statutory requirements, as well as supported by key performance measures.

Our **key KPIs** are supported by individual and more granular metrics at operational business level through outcome delivery plans and ensure the UKSC delivers in the following areas:

Financial Stewardship – The UKSC will use all financial resources affordably and sustainably within the agreed limits and allocation agreed with HM Treasury. Specifically, the UKSC will ensure that it remains within 10% tolerance of its control totals, which includes Resource Department Expenditure Level (RDEL) and Capital Development Expenditure Level (CDEL).

Casework, Operations and Costs – The UKSC will ensure that an excellent, efficient service is delivered to our users and that contacts with the Court are dealt with as swiftly as possible. The UKSC will ensure that the average time taken from issue of application to Permission to Appeal decision remains at no more than 20 weeks.

People – The UKSC will ensure that skilful managers and leaders are in post who will support and inspire those who work at the Court as well and providing consistency of communication leading to an engaged and valued workforce. The UKSC will improve the 2023 staff engagement score from 73% to 75% or above.

User Experience and Engagement – The UKSC will strive to enhance the public’s understanding of and engagement in the Court’s work. The UKSC will strive to increase the number of visitors to the Court building to 60,000 and will offer 361 tours across the year.

Change Programme – The UKSC will deliver the second year of the Change Programme to time and to budget. The UKSC will undertake full end to end user testing with national and international professional and lay Court users through at least 25 user testing sessions. We will launch and provide tailored support for users later in the year having fully considered the user feedback.

Our People

Enabling highly skilled people to live our values and deliver an excellent service is central to our vision. We will continue to be an inclusive, flexible, modern and connected organisation and we will encourage openness, challenge, innovation and excellence in everything we do.

All staff will actively contribute to delivery of this business plan through their team delivery plans and they will also contribute by:

- Putting culture-first, using our processes, policies and communications that nurture our desired culture to understand customer needs and support continuous improvement.

- Being involved, accountable and enabling an employee voice – we shape our experience together in a collaborative way.
- Ensuring a clear focus to find solutions that offer the best effort/impact balance.

Our Resources

The UKSC and the JCPC budget settlement for 2024-25 is summarised below:

<i>Main budget categories</i>	£000s
Judicial pay	3,552
Depreciation	1,450
Other costs	11,270
Total gross costs	16,272
Contributions from jurisdictions	7,279
Fees & Wider Market Initiatives	1,224
Net Resource DEL	7,769
Capital DEL	2,143