



The Supreme Court of the United Kingdom and the Judicial Committee of the Privy Council

Business Plan 2026-2029

Year One: 2026-27

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Foreword by Vicky Fox, Chief Executive Officer

This business plan marks the start of a new planning phase for the Supreme Court (UKSC) and Judicial Committee of the Privy Council (JCPC). We have updated our vision, priorities and values to take account of the progress we have made, and to continue our ambition to remain a world-leading Court.

Over the last five years we have transformed the way we work, offering fully digital services through the successful completion of our award-winning change programme. We put Justices, Court users and the public at the heart of everything we do. We have invested in our staff who are dedicated to offering a world class service and continuous improvement. We have engaged extensively with UK courts, other national courts, and Parliamentarians. Our education and outreach programme is reaching an ever wider and more targeted audience. Our Court building is increasingly accessible to visitors and more energy efficient.

Our new vision **to uphold the rule of law with independence, integrity and impartiality, serving the public transparently and accessibly** will shape our work and priorities. This business plan sets out how we intend to achieve our vision, setting out key areas of work, enablers for success and our values. It does not describe everything we do but sets our priorities which are:

- **Providing a world class service:** we will support the Justices to uphold the rule of law and maintain the Court's independence. We will provide fair and open access to justice, putting our users at the heart of how we work, providing an inclusive, modern and excellent service.
- **Serving the Public:** we will be transparent and accessible so that the Court's role in applying the law is understood as an essential part of a healthy democracy. We will be inclusive, respecting and valuing diversity.
- **Engaging outwards:** we will build constructive relationships with UK courts, legislators and other national Courts so that we share best practice, and we enhance the international reputation of UK as a global legal centre. We will act as a champion for the UK's commitment to the rule of law.

The Court's purpose and role stay the same. We are a world leading Court, delivering the highest quality judgments, known for our transparency and accessibility, and a user centred approach. Our new vision and priorities will enable us to deliver efficiently and with maximum impact for Justices, Court users and the public.



Our Role, Purpose and Vision

Our Role

The UKSC is 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 determines issues relating to the legal competence of the devolved administrations, Parliaments and Assemblies.

The JCPC is a separate court from the 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 enable and support the Justices to carry out their duties in an effective, visible and accessible way.

Our Purpose

We are a world leading Court (which includes both the UKSC and JCPC), delivering the highest quality judgments, known for our transparency and accessibility, and a user centred approach.

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 by litigants from around the world. It ensures that the law enacted by Parliaments and other legislatures is correctly interpreted and applied and that the common law is properly applied and developed.

Our Vision

To ensure that we fulfil the Court's role and purpose, our vision is to uphold the rule of law with independence, integrity and impartiality, serving the public transparently and accessibly.

How we will deliver



Vision

We will uphold the rule of law with independence, integrity and impartiality, serving the public transparently and accessibly.

Strategic priorities

Providing a world class service

Serving the public

Engaging outwards

Enablers

- **People:** we will create an environment where everyone can perform at their best, building a highly skilled and agile workforce.
- **Systems and technology:** we will continuously look for better, user centred ways to deliver our services that make the best use of technology.
- **Building:** we will maintain our building so that it is safe, accessible and supports the wide range of work undertaken by the Court.
- **Resources:** we will make the best use of our resources to deliver efficiently and effectively, offering value for money within our resources.

Values

- **Dedicated:** we will always act in the public interest and in accordance with civil service values. This is the foundation upon which public trust is built.
- **Aspiring:** we strive to deliver an inclusive and user-focused world class service, continuously improving to achieve the best outcomes.
- **Collaborative:** we work together inclusively to maximise our strengths and achieve shared success.



Strategic Priority 1: Providing a world class service

We will support the Justices to uphold the rule of law and maintain the Court's independence. We will provide fair and open access to justice, putting our users at the heart of how we work, providing inclusive, modern and excellent services.

We will be driven by users' needs and by the end of this business plan period, we will consistently meet Justices' and user expectations in terms of quality, timeliness and efficiency. We will clearly explain our decisions and actions and make it easier for people to provide feedback on the services they use, which we will use to quickly identify where improvements can be made.

In 2026-27 we will:

- Maintain continuous improvement of our Court processes through monitoring efficiency at every stage of an appeal, seeking user feedback regularly through the Court User Groups held at least twice yearly and through user surveys throughout the year.
- Publish the new Judicial Complaints policies for the UKSC, JCPC and Supplementary Panel.
- Consult on proposals to increase JCPC fees, the first review of JCPC fees since 2013.
- Provide the secretariat for the independent selection commissions to recruit a new President following the announcement of Lord Reed's retirement in January 2026, and to recruit new Justices.
- Welcome, swear in and induct new Justices and President when they join the Court.



Strategic Priority 2: Serving the public

We will be transparent and accessible so that the Court's role in applying the law is understood as an essential part of a healthy democracy. We will be inclusive, respecting and valuing diversity.

By the end of this business plan period, we will continue to be seen as a trusted Court that proactively and accessibly shares information on its work and role. We will continue to offer an education and outreach programme for all those who wish to explore the rule of law or pursue a legal career. We will welcome all visitors providing information about the work of the Court and the building.

In 2026-27 we will:

- Unveil new exhibitions across the Court which will include a new permanent exhibition showing the impact of the Court's decisions on people's lives, a photography exhibition showcasing the diversity of roles and people who work at the Court, and a new temporary exhibition to mark 150 years of the Law Lords.
- Implement the first year of the Judicial Diversity and Inclusion Strategy.
- Continue to make improvements to the UKSC and JCPC websites so that the Court's work is transparent and accessible. We will also continue to ensure that historic hearing footage is made available on the Court's YouTube channel.
- Retender the Court's broadcasting contract enabling the continuation of live streaming services that embrace new technologies and offer value for money to the taxpayer.



Strategic Priority 3: Engaging outwards

We will build constructive relationships with UK courts, legislators and other national courts so that we share best practice, and we enhance the international reputation of the UK as a global legal centre. We will act as a champion for the UK's commitment to the rule of law.

By the end of this business plan period, we will have continued to engage nationally and internationally to promote the work of the Court, share good practice and champion the rule of law.

In 2026-27 we will:

- Hold a series of events engaging with the Scottish legal and civic communities whilst the UKSC sits in Glasgow.
- Host bilateral meetings with other national courts and welcome international visitors to the Court.
- Continue to invite judges from JCPC jurisdictions to sit on the JCPC.
- Invite the House of Lords Constitution Committee to the Court and continue to engage with MPs and other stakeholders to increase awareness and understanding of the Court's work.
- Work with the devolved legislatures in Scotland and Wales, participating in the induction of newly elected representatives.
- Work with the media to explain the role of the Court, the rule of law, to enable accurate reporting of the Court's proceedings and events

Enablers

Our enablers provide the underlying infrastructure, systems, and culture necessary for the Court to deliver our vision and strategic priorities. These enablers will create a solid foundation for success:

- **People:** we will create an environment where everyone can perform at their best, building a highly skilled and agile workforce.
- **Systems and technology:** we will continuously look for better, user centred ways to deliver our services that make the best use of technology
- **Building:** we will maintain our building, so it is safe, accessible, and supports the wide range of work undertaken by the Court.
- **Resources:** we will make the best use of our limited resources to deliver efficiently and effectively, offering value for money

Our Values

Our values drive and support everything we do and how we deliver the Court's strategic priorities. Our people have reviewed and refreshed our values so that we can deliver our vision and this business plan.

Our values are:



Dedicated: we will always act in the public interest and in accordance with civil service values of honesty, impartiality, integrity and objectivity. This is the foundation upon which public trust is built.



Aspiring: we strive to deliver an inclusive and user-focused world class service, continuously improving to achieve the best outcomes.



Collaborative: we work together inclusively to maximise our strengths and achieve shared success.

Monitoring and evaluating performance

Monitoring our delivery against this plan and evaluating performance is a vital part of good governance. Performance is monitored at operational and strategic level within the governance framework of the Court administration. Our key KPIs ensure that we deliver the Court's strategic priorities in the following areas:

Providing a world class service, we will:

- Respond to all straightforward Registry enquiries within three working days.
- Complete all Eligibility Checks within ten working days.
- PTAs will be referred to a Panel of Justices within 12 weeks of being issued¹.
- Listing dates will be offered to parties within 8 weeks of Notice of Intention to Proceed being filed following grant of permission to appeal².
- 90% of judgment hand down dates will be within three weeks of a finalised judgment.

Serving the public, we will:

- Increase the number of visitors to the Court building to over 70,000.
- Deliver 450 educational, professional or general tours.
- Deliver 24 Ask a Justice sessions, ensuring at least 90% are from schools in areas of multiple deprivation outside of London.
- Ensure the UKSC and JCPC websites are accessible 98% of the time unless maintenance is being undertaken.
- Ensure 100% of hearings are live streamed without interference or delay.
- Respond to 100% of correspondence within:
 - 20 working days for complaints about the administration.
 - 20 working days for Judicial complaints.
 - 20 working days for Freedom of Information Requests.
 - 28 calendar days for Subject Access Requests.

Engaging outwards, we will:

- Engage with all new ambassadors from JCPC jurisdictions as part of their induction to inform them of the role of the Court.

¹ This indicator applies where there are no interim applications or applications for extensions of time, and where there has been timely engagement by parties.

² This indicator applies where application for permission to cross appeal is **not** filed following grant of PTA.

Our resources

The UKSC and JCPC budget for 2026-27 is as follows:

2026-27	
Main Budget Categories	£000s
Justices pay & pension	£6,266
Staff pay & pension	£3,839
Rent & rates	£1,633
Utilities	£191
Cleaning & security	£1,654
ICT & Broadcasting	£715
Other non pay	£1,242
Total Resource Costs	£15,540
Contributions from other jurisdictions	£ (7,267)
Fees and Wider Markets Initiative (WMI)	£ (1,670)
Total Resource Income	£ (8,937)
Net Resource Budget (Net RDEL)	£6,603
Capital Budget (CDEL)	£727
Annually Managed Expenditure (AME) - depreciation	£2,053