



**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 business plan sets out the Court administration's deliverables for 2025-26, the final year of our three-year business plan. Throughout 2024-25, the Court administration continued to deliver a high-quality service to Court users, the Justices, students, visitors both from the UK and overseas and those who are interested in the Court's work. This was delivered alongside our Change Programme which we completed on time and in budget in March 2025. This Programme means that we now offer a world leading digital service for Court users, and two new websites for professional users and the public. Shaping all our work is our vision to be a world leading Court. This is underpinned by five strategic priorities and the work that we will deliver this year, concluding this three-year business cycle.

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. We will 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:**

Every single member of staff is important to the Court. We will only achieve our vision through our people's work and commitment to the Court. That is why we support them through training, flexible working and equip our line managers to provide skilled and effective direction and support. We will support our people to embed the new ways of working introduced through the Change Programme, putting users at the heart of all our work.

**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 and influence 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. We will continue to be inclusive and respectful, celebrating the diversity of our staff, and driving 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, the JPC 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 invite feedback from the public to help enhance and widen our public engagement.

We will be transparent and accessible to enhance the public's understanding of the role and work of the Court. 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:

- Embedding the improvements introduced by the Court's Change Programme which provides digital and improved ways of interacting with the Court, through new, accessible websites that support access to services and information quickly and easily.
- Enhancing the support we offer to self-represented litigants through better signposting and customer service.
- Supporting the independent selection commissions to recruit a new Deputy President and Justice, following the announcement of Lord Hodge's retirement at the end of 2025.
- Reviewing the Judicial complaints procedure and policy.
- 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.
- Providing interactive activities for younger children during school holidays.
- Making historic video footage more readily available and exploring providing transcripts of hearings from 2026 onwards.

## Providing a world class service

We have successfully completed the Change Programme, which enables the Court to be a modern, world-leading court that is customer-centric, transparent, inclusive and efficient, with increased levels of public awareness and trust.

We will embed these changes and will deliver continuous improvements to our customer-focused and digital services.

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:

- Continuing to make improvements to the new UKSC and JCPC websites.
- Continuing to provide individually tailored support for Court Users on how to use the UKSC and JCPC Portal.

Defining, tendering or renewing core operational contracts to support continuous improvement and excellent customer service for all users. This will include support for IT infrastructure,

catering and a review of the Incorporated Council of Law Reporting (ICLR) contract.

- Upgrading audio/visual broadcasting equipment to ensure live streaming of cases continues to be resilient, clear and accessible.
- Upgrading the finance system to ensure continued effective processes and payments to suppliers.
- Engaging with and implementing the outcomes of the Spending Review.
- Responding to the evolving AI landscape and its ongoing development within the legal profession.



## Focusing on our people

Supporting, engaging, and developing our people is central to achieving our vision of being a world leading court and making the UKSC a great place to work.

Our staff engagement survey results in 2024 continue to 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:

- Supporting colleagues to embed the new ways of working introduced by the Change Programme through upskilling and the identification of Super Users who can coach and guide on new activities.
- Continuing to provide ongoing training to ensure a culture of continuous improvement is embedded across the administrative work of the Court.
- Delivering the third year of our People Strategy. Specifically in year 3 we will be:
  - Ensuring all colleagues have a more consistently positive employee experience
  - Reviewing HR processes and systems to ensure that they are streamlined and easy to use
  - Reviewing the Court's reward and recognition and performance management policies to ensure that colleagues are rewarded, and performance is effectively managed
- Continuing to ensure that colleagues have the right tools and equipment to undertake their roles and responsibilities.

## Engaging outwards

We will continue to remain outward looking, 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 reputation and 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 welcome new MPs to the Court to increase understanding and awareness of the work of the Court.
- Holding an event with the House of Commons Justice Committee.

- Attending the annual evidence session before the House of Lords Constitution Committee.
- 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 how we work. Ensuring a diverse and inclusive environment, where everyone is respected and valued underpins everything we do. We are ambitious in our aspirations and committed to long term engagement to bring about change.

We will provide fair and open access to justice for everyone. We recognise 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 the UKSC Diversity, Inclusion and Belonging Strategy and publishing a new strategy to enable the court to continue to:

- support the attraction of a diverse range of suitable candidates for recruitment campaigns
- develop inclusive leaders who are equipped to lead by example and fully engage with Diversity, Inclusion and Belonging matters
- take action that will ensure that our culture is inclusive, supportive and respectful

- Reviewing the four-year Judicial Diversity and Inclusion Strategy and publishing a new Strategy to continue the Court's work to:

- 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 artwork displayed at the Court, making changes that promote an image of the UK Supreme Court that is forward looking and relevant to a modern, liberal democracy without losing the meaning of important traditions.

## 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.

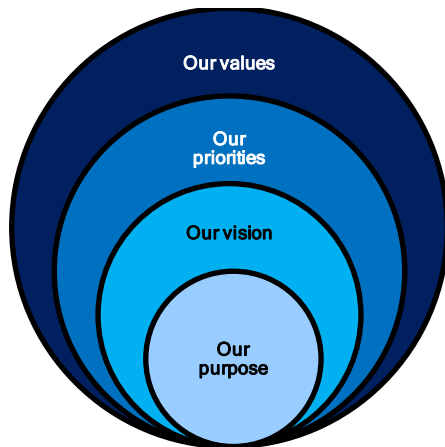


**Collaborative** - **the way we work together really matters to us.** We will work supportively, respecting and valuing the contributions from others. We value diversity and know that we achieve more when we work together.

## Evaluating performance, our people and our resources

### Evaluating Performance

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.



Monthly 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 the Registrars, 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:

- The outturn for financial year 2025-26 will be within 5% of Mains Estimate and 1% of Supplementary Estimates as agreed with HM Treasury for Resource Department Expenditure Level (RDEL) and Capital Development Expenditure Level (CDEL) and will not exceed the Administration component of RDEL.
- 90% of invoices are paid within ten days.
- UKSC month end accounts delivered on time and reported to HM Treasury by working day 7.

**Casework, Operations and Costs** – The UKSC will deliver an excellent, efficient service to our users. Simple enquiries will be responded to within three working days and complex enquiries will receive a response within 10 working days. The introduction of a new Case Management System and Portal in 2024-25 has led to new ways of working and will make the administrative processes more efficient. As we realise the benefits of the new systems, we will review and update our operational KPIs to ensure that we measure and report on the service we offer and ensure that our users receive an excellent service. Before the review and the new KPIs which will be delivered in October 2025, the UKSC will ensure:

- Permission to Appeal applications will be referred to Justices within 10 weeks of the application being issued.
- Judgment hand downs take place within 3 weeks of the final judgment being ready.
- Provisional costs assessments will be completed within 6 weeks of papers being ready for assessment.

**Focusing on our 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 as providing consistency of communication leading to an engaged and valued workforce. Specifically, the UKSC will ensure:

- The 2025 staff engagement score increases from 75% to 76% or above.
- The average working days lost per member of staff/ year is below 5 working days.
- The average time to hire (up to offer) is less than 10 weeks (other than for Judicial Assistants).

**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 also ensure that access to information and the work of the Court is available. The UKSC will:

- Strive to increase the number of visitors to the Court building to 65,000.
- Offer a minimum of 400 tours across the year.
- Deliver 24 Ask a Justice sessions.
- Respond to all correspondence within the published time frames:
  - five working days for general enquiries
  - 20 working days for Complaints and Freedom of Information requests and

- 28 calendar days for Subject Access Requests.
  
- The UKSC and JCPC websites will be accessible at all times unless maintenance is being undertaken. Indicative maintenance downtime will be published at least five working days before the work commences and kept as short as possible.
  
- 100% of hearings will be live streamed, unless otherwise directed by a Supreme Court Justice. 95% of all hearings and broadcast judgment hand downs will be viewed without buffering, delays, time lags or interruptions.

## **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:

- Living our values, following our processes and policies, leading on continuous improvement and ensuring that we put the end user at the heart of how we work.
  
- 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 2025-26 is summarised below:

2025/26	
<b><i>Main budget categories</i></b>	<b>£000s</b>
Judicial pay	3,889
Depreciation	1,470
Other costs	13,378
<b>Total gross costs</b>	<b>18,737</b>
Contributions from jurisdictions	7,199
Fees & Wider Market Initiatives	1,3309
<b>Net Resource DEL</b>	<b>10,228</b>
<b>Capital DEL</b>	<b>470</b>