



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

**ADMINISTRATION
BUSINESS PLAN**

1 April 2018 – 31 March 2019

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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. The strategic priorities and objectives of the administration of the Court for 2018 – 2019, which can be found in Annex A, remain essentially the same as those set out at the Court’s 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 ninth full financial year of operation and sets out the aims and objectives of the administration of the Court for that period and how we plan to achieve them. Our Key Performance Indicators (KPIs) are set out in Annex C to this Business Plan.

Background and Context

2. 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, the Executive 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, Parliament and Assemblies. This jurisdiction transferred to the UKSC on 1 October 2009 from the Judicial Committee of the Privy Council (JCPC.)

3. The UKSC is independent of the Ministry of Justice and of the separate Court Services in England & Wales, Scotland and Northern Ireland. It is based in the former Middlesex Guildhall in Parliament Square in London, although it has always made clear that it is willing to sit in any of the territorial jurisdictions. It sat in Edinburgh in June 2017, has plans to sit in Belfast in April 2018 and intends to sit in Cardiff in 2019. The Administration of the UKSC is classified as 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 recognised.

The Judicial Committee of the Privy Council (JCPC)

4. 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 had been co-located with the UKSC since the UKSC’s inception in October 2009.

5. The JCPC 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 hearings have taken place in Mauritius and more recently in the Bahamas. Although the JCPC was formalised as an institution 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

6. This year is the third year covered by the settlement announced in November 2015, which resulted from the 2015 Spending Review (SR) and which covers the years 2016 - 2020. This SR was undertaken following the General Election in May 2015. The outcome for the UKSC was essentially a flat line in cash terms, albeit that allowing for expected inflation and already known increases, such as in the rent the UKSC pays under the terms of the lease and leaseback scheme by which the building was refurbished between 2006 - 2009, this is a projected 7% reduction in real terms over the Spending Review period.

7. The UKSC's Strategic Priorities document for 2016 – 2020, which the UKSC Strategy and Management Boards approved at their respective meetings in February and March 2016 has set the broader parameters for this annual Business Plan, which explains how the administration of the Court envisages it will manage within its resources in 2018 – 2019.

Ongoing aims

8. (i) We will safeguard the constitutional position of the UKSC as the apex of the judicial branch of the State and support its independence from the legislature and the executive branches. 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. A key outcome will therefore be that the UKSC will continue to be publicly recognized by the people of all four parts of the UK as unequivocally independent of political influence and interference;

(ii) We will also ensure that the UKSC and its Justices are enabled to promote, and to be seen to promote, the rule of law in the United Kingdom.

(iii) We will ensure that there will be no successful challenges in the European Court of Human Rights that a lack of judicial independence in the UKSC has compromised the Article 6 Requirement for a fair trial.

(iv) We will also demonstrate that, although the UKSC is London based, it is truly a UK institution by sitting, as set out above, in turn in each of Edinburgh, Belfast and Cardiff.

Section 2

Securing the Court's Constitutional And Financial Independence

The Context of the Justices' Relations with UK Ministers, Parliament and the Devolved Administrations

9. The President and the Deputy President have occasional bilateral meetings with the Lord Chancellor and the UK Law Officers and the appropriate individual Justices have equivalent meetings with the Law Officers of the devolved jurisdictions, to discuss matters of mutual concern. Neither the Lord Chancellor nor any other Ministers are in any way involved in the running of the Court, the administration of which is a fully independent Non – Ministerial Department in its own right. (Rather, pursuant to section 48(4) of the Constitutional Reform Act 2005 (CRA), the Chief Executive of the Court must carry out his functions in accordance with any directions given by the President.) These meetings will continue in 2018 – 2019. In 2013 the President and Deputy President began making an annual appearance before the House of Lords Constitution Committee to give evidence on topical issues which might impact upon the Court, although they did not do so in 2016. They did, however, appear before the Committee on 21 March 2018 and we expect them to appear again before that Committee some time in 2019.

Financial Independence

A: Statutory Framework

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 via the Spending Reviews conducted Government wide by the Treasury, which normally determine Departmental budgets for the following three or four years. The Spending Review conducted between July and November 2015, following the General Election in May 2015, has determined the level of the Court's resources for the four fiscal years running from 1 April 2016 to 31 March 2020. This Business Plan therefore relates to the third of the four years covered by that settlement.

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).

B: Structure of Funding

12. The UKSC has remained within its budget in every financial year so far since its inception, expects to do so in the out-turn of 2017 - 2018 and will aim to do so again in 2018 - 2019.

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

14. The other three elements comprise:

(1) annual contributions from the judicial systems of the three jurisdictions from which cases come to the UKSC - England and Wales, Scotland and Northern Ireland. This is the largest of these three elements (about 84% of our total income from these three elements). In turn the lion's share of these contributions (88%) inevitably comes from England and Wales, since the contributions are based on the proportions of civil cases which come from each jurisdiction. 8% comes from Scotland and 4% from Northern Ireland. This 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;

(2) fees paid directly by UKSC / JCPC litigants. This currently amounts to 15% of our income from these three elements. 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 the number of applications that come to the Court for permission to appeal (PTA). Indeed, to the extent that fee levels increase, they may tend to operate as a small disincentive to apply for such permission, although the larger drivers of demand for this 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;

(3) income derived from 'wider market initiatives', the final 1% of our income. In our case this 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 influence over the level of this income 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.

Financial Aims for 2018 - 2019

15. In 2018 – 2019 the UKSC / JCPC will continue to seek to secure the resilience of each of these three elements. In respect of UKSC fees, in 2014 – 2015 we reviewed the relative staff costs of the various elements of case processing with a view to determining how closely the fee structure matches our staff costs structure. In the light of this we then consulted our UKSC User Group on possible changes to our fees structure and, as a result of this consultation, in 2015 – 2016 we proposed to the Lord Chancellor, who under the CRA has the statutory responsibility for determining the UKSC's fees, a number of changes in structure and quantum to take effect from 1 April 2016. Under the CRA the Lord Chancellor is himself required to consult on the proposed changes. Decisions by the MOJ to delay undertaking this consultation have meant, however, that this consultation will not take place in 2018-19. Instead an additional amount equivalent to the fee income that would have been generated will be transferred by the MOJ to the UKSC.

16. It is also particularly important that we can continue in 2018 – 2019 to rely on receiving the annual contributions from the three jurisdictions, especially that from England and Wales. This forms the largest proportion of the income the UKSC receives, which does not come directly from Parliament.

Section 3

Managing the Business of the Court and Promoting Public Understanding of its Role

Context of Casework Processes

17. Casework is the core work of both the UKSC and the JCPC and it will continue to 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 Business 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 has been, and in 2018 – 2019 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 nine Justices will sit. In 2017 – 2018 seven Justices sat in 6 cases. 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 the Court thinks it may decide to depart from a previous decision of the House of Lords or the Supreme Court.
- A case of high constitutional importance.
- A case of great public importance.
- A case where a conflict between decisions in the House of Lords, the Judicial Committee of the Privy Council and /or the Supreme Court needs 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, the panel granting permission will give a time estimate and a hearing date will be fixed taking that into account. 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. The average hearing in the UKSC lasts 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 individual cases and of their parties. It therefore seeks to arrange hearings according to the availability of parties' legal representatives; subject to very rare exceptions, this is in practice the only factor which causes hearings to be delayed beyond nine months from the grant of permission. The Court would not wish to insist on parties instructing new counsel, if their existing counsel was not available on a specific date, simply to meet the nine months' target, where it would be expensive for parties to do so and the Court could see no supervening reason for an earlier hearing. In contrast the Court can and has arranged hearings within weeks of the grant of

permission in several urgent cases (e.g. family cases, such as *A v R*, or medical cases involving the withdrawal of treatment, such as *NHS v Mr. Y*).

Policy Developments in 2018 - 2019

22. The administration of the UKSC/JCPC will aim to keep in touch with relevant policy developments, both from the United Kingdom Government and from the devolved Governments, which might impact on our business. Issues we have highlighted here are those of which we are already aware. Others will probably need to be added during the year.

23. We will continue to monitor the number of cases where litigants in person seek permission to appeal to the UKSC. In 2014 – 2015 there were 24 such applications; in 2015 – 2016 there were 22; in 2016 – 2017 there were 24; and in the first 10 months of 2017 – 2018 there were 25. Additionally, the equivalent figures for the last two years for the JCPC were 18 in 2016 – 2017 and 11 in the first 10 months of 2017 – 2018. So far one litigant in person has been granted permission to appeal, although in that case he then instructed counsel rather than take up the offer of pro bono assistance which the Court had arranged.

24. The Criminal Justice and Courts Act 2015 introduced changes to judicial review and appeals in England and Wales. These included provisions extending the range of cases which can leapfrog appeals to the UKSC. We will continue to monitor closely the practical impact of these and other changes: our expectation was that this would lead to more applications for permission to appeal, once all the provisions were in force.

25. One area which may have significant implications for the UKSC is the withdrawal of the UK from the European Union (EU). The Court has already in December 2016 heard one case on the legal process necessary for giving notification to leave; and it is possible that in 2018 - 2019, as the Government continues the process of negotiating the UK's departure from the EU, other issues may arise which are brought before the Court. In addition, but probably on a longer timescale and not within 2018 - 2019 and depending on the terms the UK has finalized on which it will leave the EU, the UKSC's relationship with the Court of Justice of the European Union (CJEU) in Luxembourg over the interpretation of points of retained EU law will then fundamentally change.

26. Also, in the further future, if the Government revives its proposals for a 'British Bill of Human Rights', that fresh legislation is likely of itself to generate increased litigation, as people seek to test the meaning of the new legislation in the Courts. There may, therefore, also be changes in the longer term in the relationship between this Court and the European Court of Human Rights (ECHR) in Strasbourg. We cannot now anticipate what those changes might be, but we will be alive to any implications for the nature and volume of our caseload.

27. Over the past few years various measures have been introduced to provide for further devolution of powers to Scotland and Wales. The Court is alive to the need to deal with devolution issues sensitively and within an appropriate timescale. The Court will continue to meet the challenges which such cases present. In addition, having sat in Edinburgh in 2017, the Court has announced that in April 2018 it will sit for the first time in Belfast to hear cases from Northern Ireland, which will include one about gay rights in that

jurisdiction. The Court hopes to sit in Cardiff in 2019. This is a practical way of emphasizing that the Supreme Court is the final court of appeal for all the jurisdictions of the United Kingdom.

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

28. 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 we hold with court users to ensure that the procedural regime we have in place continues to achieve our objectives. We will make any revisions to our procedures, which appear to be necessary, and consider any recommendations for changes which promote service improvements. The User Group includes representatives from all the UK jurisdictions and from users of the JCPC and the minutes of the User Group meetings can be found on the UKSC website.
- From April 2018 the Court will introduce new court forms which are more user friendly and which will assist on line filing.

Use of modern technology to improve court functions

29. Since January 2014 the UKSC has operated using its own independent Information Technology (IT) system. This supports all aspects of the Court's work including the conduct of cases in the courtrooms as well as back office case management, library services and office work. It has allowed Justices and staff to have more efficient and easier remote access when working away from the Court building and for the in-house IT team better to assist remote users. Over the past three years, work has been undertaken to improve both the robustness of the system and the way in which it supports users and their varying requirements.

30. A trial is being carried out using interactive touch screens for Justices in the Court rooms. The aim is to make it easier for them to view and mark up electronic bundles. In addition, the Court is now able to hear cases via video-link, and several JCPC cases have made use of this facility. This is part of supporting the wider aim to reduce the amount of paper produced for each case, whilst ensuring that access to the Court is easy for all court users.

31. There are separate UKSC and JCPC websites as well as an intranet for Justices and staff. There are plans to update the two websites between late 2018 and early 2020 to make them more user-friendly and make more information accessible via a wider range of devices, better to support all Court users. At the same time a portal will be included on the new websites to allow Court users to complete and submit court forms, make payments and submit case bundles on-line. This is part of our broader plans to reduce the amount of material required to be provided in hard copy, given that all case papers must also be supplied in digital form.

Public Access, Education & Outreach

32. A continuing objective of the UKSC / JCPC is to present the two Courts' activities in the clearest and most accessible ways possible, to the widest range of audiences. During 2018 -19 we aim to welcome 90,000 visitors to the building, in addition to receiving at least 60,000 unique visitors to the UKSC website and 7,000 distinct visitors to the JCPC website on average each month.

33. By welcoming visitors, providing educational opportunities and working with the media to communicate the Courts' work to the public, we aim to increase understanding of the role played by the UKSC and JCPC in promoting and sustaining the Rule of Law across the jurisdictions we serve.

Access to the Court

34. The UKSC and JCPC building is fully accessible to the public, who are encouraged to visit, take a tour and attend hearings. We will continue to offer a dedicated reception / information desk service every day that the Court is open, to welcome visitors and deal with enquiries. Details of any planned building closures will be published in advance.

35. We will continue to live stream all proceedings of the Court, and to upload footage to our 'on demand' archive of the last year's cases, via the UKSC and JCPC websites (subject to any exceptions ordered by the Justices). On request we will make recordings available to educational establishments and to the main public broadcast organisations for use in news or current affairs programmes. We will continue to monitor usage figures and other feedback to ensure that these services provide good value for money

36. We will continue to provide training for our staff on how most appropriately to assist visitors with access needs. This includes wheelchair users, people with hearing loss, visual or mental impairment, older people, families with young children and more. Audio booster loops are available for those with hearing difficulties joining guided tours, and Braille versions of our visitor guide complete with tactile maps and illustrations are available to borrow from Reception.

37. In 2018 – 2019 we will again open the Court for at least seven 'Open Days'. These are designed to give members of the public the opportunity to see some private areas of the building, and to provide additional explanatory material about the artwork on display. The dates (which will include the popular 'Open House London' weekend on 22-23 September 2018) will be published on the Court's website, via social media channels and through clear external signage.

38. We will monitor feedback received via comment boxes, available throughout the building for both general visitors and court users. We will also consider potential enhancements to the way we gather feedback. Comments will be reported to the Management Board on a regular basis to identify areas where we can enhance the experience of using the Court, either professionally or as a casual visitor.

Media liaison

39. 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 supplement this with forward planning lists highlighting the forthcoming cases likely to be of the most public interest before each legal term.

40. We will respond to media requests promptly, continue to develop our database of media contacts and proactively identify opportunities to highlight aspects of the Court's work. We will also continue to manage the increasing number of requests for interviews with Justices, arranging these as necessary. There will again be a focus on judicial appointments during the year, and we will make appropriate arrangements both to promote public understanding of the independent appointments process and to profile successful candidates and their predecessors as they retire.

41. We have so far attracted more than 238,000 'followers' on the UKSC's official Twitter feed, which we use to alert users to judgments and other announcements, and over 2,000 'followers' on the UKSC's official Instagram channel. During 2018 - 19 we will continue to engage with users according to our published policies.

Education and Outreach

42. We aim to maintain the number of visits from school, college and university groups during 2018 - 19, especially from the state sector and from schools in Wales, Scotland, Northern Ireland and outside of London. We will continue to ensure that our learning resources are up-to-date and targeted at appropriate users. As part of this, we will seek to ensure our educational tours are more tailored to UK examining board syllabuses.

43. We will continue to host ten Debate Days' each year. These offer school groups the opportunity to consider the issues behind past UKSC cases and debate them in front of a panel of their peers. This year we hope to see an increase in the number of schools applying to participate in the programme, to reach a broader range of schools, and to ensure that as many students as possible can benefit from this experience. We are grateful for the support offered by lawyers who attend on a voluntary basis to help the students prepare for these debates.

44. We will host the final rounds of mooting (mock legal debate) competitions for at least 12 different university groups, selected through an application process. Supreme Court Justices will be provided to judge these final round moots. As an extension of this programme, in May 2018 we will host a moot in Belfast for students from both Ulster University and Queen's University Belfast

45. In 2017 - 18 we piloted a new educational outreach initiative - an essay writing competition for college and sixth form students (or equivalent) from across the UK. The competition gave entrants a chance to build their research skills and learn more about law in the UK. We will continue this initiative in 2018 - 19, launching applications in summer 2018. We will pilot a new education initiative, 'Skype A Justice', during the reporting year. Through

this we will offer student groups across the UK an opportunity to put their questions to a Supreme Court Justice via Skype.

Arts Trust

46. In February 2016 the UKSC Arts Trust secured registration as a Charitable Incorporated Organisation by the Charity Commission, i.e. a legal entity which is entirely separate from the UKSC and the JCPC. The charitable purposes broadly cover the use of artwork to promote knowledge of the development of justice and the Rule of Law within the context of the UK's and the Commonwealth's legal systems.

47. The Arts Trust is formed by five independent (i.e. not Justices or members of staff of the Court) Trustees. They are Sir Anthony Salz (Executive Vice Chairman, NM Rothschild) as Chair, Dinah Casson (Casson Mann), Sir Christopher Frayling (former Chair of the Arts Council, England), Elsie Owusu (formerly of Feilden and Mawson, the conservation architects who were responsible for the refurbishment of the UKSC building between 2006 and 2009) and Sharon Witherspoon (formerly of the Nuffield Foundation).

48. The Trust seeks to raise its own funds from charitable sources to acquire (and if appropriate dispose of), to maintain and to manage works of art for its collection (which may be displayed within the UKSC with the agreement of the Court). Similarly, it may accept or decline gifts of appropriate works of art, as well as commission appropriate new works of art. It can raise (from donors) and hold funds to be used for these purposes. It is also able to raise funds to support and sponsor temporary exhibitions within the Court which further its purpose of educating the public about the rule of law and the role of the UKSC. It does not have any ongoing access to funds from the UKSC or JCPC to use for these purposes.

49. During 2017 - 18 the Arts Trust facilitated an exhibition of prisoners' artwork curated by the Koestler Trust, and additionally an exhibition on 'Law and Nationhood: India and Pakistan at 70' to commemorate the 70th anniversary of India and Pakistan becoming independent countries. In 2018 - 19 the Trust will host a further exhibition put on by the Koestler Trust to commemorate the centenary of women obtaining the right to vote.

Guided tours and other revenue generation activity

50. We will continue to provide guided tours (on Fridays during term time and other occasional days during the vacations), aimed predominantly at groups from membership and professional organisations. We will hold the price at 2017 - 18 levels. We aim to deliver at least the same number of 'paid for' guided tours as we did in the financial year 2017 - 18, although as noted below we will supplement these with additional evening tours throughout the year.

51. Building on the 'ad hoc' evening tours that the Court has offered since late 2016, we will launch a regular monthly 'lates' tour of the Court. This initiative will enable visitors who cannot visit during our standard working hours to see the building and ask questions of staff. These activities will be promoted to potential visitors on the Court's website, via social media channels and through clear external signage.

52. We will continue to offer a programme of free lunchtime ‘taster’ tours for people who work in the local area. The tour encompasses the courtrooms and exhibition area and showcases the café as a venue for staff from nearby public sector organisations and government departments to use in the future.

53. We will continue to seek increased income from hiring areas of the building for corporate events when the court is not sitting. This activity enables us to reduce the Court’s overall call upon public finances. We will, however, rigorously apply our existing criteria on client suitability to ensure that the Court’s independence and dignity are not undermined.

54. We will also continue to work closely with our catering concessionaires (Zafferano’s) to try to broaden the range of products offered in our café and to ensure the range of souvenir items bearing the Courts’ branding remains of a high standard and appropriate for the UKSC. As with corporate venue hire, once certain thresholds are met, revenue raised by the café and associated activities helps reduce our overall call upon other sources of funding.

Section 4

Providing Efficient and Effective Administration

Governance Arrangements

55. To support the Chief Executive both in his statutory responsibilities, and his 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 requirement 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).

56. Mark Ormerod, the Chief Executive appointed in September 2015, with the agreement of the Management Board and the President and Deputy President, modified these arrangements. With effect from 1 January 2016 the Management Board has met every two months (the odd numbered months, so January, March etc.). At the same time a new Strategic Advisory Board was established, which comprises the President, the Deputy President, one other Justice appointed by the President (who is currently Lord Hodge), the Chief Executive, the Director of Corporate Services, the Registrar and the UKSC's two Non – Executive Directors. Its remit is to consider the strategic direction of the Court and to approve and review the UKSC's Strategic Framework.

57. This board has no role in directing the judicial functions of the Court; nor, following the President's delegation to the Chief Executive of all the non – judicial functions of the Court and in the light of the Chief Executive's formal position as Accounting Officer, does it have any role in directing the running of the non – judicial functions of the Court, including the allocation of resources, which remains the responsibility of the Management Board. The Strategic Advisory Board meets three times a year in February, June and October. Neither Board meets in April, August or December (the Management Board has never met in August since the inception of the UKSC in 2009).

58. The UKSC's two Non – Executive Directors are Kenneth Ludlam whose appointment was extended in summer 2017 by two years until 31 July 2019 and Kathryn Cearns who was appointed in October 2017 for three years, replacing Stephen Barrett who resigned early for personal reasons. In 2018 – 2019 the Management Board will meet every two months, as set out above, and its committees, the Audit & Risk Assurance Committee, the Remuneration Committee and the Health and Safety Committee will meet approximately three times, a reduction from quarterly to reflect the reduction in the number of Management Board meetings, albeit the Remuneration Committee may have short additional ad hoc meetings, if needed.

59. The two Non-Executive Directors are members of the Management Board, one of whom (Kenneth Ludlam) also chairs the Audit and Risk Assurance Committee and the other of whom (Kathryn Cearns) also chairs the Remuneration Committee. The Audit & Risk Assurance Committee also includes representatives from Scotland and Northern Ireland (N.I.). The membership of these committees as at 31 March 2018 is as follows:

Management Board

Mark Ormerod – Chief Executive (Chair)
William Arnold – Director of Corporate Services
Louise di Mambro – Registrar
Paul Brigland - Head of Office & Building Services
Chris Maile – Head of Human Resources
Joyti Mackintosh – Director of Finance
Sophia Linehan Biggs – Head of Communications

Paul Sandles – Librarian
(Secretary)

Kathryn Cearns – Non-Executive Director (NED)
Kenneth Ludlam – Non-Executive Director (NED)

Audit & Risk Assurance Committee

Kenneth Ludlam – Chair
Kathryn Cearns - NED
Charles Winstanley – NED Scottish Government
Peter Luney – Chief Executive Officer, N. I. Court Service

Remuneration Committee

Kathryn Cearns - Chair
Kenneth Ludlam – NED
Mark Ormerod (Chief Executive) OR in his absence William
Arnold

Health and Safety Committee

William Arnold (Chair)
Paul Brigland - Head of Office & Building Services
Lee McLoughlin – Building / H&S Manager
Toyin Soley – Deputy Building / H&S Manager
Chris Maile – Head of Human Resources
Ian Sewell - Trade Union H&S representative

James Noone – Security Manager – Carlisle Security
Clive Brown – Building Engineer – MJ Ferguson - Hard FM
Contractor
Caroline Hutchins – General Manager for Julius Rutherford
– Cleaning Contractor
David Winter – Director Zafferano’s – Café Concessionaire

Finance

60. The Finance Division supports the Chief Executive and the Management Board (i) to enable effective corporate decision making, (ii) to assist in the shaping of the Court's future direction and (iii) to ensure that the finance and procurement systems meet the needs of the Court's users, the Justices, the Court's staff and ordinary visitors.

61. Its main priorities and objectives in 2018 – 2019 will be to:

- Implement the plans for the third year of the four-year Spending Review settlement covering the years 2016 – 2020 obtained by the Court from HM Treasury in 2015, thereby operating within the agreed budget control limits and ensuring value for money, propriety and regularity.
- Ensure processes are in place to make timely and accurate financial payments.
- Maintain the effectiveness of the contract with Liberata UK Limited, which provides payroll services via our in-house HR System.
- Produce an unqualified set of 2017 - 2018 Resource Accounts and ensure they are laid before the summer 2018 Parliamentary Recess.
- Ensure an adequate system is in place to monitor spending and report it regularly to the Management Board.
- Produce IFRS compliant resource accounts at the end of 2018 - 2019 in accordance with a timetable agreed with the external auditors (the National Audit Office).
- Respond to requests from key external Departmental stakeholders (e.g. HM Treasury, Cabinet Office etc.) in a timely manner.

Resources

62. The UKSC's 2015 Spending Review Budget Settlement for 2018 - 2019 is summarised below:

	£ '000
Judicial Pay & Expenses	3,470
Depreciation	1,350
Other Costs	8,447
Total Gross Costs	13,267

Contributions from Jurisdictions	(6,632)
Fees & wider Market Initiatives	(1,355)
Net Resource DEL	5,280
Capital DEL	500

Accountability for Public Funding

63. All the UKSC's annual accounts since 2010 have demonstrated that appropriate financial systems and controls are in place with clear accountability for all funding and services. 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 2018 - 2019. We will also continue in 2018 - 2019 with regular audits which form part of a rolling three-year programme. This programme is agreed with our Internal Auditors (the Government Internal Audit Agency), whom we employ on an agency basis to conduct audits for us.

64. We will also endeavour to ensure that there continue to be no adverse National Audit Office (NAO) comments on the annual accounts. NAO are the UKSCs' external auditors and base their assurance upon some of the work conducted by the internal auditors. The Annual Report and Accounts (ARA) are produced and published before the summer Parliamentary Recess.

65. Details of Justices' and Senior Management's remuneration will be published in the ARA together with the details of Justices' expenses. These are also published annually on the UKSC website.

JCPC Fees

66. As a separate court, the JCPC continues to have its own fee regime and fee income. This is identified separately in the UKSC Accounts. This provides the necessary transparency between the two courts. During 2013 the JCPC fee regime was rationalised, so that JCPC fees closely reflect the marginal additional costs of bringing cases before the JCPC. In the financial year 2018 – 2019 we will continue to monitor carefully the overall income generated by JCPC fees.

Risk

67. 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 a robust process in place for identifying, evaluating and managing the risks faced by the UKSC. In 2018 – 2019 the Management Board will continue its practice of reviewing the UKSC Risk Register and Performance Dashboard at every meeting with a more detailed review taking place three times a year. Risks include areas such as the possible breach of physical security, a failure of

information technology or poor building performance, damage to our public reputation from poor performance by front of house staff, any unexpected fall in fee income, lack of sufficient staff e.g. through sickness, pressure on the court from any increases in numbers of permission to appeal applications and maintaining the perceived independence of the Court from the other branches of Government. Ownership of each risk is allocated to an individual member of the Management Board who is responsible to the Board for managing the actions devised to reduce the likelihood and impact of that risk.

68. Risks cover all the main areas of challenge to the Court, such as securing its income, especially from fees which relate to its level of business, continuing a high level of security and maintaining effective outreach and public relations. 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.

69. There is also a Business Continuity Plan (BCP) in place to support the continued operation of the UKSC and the JCPC. The BCP is tested at regular intervals using different hypothetical scenarios and we are continuing to develop our off – site physical exercises.

70. Additionally, the Audit & Risk Assurance Committee reviews and advises how the UKSC / JCPC should identify, model and manage risks, especially those related to maintaining income and planned expenditure. This committee comprises our two non-executive directors and two members from the contributing jurisdictions of Scotland and Northern Ireland.

People

71. In 2018 – 2019 our challenge will be to continue to find imaginative ways of developing our staff and build on the success and achievements made since the Court first opened, while continuing to ensure that all new initiatives and existing services offer value for money and are the right decisions for the long-term future of the Court.

72. In October 2017, our eighth annual staff survey was completed leading to an overall engagement score of 77%. Although this is once again a very good indication that staff are engaged and enjoy working at the Court, the score was down on the impressive 85% achieved in 2016. The survey helps demonstrate that our staff are committed to the future of the Court and that they want to give of their best. Using the survey results to inform an action plan for 2018 – 2019, the Results into Action Team, which now has six members of staff from different business areas, will seek to continue developing new ways to bring staff together by identifying opportunities to share common interests outside of work activities. The team will continue to influence a wide range of lunchtime and after work events and help to develop the culture of the organisation. During 2018-2019 we will seek ways for staff to improve communication between teams and support flexible working where possible. Progress will be measured against feedback throughout the year and the results, when the next staff survey takes place in October 2018.

73. The Court will continue to demonstrate its corporate social responsibility by encouraging members of staff to undertake voluntary activities to help others outside the office and by continuing to support and collect for a range of charities and local organisations. We have continued to support young people at St Andrew's, the oldest youth club in the world and held various events to support other charities such as Tommy's, The British Heart Foundation, Save the Children and Shelter for whom we collect at our annual Christmas carols concert in conjunction with the Treasury Singers. In addition, several staff give up their spare time on a regular basis as volunteers for the benefit of local communities and we are signed up to the Inspire the Future initiative to inform secondary school pupils about the work of the court and opportunities in law related roles. In January 2018 we also signed the Heart of the City initiative arranged by Westminster City Council to allow local businesses an opportunity to co-ordinate corporate volunteering ideas.

74. Following from the Healthy Workplace Charter achievement award presented in 2016 we will continue to support the health and wellbeing of all staff by adhering to our commitment to help ensure opportunities for physical and mental well-being are accessible to everyone.

75. 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 2018 – 2019, to ensure that it continues to provide an effective, resilient and efficient service and develops the roles, posts and skills we require from our workforce.

76. The UKSC has direct control of all HR contractual, policy and pay issues, subject to the framework set for the Civil Service by the Treasury and central Government; and we are in a good position to react positively and creatively to challenges we may face in the future. In April 2018 we will have a new on-line staff performance management system launching to help encourage more regular discussions on performance and development. This will be an innovative step away from more traditional paper-based performance management systems.

A place where people want to work

77. The Court had a higher turnover than in any previous year during 2017 but this allowed us to offer promotion opportunities to existing staff where possible. We successfully replaced two members of the Management Board and one Non-Executive Director in the last year, thus providing an opportunity for new ideas and fresh perspectives. We have also worked closely with other Government departments in finding creative opportunities for possible loans or secondments to have a clear succession plan for more specialist roles and to help individuals develop careers. Our sick absence levels are monitored regularly and demonstrate a relatively low absence rate for short term absences; and any potential long-term absences are supported quickly and appropriately. We intend to try to maintain at least the present level of staff engagement in 2018 – 2019 and to continue to encourage the development of individuals. Staff consistently indicate that they take pride in working at the Supreme Court and enjoy their work.

78. The annual Judicial Assistants' recruitment campaign successfully continues to attract a wide range of capable 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 across the legal profession and to any relevant law related organisations. We shall again be recruiting new JAs in the Spring of 2018 to work in the UKSC for 11 months from September 2018 to July 2019.

Complaints, correspondence and core standards

79. The UKSC / JCPC deals with complaints in accordance with policies covering staff and administrative procedures. 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 2018 – 2019 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). We also have a Whistleblowing Policy and several other routes available to report any concerns.

80. All staff at the UKSC / JCPC operate under a set of agreed staff values and 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 services

81. Access to relevant and up-to-date legal information is vital 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. In respect of print material, the Library contains some 100 sets of law reports and journals, and approximately 4,000 textbooks. Some 200 textbooks are added each year. We will also continue to identify areas for improvement in the collection, that is, to fill gaps in our sets of law reports and journals, to broaden and deepen the textbook collection, and to build up a collection of old editions of key textbooks. We will continue to identify items for binding, both monographs and serials.

82. In respect of electronic resources, the Library will continue to provide the Justices and JAs with access to a range of subscription databases and will explore new databases. We will encourage greater use of the electronic databases by publicising their contents and by providing guidance and training on their use. The Library will also catalogue details of our holdings of non-print publications such as electronic journals, law reports and e-books, to assist users when searching for such material. For the JAs' induction programme in September we will arrange presentations by the most important databases, as we have done since 2009.

83. The Library 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 newsletter. To assist the Justices and JAs in keeping up-to-date with current legal thinking, we continue to disseminate contents pages of law journals, a service recently expanded to include a wider range of journals plus summaries

of articles. The gathering of news on JCPC Caribbean countries is an ongoing activity, as is the monitoring of legislation passed by the devolved assemblies. The Library also monitors Parliamentary activity on areas of interest to the Court.

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 and Assistant Librarian will continue to be members of various professional library bodies. In June 2018 the Assistant Librarian will represent the Library at the annual conference of the British & Irish Association of Law Librarians (BIALL) and the Librarian will continue as BIALL's Membership Coordinator. The Librarian is a member of the Government Law Librarians' Forum (GLLF) where he oversees the maintenance and development of the union list of law serials held in government libraries.

Security Guarding Contract

85. Security guarding is an area of significant expenditure and great operational significance. From 31 January 2012 the UKSC has had a direct contract with Carlisle Security Services Limited. The initial contract period was until 1 December 2015, but there was an option for the UKSC to make two extensions to this, each of one year's duration. The contract was twice so extended, so that it came to an end on 1 December 2017. In the summer of 2017 the UKSC therefore carried out a fresh full public tender exercise, to let a fresh contract from 1 December 2017; and Carlisle Security Services Ltd was successful in securing that fresh contract for a further three years with a similar option for two one-year extensions thereafter.

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 many compliments in past years on their attitude to these groups, and we intend to continue to pass on such compliments to motivate and encourage the guard staff, many of whom have been with the UKSC continuously since 2009.

Building and Accommodation

87. 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 the Court occupies a Grade 2* Listed Building, it must secure consent for any work affecting the historic fabric, and to this end we maintain a close working relationship with Historic England and Westminster City Council Planning Department. Although we have now ceased annual liaison meetings, there is ad hoc consultation, including on any necessary applications for Listed Building Consent, when this is required for a project under consideration.

88. M. J. Ferguson Ltd (MJF) commenced a direct contract in March 2013 to run Hard Facilities Management (Hard FM), for an initial period of 5 years. This contract has now been extended by one year to 31 March 2019; and there is an option for one further year's extension thereafter, before a fresh full public tender is required. In the autumn of 2018 we will determine whether to exercise this option or launch a tendering process to replace the existing hard FM contract from 1 April 2019. The works MJF undertake include:

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

89. Cleaning services are undertaken by a company called Julius Rutherford under a direct contract that commenced on 1 May 2013 for an initial period of 5 years. The standard of cleaning services delivered under the new contract in 2017 - 2018 was to the satisfaction of the Court; and that contract also has now been extended by one year to 30 April 2019, with the possibility of one further year's extension before a fresh tender exercise is required. Again, in the autumn of 2018 we will determine whether to exercise this option or launch a tendering process to replace the existing cleaning contract from 1 April 2019.

Catering Services

90. Similarly, the contract for operating the café and in-house catering provision is held by Zafferano Concessions Ltd, who started operations on 31 March 2014. In addition to providing an opportunity for an improved product and service offer, as mentioned in Section 3 above, the new arrangements allowed for revenue generation for the UKSC/JCPC, once certain commercial thresholds were met.

91. In 2016/2017 we agreed several contract variations with Zafferano's, including one that removed the provision that the UKSC shall meet any loss below an agreed threshold on their income from room hire services. We also agreed a variation whereby, if the contractors total net revenue exceeds an agreed level in a financial year on café sales, the UKSC will be paid 8% of total net revenue sales thereafter. Other variations agreed included more varied sales of food and the formal preparation of a fresh proposal every six months about current food trends and popularity. In exchange for these variations we agreed a contract extension with Zafferano's for a further two years, to 2019. In 2018 - 2019 we shall be monitoring how successful these changes have been at delivering both an improved service and increased and more certain income for the Court. We will also begin the tendering process for a new café and in-house catering provision contract in the autumn of 2018 to run from April 2019.

London Living Wage

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 no contractor's staff are on zero-hour contracts. We will continue in 2018 - 2019 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 by running effective competitive tender exercises and in some instances modifying our requirements in the light of experience.

Information and Communication Technology

93. Since 5 January 2014 the UKSC and JCPC has operated its own, in-house controlled, IT system, which is fully in line with modern standards. This has proven to be cost effective and has provided Justices, Court users and staff with IT that supports them and their work.

94. The new arrangements have given greater flexibility and control over ICT provision. Over the 2018-19 financial year work will continue to enhance and further upgrade a state of the art system. These include updating the websites and intranet and the digitisation of services to support efficient case management and make it easier for Court users to access services. Following a successful test case heard via video link in November 2016, work was carried out to allow the use of a video link in Court Room 3 in cases where it is deemed appropriate. Since then several JCPC cases have been heard using this facility. At the same time we will continue to ensure all levels of management are aware of the need to maintain cyber security and to be vigilant in the protection of data.

Section 5

Maintaining Relationships with All the UK Jurisdictions

Managing Relationships with all the UK jurisdictions

95. The Court takes seriously its position as the one Court with UK wide jurisdiction and we naturally therefore seek to keep in touch with political and legal developments in all parts of the UK.

96. During 2018 - 2019 our particular priorities will be to:

- Sit in Belfast in April - May 2018
- Maintain effective communications with all the territorial authorities and courts.
- Continue regular visits by the Chief Executive to Scotland, Northern Ireland and Wales and enable Justices similarly to visit them reasonably frequently.
- Continue to arrange for invited eligible Judges from Scotland and Northern Ireland as well as from England and Wales to sit on suitable cases in the UKSC and JCPC.
- Continue, in the annual recruitment of Judicial Assistants, to encourage those who have expertise in the laws of Scotland and Northern Ireland to apply.
- Monitor any implications for the caseload of the Supreme Court of the legislative programme being pursued by the Welsh Government, and of any further devolution of powers to the National Assembly for Wales.
- Similarly, to monitor any implications for the caseload of the Supreme Court of the legislative programmes being pursued by the Scottish and Northern Irish Governments and of any further devolution of powers to the Scottish Parliament or the devolved government in Northern Ireland.
- Continue to encourage visits from schools and educational institutions from around the UK, particularly encouraging those from Scotland, Wales and Northern Ireland.
- In addition, the Justices will continue their regular activities, giving lectures at and attending a range of legal events in all the jurisdictions of the UK.

Section 6

Maintaining International Relationships

Maintaining International Relationships

97. 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 the length of visits has also increased and there has been a marked rise in the number of requests received, both for information on, and for visits to, the Supreme Court and the JCPC, combined with discussions with both Justices and administrators. We will continue to endeavor to accommodate such requests during 2018 - 2019.

98. 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. To this end, we launched an e-newsletter in 2014 and we will continue to issue this twice a year during 2018 - 19, to keep stakeholders informed of various developments.

99. 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 (CCJ) as their final court of appeal.

100. Similarly, we will continue to support international exchanges. This year such activity is expected to include:

- A UK-wide judiciary bilateral with Ireland in June 2018;
- The fifth UK-China Judicial roundtable, in China, in the autumn of 2018;
- A UK-wide judiciary bilateral with the European Court of Human Rights;
- A UK-wide judiciary bilateral with the Court of Justice of the European Union and;
- The President and a Justice of the Supreme Court attending the opening of the legal year, in Strasbourg in January 2019.

101. 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. Lord Reed is currently the only Justice designated to sit in Hong Kong.

102. We will continue to work with colleagues in the Foreign and Commonwealth Office to ensure that adequate briefing is provided for all incoming and outgoing visits.

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

104. In addition, the Justices will continue their regular international activities, giving lectures at and attending a range of international legal conferences.

105. We will continue to support the Judicial Assistants' annual visit to the US where they will visit the US Supreme Court in Washington and to welcome the Temple Bar Scholars here, to help maintain good working relationships with the US judicial system.

Section 7

Delivering Corporate Responsibilities

Diversity and equality

106. 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.

107. 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.

108. In 2018-2019 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 revised Equality and Diversity Strategy on both the intranet and the external website.
- Encouraging and supporting 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 including subconscious bias 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.
- actively encouraging diversity from across the UK jurisdictions 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 merit.

Information Assurance, Freedom of Information and Data Protection

109. Reliable and accurate information is critical to proper decision making. This makes information a vital business asset that needs to be protected. Appropriate 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 (to protect its confidentiality) and easily accessible for those with a right to see it.

110. In 2018 – 2019 work will continue to enhance the Dynamics CRM case management system to make it a user-friendly records management and correspondence tracking system. As well as providing easy access to information for internal administrative purposes this will aid the preparation of prompt replies 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, 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 continue to be trained to use the new system as it develops as it forms an integral part of our daily operations.

111. Work has commenced on preserving UKSC / JCPC records in accordance with the requirements of the Public Records Act. Off-site storage facilities are now being used for older case records to ensure the UKSC / JCPC can meet the requirement of its retention schedule.

112. Agreement has been reached with The National Archives (TNA) about the transfer of digital recordings of UKSC and JCPC cases. The first batch of digital records was transferred at the end of 2015 as part of a pilot scheme and going forward digital records will now be transferred to TNA once they are five years old.

113. Agreement has also been reached with TNA that paper records from cases five years old will also be transferred to TNA along with the digital records of those cases. This will ensure users accessing the archives will be able to view the full case record in all but a small number of cases where the record will remain closed, mainly for data protection reasons. It is expected that the first transfer of case records will be undertaken in 2018.

114. We will continue to require quarterly information assurance returns from Information Asset Owners and will continue regular reviews of the Information Asset Register and the associated Risk Register. We will also continue the annual review of the UKSC/JCPC specific Risk Management and Accreditation Document Sets (RMADS), which we have maintained since the UKSC became directly responsible for the provision of its own ICT services and systems. Our FOI Publication Scheme is available on our website and will be subject to its annual review in September 2018. Our Data Protection Notification is also in place and will similarly be reviewed and renewed in September 2018.

115. We will take all actions necessary to ensure that we continue to remain compliant with data protection law following the entry into force of the General Data Protection Regulation (GDPR) in May 2018, which revise the arrangements public bodies must have in place to protect their use of people's personal data.

Sustainable development

116. 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.

117. Since our first full year of operations (2010-2011) there has been a significant decrease in the consumption of gas and electricity. Given the age of the building and the fact that it is open to the public and has had an increasing number of visitors in subsequent years, it is relatively difficult to achieve significant further reductions. Examples of works to which we have committed in 2018 - 2019 to support this aim include LED lighting installations around the court and the installation of sensor driven taps to lessen water waste and energy consumption in the public areas of the building. We will continue to monitor consumption carefully, to ensure that we operate in the most energy efficient way possible; and we will aim to ensure that energy consumption at least does not significantly increase.

Health & Safety (H&S)

118. 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 followed. Compliance is regularly monitored by a Health and Safety Committee which reports three times a year to the Management Board. In 2018 - 2019 we will monitor our performance against the targets set in the annually updated Health and Safety Corporate Plan.

119. 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. Since this audit is now five years old, a fresh specialist H&S audit will be commissioned during 2018 – 2019.

120. The court also has a continual responsibility towards DSE (display screen equipment) assessments for all staff and now has two members of staff trained to carry out DSE assessments in-house.

121. We will aim to maintain at least such standards of performance during 2018 – 2019 and continue to work with our contractors to ensure they do likewise.

Business Continuity

122. We have a Business Continuity Plan, which has been audited and deemed satisfactory. This will be kept up to date throughout 2018 – 2019, and BCP tests, including off – site training exercises, will be conducted annually or when necessary. We will also be reviewing the current BCP in 2018, with the aim of producing a simpler, clearer document.

The Supreme Court of the United Kingdom
Parliament Square
London SW1P 3BD
3 April 2018

ANNEX A

Aim and Priorities of the Administration of the UKSC

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 those countries, which use the JCPC.

Strategic Priorities for 2016 – 2020

The administration of 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
- Promoting the visibility and helping to maintain the reputation of the Supreme Court and the JCPC

Continuing Objectives for 2018 – 2019 for the Administration of the UKSC

1. We 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. We will maintain and increase confidence in the administration of justice throughout the United Kingdom by promoting transparency in, accessibility to and knowledge of the ways in which justice should be rightly administered. We will thereby promote knowledge of the importance of the Rule of Law, not least as a guarantee of democratic freedom.
3. We 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 we have been provided. We will operate case management systems which provide appropriate measureable monitoring of the throughput of applications and cases, thereby enabling the most effective support of the Justices in their work.

4. We will promote good relations with all the individual jurisdictions, legislatures and governments in the different parts of the United Kingdom.
5. We will similarly develop appropriate relationships with courts in Europe, throughout the Commonwealth and in other countries, especially those which share a common law heritage.
6. We will demonstrate appropriate corporate social responsibility. We will promote diversity amongst our staff, ensuring they are also representative of all the jurisdictions of the United Kingdom. We will also both source our supplies and consume our resources in ways which contribute as much as possible to sustainable development and the conservation of natural resources.
7. As the statutory custodian of the Court's own records, we will provide the most appropriate environment we can for the organisation, preservation and future inspection of those records.
8. As the occupants of the former Middlesex Guildhall, we will promote knowledge of, and interest in, this historic building, the works of art the building 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 former 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
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
Court of Chivalry
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

Key Performance Indicators (KPIs)

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 is carried out as efficiently and effectively as possible, whilst fully respecting and upholding the independence of the judiciary. Its overarching aim is to ensure that the UKSC will continue to be publicly recognised as unequivocally independent of political influence and interference; and that it will remain visibly separate from both the executive and the legislature and be publicly acknowledged to be such.

The key performance indicators, which will be monitored by the Management Board, to ensure that the aims set out in the previous paragraph continue to be achieved, are as below:

Casework

- Staff will enable all Permission to Appeal (PTA) decisions to be made by the Justices within 12 sitting weeks of the receipt by the Court of all the documentation necessary to enable the PTA application to be determined.
- 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.
- The Court’s target is that all appeals should be listed for hearing within 9 months of the grant of permission, unless, because the Court lists to the parties’ convenience, it is the parties that request a later date.
- All provisional costs assessments will be carried out within six weeks of the filing of all the necessary paperwork.

Finance

- The Court will ensure that at least 90% of all payments are made within 10 working days of the receipt of invoices.
- The Court will manage its business within the agreed total budgetary limits for the 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.
- We will ensure our sick absence levels remain below the Civil Service average of 7.5 days per year.

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.