



**THE SUPREME COURT OF THE
UNITED KINGDOM**

BUSINESS PLAN

1 April 2011 – 31 March 2012

Contents

	Page Number
Introduction and Background	3
Mission and Objectives	6
Casework	8
Public Access, Education and Outreach	12
International Relations	16
Corporate Services	18
Administering the Judicial Committee of the Privy Council (JCPC)	26

Section 1

Introduction and background

Introduction

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

The Judicial Committee of the Privy Council (JCPC)

2. From 1 April 2011 the UKSC takes over from the Ministry of Justice (MOJ) responsibility for the administration of the Judicial Committee of the Privy Council (JCPC), which is already co-located with the UKSC and has been since the UKSC's inception in October 2009. A key aim in 2011 – 2012 will therefore be to achieve a smooth integration of the administration of the JCPC with that of the UKSC. More detail on this is set out in Section 7 below.

Managing within the Spending Review (SR) Settlement

3. 1 April 2011 marks the start of the four year period covered by the settlement resulting from the 2010 Spending Review. This will be a period of declining resources for the UKSC. How the Court envisages it will manage within its resources for the whole of that period is set out in the UKSC's Strategic Plan for 2011 – 2015, but this Business Plan sets out (in the Corporate Services section - Section 7) how it plans through greater efficiencies and otherwise to meet the key aim of living within its declining means in the financial year 2011 – 2012. We shall also need to keep in touch with policy developments elsewhere, which might impact on UKSC business, as Departments introduce initiatives designed to improve their own efficiency and value for money. The Ministry of Justice, for example, is undertaking a review of the provision of legal aid, which could impact on the flow of cases to the UKSC.

Relations with Scotland, Wales and Northern Ireland

4. A key issue for 2011 – 2012 may also be to take account of the result of the yes vote in the referendum on greater devolution to Wales and whatever may be the results of the elections to the devolved Parliament and Assemblies. At the time of writing this plan we are not fully clear what the impact on the UKSC, if any, of the Welsh referendum will be and we do not know what the results of the elections will be and therefore what impact, if any, they in turn will have on the work of the Court.

Background and Context

5. The UKSC's creation in 2009 marked the visible separation of the United Kingdom's highest court from both the executive and the legislature. It was designed both to increase the transparency of the judicial process and to clarify the relationship between the Judiciary,

Government and Parliament. The role of the Court and the Justices is to act as the final Court of Appeal for arguable points of law of general public importance arising from civil cases throughout the United Kingdom; and from criminal cases in England, Wales and Northern Ireland. The Court also hears cases to determine issues relating to the legal competence of the devolved administrations, Parliaments and Assemblies. (This jurisdiction transferred to the UKSC on 1 October 2009 from the JCPC.)

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

Ongoing aims for 2011 – 2012

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

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

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

(iv) We shall also devote effort to demonstrating that, although London based, the UKSC is truly a UK institution. The Justices reiterate that, if suitable cases arise, they would in principle hold sittings in Edinburgh, Belfast or Cardiff.

Section 2

Mission and Strategic Objectives

Mission

8. The mission of the administration of the Supreme Court of the United Kingdom (UKSC) is to ensure that the President, Deputy President and Justices of the Court can deliver just and effective determination of appeals heard by the Court in ways which also best develop the Rule of Law and the administration of justice.

Strategic Objectives for the Administration of the UKSC

1. The UKSC will create an environment, which effectively maintains the independence of the Justices, in which they can carry out their work protected from external pressures and which empowers them to develop the Rule of Law.
2. The UKSC will maintain and increase confidence in the administration of justice throughout the United Kingdom. It will promote transparency in, accessibility to and knowledge of the ways in which justice should be rightly administered. It will thereby promote knowledge of the importance of the Rule of Law, not least as a guarantee of democratic freedom.
3. The UKSC will run an efficient and effective administration, which enables both the UKSC and the JCPC to secure the effective determination of justice, while demonstrating the best possible value for the resources with which they are provided. In particular it will operate case management systems, which provide appropriate measureable monitoring of the throughput of applications and cases, thereby enabling the most effective support of the Justices in their work.
4. The UKSC will promote good relations with all the individual jurisdictions, legislatures and governments in the different parts of the United Kingdom.
5. The UKSC and, as appropriate, the JCPC will similarly develop appropriate relationships with courts in Europe, throughout the Commonwealth and in other countries, especially those which share their common law heritage.
6. The UKSC will demonstrate appropriate corporate social responsibility. In particular it will promote diversity amongst its staff, ensuring they are also representative of all the jurisdictions of the United Kingdom. It will also both source its supplies and consume its resources in ways which contribute as much as possible to sustainable development and the conservation of the world's natural resources.
7. The UKSC, as the statutory custodian of its own records, will provide the most appropriate environment it can for the organisation, preservation and future inspection of those records.
8. The UKSC, as occupant of the former Middlesex Guildhall, will promote knowledge of, and interest in, this historic building, the works of art it houses, especially the Middlesex Art Collection, and more generally the history of the County of Middlesex.

Section 3

Casework

Casework

9. This is the core work of the UKSC and will be given the highest priority. The jurisdiction of the UKSC and permission to appeal (PTA) requirements are set out in Annex B to this Plan.

10. In cases where PTA is required from the UKSC, once the required papers have been filed with the Court, the Court's target is and in 2011 – 2012 will continue to be to determine that application within eight 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

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

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

Sitting Days

12. Once permission to appeal has been granted, a hearing date is fixed based on the time estimate provided by the parties. Hearings usually last for two days. The Court's target remains for all appeals to be heard within 9 months of the grant of permission. The Court is, however, sensitive to the needs of a particular case and of its parties. It therefore seeks to arrange hearings according to the availability of parties' legal representatives. In practice it is this factor alone which can prolong the 'life' of an appeal: the Court can and has arranged hearings within weeks of the grant of permission in a number of urgent cases (e.g. family cases).

13. The Court would not, however, fulfill its duty to be accessible, if it insisted on parties instructing new counsel, if their counsel of choice was not available within the target period. It would be hugely expensive for parties to have to instruct new counsel, not already familiar with a case, simply in order to expedite a UKSC hearing. At any given time the Court usually has a number of cases in progress where listing has been delayed to suit the convenience of the parties.

14. The Court also deliberately allows some gaps in its listing to enable urgent cases, often criminal or immigration cases, to be heard.

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

15. Another key objective for the UKSC was that it should be a more accessible court for users with procedures which users found clearer, simpler and more understandable. The UKSC is committed to providing an efficient and effective service to all court users:

- We will continue the regular meetings with court users which we held in 2010 – 2011, in order to determine whether they believe the new procedural regime we have put in place via a new set of Rules and Practice Directions has achieved these objectives. Thus far we believe the new procedures have worked well and no major revisions have so far proved necessary.
- The UKSC will also continue to monitor the number of separate enquiries it receives regarding rules and procedures.
- We will further continue meetings of the User Committee, which provides a forum for practitioners and staff to review the operation of the Court and to make recommendations for changes to its procedures and practices with a view to promoting continuous service improvements. Meetings up to now have taken place twice a year with regular contact as required between meetings. The User Committee includes representatives from all the UK jurisdictions. The minutes of the User Committee meetings can be found on the UKSC website.
- Although we formally monitor the various time limits set out for processes in the Rules, in order to ensure compliance with them, the reality is that we are able to complete those processes well within the time limits in many instances. In contrast we will continue to record those instances where we receive formal applications for extensions of time. These are always to meet the needs of the parties.
- Following Lord Justice Jackson's report on civil costs the UKSC will be monitoring developments closely in order to conduct its own review of costs to see whether the UKSC's procedures (and those of the JCPC) should be changed in the light of that report and whether costs can be reduced.

Use of modern technology to improve court functions

16. The UKSC has an integrated modern Information Technology (IT) system, supporting both the conduct of cases in court and the back office case management, library services and office support work. There is a UKSC website as well as an intranet for Justices and staff.

- This technology has begun to enable the development of more effective and efficient support to the Justices with improved and quicker access to UKSC judgments. From

January 2010 these were being put onto the UKSC website within an hour of their being handed down in court.

- From October 2010 the court started to move towards the use of electronic bundles accessible on screen for the actual hearing of cases in court. The Practice Direction has been revised accordingly. Further progress with this depends mainly on the professional parties to cases (solicitors and counsel / advocates) also having access to and the skills to use this technology. We will continue to promote this. Lord Kerr as the Justice responsible for IT is taking the lead to enable users to make the most of this facility.

Section 4

Public Access, Education and Outreach

Public Access, Education & Outreach

17. A key objective of the UK Supreme Court is to present the Court's activities in the most clear and accessible ways possible, to the widest range of audiences.

18. In the first year of operation (October 2009 – October 2010) we welcomed more than 55,000 members of the public plus 119 organised groups and 211 parties of school, college and university students. Our website receives on average over 21,000 distinct visitors each month.

19. During 2010 – 2011 we plan to build on the strong start outlined above and, informed by the experiences of the first year, develop programmes and initiatives to raise awareness of the Court further, taking full account of present resource limitations.

Access to the Court

20. The UKSC is easily accessible by the public who are able to visit the court building and attend hearings. Details of forthcoming cases and judgments are published on our website, and we are exploring what further background papers might be made available online to assist those interested in attending cases. Details of any planned closures are published online.

21. In addition, we film all proceedings of the court and, on request, make recordings available to educational establishments and to the main public broadcast organisations for use in news or current affairs programmes.

22. During 2011 we plan to work with stenography providers to improve technical facilities to assist their work in the Court.

23. We will monitor the take up and use of the complimentary leaflets on the work of the Supreme Court, which have been translated into a range of foreign languages and which are now available both at the court and on our website for visitors to download in advance. We will also monitor the take up of the 'self guided tour' booklet, which was published during 2010 and is offered to visitors for a small fee.

24. In the opening weeks of 2011 we updated the 'Frequently Asked Questions' section of the website better to reflect the type of enquiries now received by the Court. We will continue to update this in line with the kinds of enquiries we get.

25. We will continue to offer a dedicated reception/information desk service every day the Court is open, to welcome visitors and deal with enquiries.

26. During 2010, the Court opened for seven 'open access' days which gave members of the public the opportunity to see some private areas of the building. These are publicized on the Court's website. Two of the days were planned to coincide with the 'Open House London' weekend, when numerous buildings of architectural interest in the

capital are open to visitors. Tours of the building offered over this weekend were oversubscribed, and we plan to repeat the Court's participation in the scheme in 2011.

Media liaison

27. Two documentaries on the work of the Court were broadcast in the first few weeks of 2011 (on BBC Four and More4). These programmes featured interviews with some of the Justices as well as highlights from the first year's caseload. We will respond as positively as we can, allowing for the workload of the Justices, to any media queries following the broadcasts or requests to produce similar programmes.

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

29. We will respond to media requests in a timely fashion, continue to develop our database of media contacts, and identify proactive opportunities to highlight aspects of the Court's work, particularly focusing on forthcoming cases and our educational work.

Education and Outreach

30. We aim to continue to increase the number of visits from school, college and university groups during 2011, and to add value to their time in the Court by developing pilot curriculum-related materials that groups can use before, during and after their visit. Feedback on this material will be collected and analysed to inform future developments.

31. We also intend to develop our partnership with the National Centre for Citizenship and Law to offer schools the opportunity to spend a half-day at the Court learning about the concepts of advocacy, common law, and the Rule of Law. This follows a successful pilot scheme in the autumn of 2010. The Court is also serving as a venue for a number of mooting competitions organized by student groups during 2011.

32. Particular efforts will be made during 2011 to encourage schools beyond England and Wales to visit the Court; a number of initiatives are being explored to seek partnerships with educational organisations in other jurisdictions (initially in Scotland) to promote the Court's education services to those who are already considering a visit to London.

33. Developing an audio-visual presentation on the history and present day work of the JCPC is another aim for 2011, to supplement existing information on the Committee in the Court's exhibition area. A wider programme of updating and refreshing the exhibition area is also under way, informed by visitor feedback.

Guided tours and other new services

34. Demand continues to grow from membership and professional organisations for Court staff to provide guided tours of the building. Having researched provision made by

comparable institutions, we intend to introduce a charging structure for such tours during 2011 to meet the staff costs of offering such a service. These tours will include areas not normally open to the public. Offering pre-bookable tours on certain days will allow us to concentrate more fully for the remaining majority of days on educational tours and activities, while still encouraging 'ad hoc' visitors to freely explore the building.

35. As part of the Court's objective to take opportunities to develop appropriate revenue streams, we began to hire out some of the building's larger rooms for corporate events during 2010. Following a successful 'soft launch', we now plan to promote this service more widely and, during 2011-2012, we aim to break even on this activity, and anticipate generating a profit for future years.

36. Similarly, opportunities to extend the range of souvenir gifts available at the Court and to promote these via the Court's website will be explored during 2011.

Section 5

International Relations

International Relations

37. The creation of the Supreme Court attracted a good deal of international interest. If anything, that interest has increased as the Court is becoming a more established feature of the constitutional and judicial landscape.

38. We receive frequent requests for information and for visits to the Court, combined with discussions with both Justices and administrators. In the course of 2010/11, for example, we have welcomed, amongst others, judges from Israel in June 2010 as part of the British – Israeli Legal Exchange and under the European Exchange Programme for two weeks in October and November 2010 a judge from each of Hungary, Austria and Romania. The overall volume and length of visits and visitors has become such that, in addition to our public relation staff who deal with tours, a member of staff now devotes about half of her time to international liaison work.

39. We are already working on study visits/exchange visits for 2011 / 2012 involving the Supreme Court of Ukraine and the Constitutional Court of Georgia. The President of the UKSC has also accepted an invitation from the President of the Supreme Court of the People's Republic of China to lead a delegation of Judges to China in the autumn.

Section 6

Corporate Services:

Finance

Risk

People

Complaints etc

Information Assurance, FOI and Data Protection

Library Facilities

Sustainable Development

Health and Safety

Building and Accommodation

Corporate Services

40. The administration and staff of the JCPC will be transferred to the UKSC with effect from 1 April 2011. The integration of the administration of both courts is expected to generate efficiencies in their operations. The fee income of JCPC will be recorded and reported as a separate line in UKSC's Resource Accounts. This will provide the necessary transparency between the two courts fee income.

Finance

41. The Finance Division provides the Chief Executive and the Management Board with vital support to enable effective corporate decision making and to assist in the shaping of the Court's future direction. Its aim is to put the Court's customers (both internal and external) at the heart of everything the UKSC does, ensuring that finance & procurement systems and processes meet their needs and continue to meet the expectations of all stakeholders.

42. Its main priorities in 2011 – 2012 will be to

- Move its operations in-house from the current MOJ controlled shared service arrangement with MOJ's contracted supplier. It is envisaged that the court will generate an annual savings of over £50k from processing its invoices internally and disengaging from the shared service arrangement with MOJ's contracted supplier. The new system should be in full operation by July 2011.
- Continue to maintain a robust framework of financial planning, management and reporting (including value for money) in the court; and
- Respond to requirements from key external Departmental stakeholders (e.g. the Treasury, the MOJ and both Internal & External Auditors etc.) in a timely manner.

Resources

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

44. The UKSC's Spending Review 2010 Budget Settlement (including JCPC budget transfer from MOJ) for 2011 - 2012 is summarised below:

	£ '000
Judicial Pay & Expenses	3,700
Depreciation	1,041
Other Costs	8,373

Total Gross Costs	13,114
Contributions from Jurisdictions	(6,102)
Fees & wider Market Initiatives	(810)
Net Resource DEL	6,202
Capital DEL	51

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

- Successful implementation of the new finance system by July 2011.
- Operating within the agreed budget control limits and ensuring value for money, propriety and regularity are demonstrated in all financial decisions.
- Ensuring all processes are in place to make timely and accurate financial payments.
- Production of an unqualified 2010/11 Resource Accounts and ensuring they are laid before the Summer Parliamentary Recess.
- Ensuring an adequate system is in place to monitor spending and report it regularly to the Management Board.
- Ensuring timely and appropriate Supplementary Estimates are agreed with the Treasury.
- Producing IFRS compliant resource accounts at the end of 2011 - 2012 in accordance with a timetable agreed with the external auditors.

Greater Transparency in the use of public funding

46. The Constitutional Reform Act (CRA) 2005 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. This is balanced by the duty on the Chief Executive to ensure that the Court uses its resources to provide an efficient and effective system to support the Court in carrying on its business.

- The UKSC has remained within its budget for 2010 - 11 and will aim to do so again in 2011 - 2012.
- Its last two sets of accounts demonstrate that proper financial systems and controls are in place with clear accountability for all funding and services and that efficiency and value for money are being delivered from the resources consumed through the UKSC's improved facilities (and its co-location with the JCPC). The aim is that this will continue in 2011 - 2012.

- Key indicators will continue to be no adverse National Audit Office (NAO) comments on the accounts; and that these and the Annual Report are produced and published before the Summer Parliamentary Recess.
- Details of Justices and Senior Management remuneration will be published in the Annual Report together with the details of Justices' expenses, which will also be published annually on the UKSC website.

Risk

47. Risk is an inherent part of doing business. The management team has the responsibility for managing principal risks on a day to day basis and has developed a robust process for identifying, evaluating and managing the risks faced by the UKSC. These are formally reviewed by the Management Board, on a monthly basis with a more detailed review taking place quarterly. The identified risks are captured in the UKSC's Risk Register. Ownership of each risk is allocated to an individual member of the Management Board who is responsible for managing actions devised to reduce the likelihood and impact of the risk.

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

49. Additionally, the audit committee reviews and advises how the UKSC should identify, model and manage risks. The committee comprises two non executive directors and two members from the contributing jurisdictions of Scotland and Northern Ireland.

50. In relation to internal risks the UKSC has a clear set of rules and procedures. This covers all aspects of finance, HR, procurement, information security and general areas of governance.

People

51. In 2011-12 resources will be scarce. Our challenge will be to find imaginative ways of maintaining our commitment to developing our staff and in building on the achievements made during our first full year of operation.

52. To assess levels of employee engagement our first staff survey was issued in October 2010. We received a 94% completion rate and very positive responses from staff about working at the UKSC. The survey also, however, highlighted a few weaker areas around management effectiveness, recognition and staff development. An action plan has been drawn up to tackle the areas for improvement and this will be implemented in 2011-12. Progress with the action plan will be measured against the 2011 staff survey results.

53. To ensure that we are making the best use of the range of skills that we have we will continue work started in 2010 on the review of our staffing structure. The review will also determine whether the existing staffing structure offers best value for money.

54. During the first half of this plan other key changes for staff will include the formal transition of the JCPC to the UKSC in April 2011 and the introduction of MOJ's HR self-service system in May 2011.

Diversity and equality

55. We strive 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.

56. We are also 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.

57. In 2011-2012 we will continue to make progress with the actions set out in the UKSC Equality and Diversity strategy. This will include:

- ensuring compliance with the provisions contained in the Equality Act 2010 including the Public Equality Duty;
- implementing any changes agreed as a result of the RNIB accessibility audit of court rooms and public areas carried out in the last quarter of 2010 - 2011;
- arranging a conformance overview of our website;
- training relevant staff on the use of equality impact assessments to assess current policies and processes for staff, court users and visitors;
- continuing to seek ways to achieve experience among the staff from all the jurisdictions of the United Kingdom; and
- maintaining diversity among the annual Judicial Assistant appointees, as we do at present, provided this remains consistent with the requirements of fair and open competition and appointment on the basis of merit.

A place where people want to work

58. The 2010 staff survey revealed an excellent overall employee engagement score. 91% of respondents said that they were proud to be part of the UKSC and that they enjoyed their work. The staff survey will be an annual event and will be repeated in October 2011.

59. In 2011-12 we will introduce a set of shared values for staff which were developed in 2010. We will try to ensure that these are recognised by UKSC staff as a set of values that they can all adhere to and that are reflected in everyday actions.

Complaints, correspondence and core standards

60. We deal with complaints in accordance with our complaints policy covering staff and administrative procedures. We are monitoring 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 2011 – 2012 could lead to a need for additional staffing resource to enable them to continue to be handled in line with the relevant performance indicators (as set out in Annex A).

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

Information Assurance, Freedom of Information and Data Protection

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

63. An electronic file system has been rolled out to Corporate Services users in 2010 - 2011 with full training provided to enable it to be used to maximise its potential. The system will be rolled out to the remaining staff and Justices in early 2011/12. As well as providing easy access to information for internal administrative purposes it aids the preparation of prompt replies, where applicable, to Freedom of Information (FOI) and Data Protection (DP) requests. In addition the system will be used to implement the records retention and disposal schedule which is in place, ensuring that records are destroyed or retained at the correct times according to their administrative or historical worth in line with public records legislation. Members of staff have already been trained on and are using the case management system on a daily basis.

64. Information assurance processes are in place with the allocation of responsibilities to Information Asset Owners and regular reviews of the Information Asset Register and associated Risk Register. Further work in 2011 - 2012 will involve the continuing assessment and management of information risks in order to ensure compliance with the Hannigan requirements on information assurance.

65. Our FOI Publication Scheme is available on the website and is reviewed annually in September. The Data Protection Notification is in place and will be reviewed and renewed in September 2011.

Library facilities

66. In 2011 - 2012 the librarians will continue to review the book stock to identify areas which should be expanded and improved, including the Channel Islands and the Isle of Man.

The subject reclassification project will be completed and this will ensure that the book stock is better organized and more accessible to our internal users than previously.

67. A new three year contract for commercial databases will start in April 2011. It is hoped that all of the major databases will continue to be part of the contract.

68. The library will continue to build relationships with other law libraries, both in the UK and abroad, with a view to exchanging information and sharing expertise. The library will be represented at the British and Irish Association of Law Librarians (BIALL) conference in June 2011.

69. There is a range of Scottish material in the library, in the Lawyers' Suite and on the online databases to which the library subscribes. The library holds some Northern Ireland publications and has access to online databases which contain Northern Ireland material.

Sustainable development

70. 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. Our building also consumes resources. We have been collecting energy consumption data with a view to constructing baselines against which we hope in 2011 – 2012 to set ourselves challenging but realistic targets to reduce our Carbon footprint.

Health & Safety

71. The health and safety of Justices, our staff and visitors is paramount and robust management procedures will be applied. All statutory requirements will be met and compliance is regularly monitored by a Health and Safety Committee which reports quarterly to the Management Board. An intention this year is launch a Corporate Plan setting out targets for our health and safety performance.

Building and Accommodation

72. Subject to the availability of funds we will continue to operate the building at the best efficiency we can achieve, and to maintain it in excellent condition as befits such an important public building. There are two significant changes to the situation that held last year. Firstly, the final elements of the building to be covered by a defects liability period, namely the Mechanical and Electrical elements, passed out of the responsibility of the Developer, Kier Wallis, on 17 September 2010 and so now all fabric and M&E maintenance needs rest with the UKSC to deal with. Secondly, as of the end of September 2010, the UKSC has operated without a Managing Agent (Building Surveyor) and instead deals directly with the Facilities Management contractor under two contracts:

- Planned Preventative Maintenance (PPM) for day-to-day running of the building

- Measured Term Contract (MTC) for repairs and alterations as needs arise

73. With regard to operating the PPM and MTC, an Accommodation Manual has been produced setting out the procedures followed in each case. The efficacy of these procedures will be reviewed during the coming year and any necessary amendments made. It must be stressed that the emphasis is on health and safety matters and these are reported quarterly to the Health and Safety Committee so that its members may monitor performance.

Section 7

Administering the Judicial Committee of the Privy Council (JCPC)

Transfer of the Administration of the JCPC from 1 April 2011

Background

74. The Judicial Committee of the Privy Council is a separate Court from the Supreme Court of the United Kingdom but its permanent Judges are the Justices of the Supreme Court. The JCPC is the Court of final appeal for the UK Overseas Territories and Crown Dependencies and for those Commonwealth Countries that have retained the appeal to Her Majesty in Council or, in the case of Republics, to the Judicial Committee. A list of the relevant countries is at Annex C to this plan. The JCPC normally sits in London, although recent hearings have taken place in the Caribbean and in Mauritius. Until 2009 the JCPC sat in Downing Street, but in October 2009 it moved to be co-located with the Supreme Court in the former Middlesex Guild Hall on Parliament Square. Although the Judicial Committee was instituted by a United Kingdom Act, the substantive law which it applies is the law of the country or territory from which the appeal comes.

Transfer of the Administration

75. The administration of the JCPC was a stand alone Government department until April 2007, when it became part of the then Department of Constitutional Affairs which was itself replaced by the Ministry of Justice in June 2007. Following the physical move of the JCPC in October 2009, its administration continued formally to be a part of the MOJ but Ministers have agreed that, with effect from 1 April 2011, the administration of the JCPC should be transferred from the Ministry of Justice to the United Kingdom Supreme Court. The JCPC will continue to be a separate Court and, where appropriate, separate planning and reporting of its activities will continue, for example, in respect of its case load. In the same way, it will continue to have its own fee regime and the fee income it receives will be accounted for separately.

76. In 2011 – 2012 we shall, however, be looking at the options for integrating the JCPC's 'back office' functions with those of the UKSC. This is intended to ensure a high level of service continues across both the UKSC and JCPC Registries while delivering additional efficiency in, for example, the handling of paperwork. For practitioners and litigants, there will in practice be no change in the level and quality of service provided.

77. As with the UKSC, casework is the core work and will be given the highest priority.

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

1 April 2011

Performance Indicators (PIs)

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

Overarching

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

Casework

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

Independence and Fairness

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

Permission Applications

- All decisions will be made within 3 months of filing.

Appeal Hearings

- All hearing dates will be allocated within 4 weeks of the grant of permission.

Costs

- All assessments of costs will be completed within 12 months of completion of the appeal hearing.

Public Access, Education and Outreach

- We will continue to ensure that film of court hearings, particularly the delivery of judgments, is made available for news and current affairs broadcasting and for educational purposes promptly and efficiently (and by prior request for live

transmission), subject always to the Court's overriding right to withhold this, if it would not be appropriate.

- We will ensure press summaries of UKSC and JCPC judgments are published on the relevant website promptly (and on the same morning) after they have been handed down, and that these are simultaneously distributed to media contacts.
- We will continue to open for seven 'open access' days over the course of the year, and, through a dedicated Reception desk, we will continue to offer a welcome to court users and visitors from across the world to the building on all working days.
- Through a new partnership with the National Centre for Citizenship and Law, we aim to offer a structured education programme to groups of A-level students for at least six separate days over the course of the year.

Finance

- The UKSC will produce and publish (as part of its Annual Report), by 31 July 2011, IFRS compliant resource accounts for the financial year that ended on 31 March 2011, without attracting any adverse National Audit Office (NAO) comments.
- The UKSC's Annual Report for 2010 – 2011 will demonstrate that it is using its resources efficiently and effectively.
- The UKSC will manage within its budget during the financial year 2011 – 2012, so that it is in a position to produce similar accounts in its Annual Report after the end of the present financial year.

Human Resources

- 100% of staff performance appraisals will be completed within deadline.
- We will achieve at least an 87% overall engagement score measured by the annual staff survey.
- Provided resources permit, we will ensure that all training needs identified as required for staff are delivered.

Correspondence and Core Standards

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

- The UKSC will write in plain English and structure and tailor its communications to the recipient. It will aim to reply (or send a holding letter) to 90% of enquiries within 10 working days of receipt (or to an agreed timetable).

- UKSC staff will aim to answer 90% of telephone calls within 5 rings or as soon as possible if the line is engaged dealing with another caller.

Data Protection & Freedom of Information Requests

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

Jurisdiction of the UKSC

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

England and Wales

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

Scotland

- The Inner House of the Court of Session

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 (except for Scotland) 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.

Jurisdictions where the Privy Council is the final Court of Appeal

Anguilla
Antigua and Barbuda
Bahamas
Bermuda
British Virgin Islands
Cayman Islands
Cook Islands and Niue
Dominica
Falkland Islands
Gibraltar
Grenada
Guernsey
Isle of Man
Jamaica
Jersey
Kiribati
Mauritius
Montserrat
Pitcairn Islands
Saint Christopher and Nevis
St Helena and dependencies
St Lucia
St Vincent and the Grenadines
Sovereign Base of Akrotiri and Dhekelia
Trinidad and Tobago
Turks and Caicos Islands
Tuvalu

UK

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

Brunei

Civil Appeals from the Court of Appeal to the Sultan and Yang di-Perchian for advice to the Sultan

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