



COMPETITION APPEAL TRIBUNAL

STRATEGY 2026–2028

The role of the Competition Appeal Tribunal and Competition Service

The Competition Appeal Tribunal (CAT), established in 2003 under the Enterprise Act 2002, is a specialist UK court with independent, non-departmental public body status. It exercises judicial functions requiring expertise in law, economics, business and accountancy, and is responsible for determining cases involving competition and economic regulatory matters.

The CAT's statutory jurisdiction includes:

- hearing appeals and reviews of decisions made by the Competition and Markets Authority (CMA) and economic sectoral regulators;
- determining claims for damages and other monetary remedies, including collective proceedings, arising from breaches of competition law;
- hearing appeals relating to subsidy decisions made by public authorities; and
- hearing appeals from decisions of the Independent Football Regulator.

Under its legislative framework, the CAT must hear all cases properly brought before it and may only prioritise cases in accordance with the CAT's procedural rules. Its judicial authority depends on its independence, impartiality and recognised expertise. The CAT has UK-wide jurisdiction and may hear cases spanning national boundaries. Its decisions are subject to review by the Court of Appeal of England and Wales, the Inner House of the Court of Session, the Court of Appeal of Northern Ireland, and ultimately the Supreme Court.

The Competition Service (CS) provides the funding and support required for the CAT to discharge its statutory functions.

Strategic Objectives

The CAT will continue to be a world-class judicial body, ensuring timely and impartial access to justice for consumers, businesses, and public institutions. This will be supported by effective and efficient processes. To deliver this, the focus over the next three years will be on the following strategic objectives:

1. **Operational excellence.** The delivery of the CAT's statutory functions transparently, effectively, and promptly. This will be done through:
 - Robust and proactive case management delivering timely outcomes in all cases before the CAT.
 - Maintaining clear, specialised rules and procedures that balance timeliness with high-quality judicial decision-making.
 - Ensuring that the CAT maintains the capability to hear cases in all nations of the UK.
 - Providing modern and reliable technology and court facilities, including continuing the development of electronic working practices to move towards a predominantly paperless system.

2. **Sufficient, capable and motivated workforce.** The recruitment and retention of individuals with the specialist knowledge and experience necessary in competition law, litigation, economics, accountancy and business by:
 - Maintaining a multidisciplinary cadre of chairs and members with the required expertise and experience.
 - Providing specialist training to ensure up-to-date knowledge of legal and regulatory developments.
 - Recruiting and retaining a valued, motivated, and appropriately resourced Competition Service workforce with the skills needed to support the CAT's statutory functions.

3. **Engagement and reputation.** Maintaining and enhancing the CAT's position as a leading specialist judicial body through effective engagement with domestic and international stakeholders and by:
 - Sustaining regular dialogue with the Department for Business and Trade, the senior courts of the UK and other stakeholders.
 - Ensuring that the CAT's role and functions are clearly understood by stakeholders, while maintaining its reputation for independence.
 - Promoting relationships with equivalent courts and tribunals in other jurisdictions.

Oversight and Review

Delivery of this strategy will be overseen by the CS Board, supported by advice from the CS Audit and Risk Assurance Committee.

This is the second CAT three-year strategy document and supersedes the 2023–2025 strategy where relevant.

Mrs Justice Bacon
President

Charles Dhanowa CBE, KC (Hon)
Registrar