



**The Supreme Court
of the United
Kingdom and
Judicial Committee
of the Privy Council
Business Plan
2022-23**

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Foreword

By the Chief Executive, Vicky Fox



Building on the progress we made last year, this business plan explains our programme of work for 2022-23 and sets out how we will achieve our strategic priorities and continue to deliver our vision. It continues many of the strands of work already underway from 2021-22. Our four strategic priorities are:

Recovery and Readiness for Change

The past year continued to be dominated by the uncertainties and challenges brought about by the coronavirus pandemic. During this time, we proved we could be agile and do things differently. As the uncertainty diminishes, we will retain that flexibility and adaptability, continuing to embed lessons learned from our response to the pandemic and preparing ourselves to support our three-year Change Programme. This Change Programme will focus on our people, culture and processes first and foremost, putting user needs at the heart of everything we do.

Diversity, Inclusion and Belonging

Our work on diversity, inclusion and belonging demonstrates our collective commitment to ensuring the Court is a workplace in which every member of staff can bring their best self to work and flourish. We will continue our drive to be an organisation that is a true reflection of the society we serve by continuing to deliver our diversity, inclusion and belonging strategy. This work does not only feed into our own people and culture but looks outwards through the Judicial Diversity and Inclusion Strategy. After a strong start last year, we will start delivery of year two of the Court's Judicial Diversity and Inclusion Strategy 2021-25. The aims of this strategy are to support the progress of underrepresented groups into judicial roles and further build an inclusive and respectful working environment for Justices where differences are valued.

World class

Our vision remains to provide an excellent service to court users, Justices and visitors. Through our three-year Change Programme we will make the changes to processes, technology and culture that will make us a world leading court which is both customer focused and digital. We will be better equipped to provide a modern and excellent service to both national and international litigants, playing our part, as the flagship court of the legal sector, in supporting economic growth. The Change Programme will support our international strategy to maintain the UK's position as a global centre for court-based dispute resolution and international arbitration.

Serving the public

We serve the public through the administration of justice, upholding the rule of law and maintaining the Court's independence. Transparency and accessibility are at the heart of the way we work. We will continue to broaden and extend our education and outreach, making this more accessible. We will work with Parliament, government and other courts in order to play our role and contribute to the UK's economic recovery post-Covid, and its international role after leaving the European Union.

Our Role

The role of the Court is to act as the final court of appeal for arguable points of law of general public importance arising from civil cases throughout the UK and from criminal cases in England and Wales, Northern Ireland and, in a limited number of cases, from Scotland.

The Court also hears cases to determine issues relating to the legal competence of the devolved administrations, Parliaments and Assemblies and jurisdictions transferred from the Judicial Committee of the Privy Council (JCPC).

The JCPC is a separate court from the Supreme Court of the United Kingdom (UKSC) and is the final court of appeal for the UK Overseas Territories and Crown Dependencies, Commonwealth Countries that have retained the appeal to Her Majesty in Council, or in the case of the Republics, to the Judicial Committee.

The role of the administration is to provide an environment which enables the Justices to carry out their duties in an effective, visible and accessible way.

Our Purpose

The Court upholds the rule of law in the UK and the countries that use the JCPC, by deciding legal questions of public importance brought to it from around the world and by ensuring that the law enacted by Parliament is correctly interpreted and applied.

The independence of the Court and the quality of its work maintains public trust in, and contributes to, the UK as a democratic country founded on the rule of law.



Our Vision

We will be a world leading court.



This means we will

- deliver the highest quality judgments.
- deliver an excellent, efficient service to our users and Justices, through our highly skilled staff who live our values and are equipped with high-quality tools and training.
- serve the public by ensuring that our work is visible and accessible and that our role in applying the law is understood as an essential part of a healthy democracy.
- ensure our culture and building are fully inclusive, respecting and valuing the diversity of our court users, visitors, Justices and staff.
- build strong relationships with Parliament, the Government, the devolved institutions and the courts in all the jurisdictions in the UK.
- enhance the international reputation of the UK as a global legal centre.

Our Priorities and what we will deliver in 2022-23



Recovery and Readiness for Change

Whilst the legal restrictions have eased and we are moving to living with Covid, the longer-term impact of the pandemic continues to be uncertain. We have learnt lessons from our changed ways of working and will retain our flexibility with the focus on embedding these improvements to support our vision to be a world leading court.

We will continue to prioritise the safety and wellbeing of the Justices and staff and provide a safe environment which reflects the impact of Covid and ensures a safe and secure environment for all those who work or visit the Court.

We will continue to contribute to the economic recovery as the flagship of the UK legal sector and develop our international strategy to maintain the UK's position as a global centre for court-based dispute resolution and international arbitration.

As a Court, we will also prepare ourselves for the Change Programme which will start this year and take the opportunity to review all processes to ensure that services we offer put the customer at the heart of everything we do. The Change Programme will be a key thread in delivering all our priorities for the next three years.

This will be achieved by:

- Embedding the Court's hybrid working policy (complementing the Smarter Working agenda and principles to ensure that all staff are empowered to deliver their best and have the tools, environment and support to do so.

- Continuing to offer a range of wellbeing awareness, training, engagement and support to all staff.
- Implementing and embedding a culture of safety at the Court where risks are identified and managed effectively.
- Implementing the findings of the Court's fundamental review of its business continuity arrangements.
- Working to maintain and strengthen the UK's reputation as an international centre of legal excellence and as a global champion of the rule of law.
- We will work with other courts in the UK to play our role in the UK's economic recovery post-Covid and its new international role after leaving the European Union.
- Reviewing and aligning all internal processes, information and policies to ensure that the Change Programme can encapsulate the right information, in the right way, to put our customers at the heart of everything we do.
- Developing and implementing a People Strategy to provide all staff with a clear understanding of what is expected of them and what should be delivered in return including a review of culture and belonging to prepare for change



Diversity, Inclusion and Belonging

We made strong progress last year, launching and starting to deliver the Court's Diversity, Inclusion and Belonging Strategy and the Judicial Diversity and Inclusion Strategy. We will deliver the second year of both of these strategies, learning from the impact of our year one activities. Our commitment to diversity and inclusion remains unwavering and our ambitions continue to be deeply rooted in our values. Through those values, we will continue to be inclusive and respectful, celebrating the diversity of our staff, and supporting equal opportunity for everyone.

We will continue to strive to ensure that all our services and activities are as accessible as possible to all of those in the UK, JCPC jurisdictions and beyond. We will be continuing our work to ensure that there is equal access across the UK to the Court's education and outreach programmes and opportunities, as well as improving access to our services.

This will be achieved by:

- Continuing to deliver the action plan which supports the UKSC Diversity, Inclusion and Belonging Strategy.
- Delivering year two of the Judicial Diversity and Inclusion Strategy 2021 – 2025.
- Through these Strategies we will:
 - ✓ Provide consistent and timely training to all to ensure that diversity and inclusion remains a continuing priority for all of the Court's activities

- ✓ Support and build an inclusive and respectful culture and working environment
 - ✓ Support the progression of underrepresented groups into judicial roles and encourage a wide range of applications for every role in the Court including in the role of fixed term Judicial Assistants
 - ✓ Support an increase in the number of well qualified applicants from underrepresented groups for the role of justice.
 - ✓ Proactively advertise the Court's support for diversity and inclusion to the legal profession and the public and promote the Court to others.
 - ✓ Fulfill our obligations under the Equality Act 2010 and the Public Sector Equality Duty (PSED).
- Implementing the next phase of the Court's Visitor Access Strategy which includes implementing the findings of the accessibility survey undertaken in 2021-22 and delivering a more diverse and accessible range of tours, for example British Sign Language tours.
 - Continuing to develop an inclusive user experience of all of the Court's web pages to comply, as far as possible, with the WC3 Accessibility Guidelines.
 - Developing an action plan to attract apprentices to the Court.



Aspiring to be World Class

Providing an excellent service to all Court users and visitors is at the heart of everything we do and, in 2022-23, we will start a three-year Change Programme to support us in delivering this. A learning culture, better use of technology and the introduction of online services will be the enablers for building an excellent customer journey, delivering services that users rightly expect and need. We will improve our efficiency and effectiveness and be able to monitor our progress and have meaningful data and management information.

We will support our staff by providing them with the skills and tools that they need to deliver excellence in serving the public.

Through this and our day-to-day activities we will continue to support the Justices and the Court to be as efficient and effective as possible, ensuring value for money and building capability across the Court.

We will also continue to build strong relationships with courts and international judicial organisations around the world to promote the rule of law internationally, share good practice, enhance the reputation of the UK judiciaries, and promote commercial legal interests.

This will be achieved by:

- Embedding the improvements identified by reviews carried out in 2021-22 to support the Court's business-as-usual activities (e.g. finance, HR, governance).
- Developing Digital and Data Strategies to inform how the Court uses and understands information as well as

ensuring the right information is available for the Change Programme.

- Ensuring the Justices and staff have access to the best tools available to enable them to undertake their roles.
- Ensuring every member of staff has a continuously evolving development path which takes into account what is needed now and in the immediate future.
- Establishing the Change Programme team and the development of the Final Business Case, governance structure and readiness for delivery.
- Ensuring we have a deep understanding of Court users' needs through our Court User group
- Ensuring that all contracts and services used by the Court are the best available, offer consistent value for money and support the Justices and staff to deliver. In 2022-23, we will be re-tendering our security and broadcasting contracts.



Serving the Public

The independence of the Court and the quality of its work maintains public trust in the rule of law. The role of the administration is to provide an environment which enables the Justices to carry out their work in an effective, visible and accessible way.

We will continue to ensure the work of the Court is transparent and accessible to enhance the public's understanding and engagement in the work we do. One of the key aims of the Change Programme is to serve the public by ensuring that our work is visible, accessible and trusted.

We will continue the work we have already started to build and maintain good relationships with other courts, government and Parliament to increase understanding and awareness of the Court's work. As international travel reopens, we will continue to build our international relationships both with the legal profession and the public in JCPC jurisdictions.

This will be achieved by:

- Reviewing and revising the Court's procedural rules to better support Court users.
- Providing skeleton arguments online to increase transparency and support accessibility.
- Reviewing the Court's fee structure to implement in 2024-25 whilst safeguarding equal and fair access to our services.

- Exploring the option of holding court hearings elsewhere in the country to increase visibility and engagement.
- Exploring the option of sitting overseas to increase visibility and engagement across the JCPC jurisdictions.
- Working collaboratively with other institutions and third sector organisations to provide a series of exhibitions to highlight the rule of law and increase transparency of the role of the Court in the wider justice system.
- Continuing to develop and promote the UKSC Studies Module and Massive Open Online Course (MOOC) developed in partnership with Royal Holloway, University of London.
- Continuing to provide historic records to The National Archives as part of an ongoing programme to ensure all court records are publicly available, which will include working collaboratively with other legal institutions and the House of Lords.
- Continuing to deliver the Court's stakeholder engagement work.
- Continuing with virtual and in-person international bilateral meetings (e.g. with the Republic of Ireland) as well as overseas visits and seminars.

Our Values

Our values will continue to be embedded in 2022-23 and will drive and support everything we do and how we deliver the Court's strategic priorities.



Accountable – when we say we will do something, we will get it done by each of us taking personal responsibility and ownership for our decisions, actions, results and behaviours. We will hold ourselves accountable to the Court, its users, and the public, and always work openly and transparently.



Dedicated – we are proud to work for the Court and dedicated to its purpose. We are dedicated to excellent customer service, in welcoming everyone that visits our building and in supporting the role of the Court and the Justices.



Aspiring – we want to achieve our vision of being world class and will be ambitious in setting goals that will challenge ourselves to improve so that that we continue to develop our organisation for the future.



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

Evaluating performance and our resources

Monitoring our delivery against this plan and evaluating our performance is a vital part of our governance and assurance framework and enables effective and appropriate delivery and assurance to be given to our Management Board and Chief Executive in her role as Accounting Officer.



Each quarter, updates on progress made against milestones listed in this Business Plan will be presented to the Management Board and viewed holistically, considering delivery of our purpose, vision, priorities and values. Beneath this plan sits team delivery plans which provide further detail on how each of our priorities will be delivered. Heads of teams will be held to account by the Chief Executive, Director of Corporate Services and Registrar, as appropriate, for delivery.

We will also measure performance through key performance indicators (KPIs). These are split across the business areas of the Court and reflect the service provided, delivered and required by statutory requirements.

Our performance measures are monitored against the following areas of the business:

- **Casework, Operations and Costs** – we will continue to monitor timeliness of casework and in particular Permission to Appeal (PTA) applications through the Court, how cases progress, the timeliness of hearings and the preliminary assessment of costs following a hearing.
- **Financial Stewardship** – we will monitor our expenditure, identifying savings and ensuring good stewardship of taxpayers' money.
- **People** – we have targets to improve the time taken to hire new staff, monitor staff turnover and working days lost through sickness.
- **User Experience** – we use measures including monitoring complaints and positive feedback.

Our resources

Budget

The UKSC and the JCPC budget settlement for 2022-23 is summarised below:

<i>Main budget categories</i>	£000s
Judicial pay	3,000
Depreciation	1,450
Other costs	11,067
Total Gross Costs	15,517
Contributions from jurisdictions	6,632
Fees and Wider Market Initiatives	1,102
Net Resource DEL	7,783
Capital DEL*	704

*Includes Change Programme funding

Our staff

Our staff will contribute to ensuring the Court offers a brilliant employee experience for all, in line with the Civil Service Values. We will provide efficient and trusted services for all our users. We will be inclusive, flexible, modern and connected and we will encourage openness, challenge, innovation and excellence in everything we do.

All staff will actively contribute to delivery of this business plan through their team delivery plans and they will also contribute by undertaking the following:

- Living the Court's values.

- Maintaining positive, effective and collaborative relationships across all areas of the Court, as well as collaborative and effective relationships with other departments and organisations to support delivery of the Court's priorities.
- Maintaining and continuing to build a culture of respect for diversity, inclusion and belonging across the whole Court.
- Making good use of the performance management framework, enabling a collaborative working relationship whereby constructive feedback can be given, development encouraged and well received, and all staff are motivated to improve and deliver.