



**The Supreme Court
of the United
Kingdom and
Judicial Committee
of the Privy Council
Business Plan
2023-2026**

Year 1

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Foreword

By the Chief Executive, Vicky Fox



This business plan sets the vision and direction of the Court's administration for the next three years.

We remain ambitious in achieving our vision to be a world leading court. As we take the next steps, our strategic priorities have shifted to reflect the progress we have already made. This plan recognises that the restrictions and uncertainty of the pandemic are largely behind us. Like every other organisation, we have learned to be agile and flexible, and we will continue to embed this into the way we work and how we serve court users. We are moving into the two-year delivery phase of our Change Programme and an intensive period of transformation, and the business plan reflects the need to successfully balance the programme with our existing work.

Finally, the priorities reflect an increased emphasis on our court users and our people. We will look for new ways and increase opportunities to engage with Court users, both national and international, and particularly in relation to the Change Programme. Everything we deliver is because of our committed and dedicated staff. We will support and value them through every stage of their time at the Court and enable them to take a leading role in the Change Programme.

Our five strategic priorities are:

Serving the public:

We serve the public through the administration of justice, upholding the rule of law and maintaining the Court's independence. Transparency and accessibility are at the heart of the way we work. We do this so that the Court's role in applying the law is understood as an essential part of a healthy democracy and the Court is trusted by the public. We will continue to maximise our impact and communicate the Court's role through our education and outreach programmes, by welcoming the public and providing high quality, accessible information about the Court's role.

Providing a world class service:

The independence of the Court and the quality of its work maintains public trust in the rule of law. The role of the administration is to provide an environment which enables the Justices to carry out their work in an effective, visible and accessible way. We will put court users at the heart of everything we do, making excellent customer service a priority. Through the Change Programme we will be better equipped to provide a modern, excellent service that enhances the reputation of the UK as a global centre of legal excellence, contributing to the UK's legal economy.

Focusing on our people:

We know that we will only achieve our vision through our people. Our staff are dedicated to the purpose of the Court and care deeply about its work. Real change will only be achieved through their participation at every stage of our work and the Change Programme. We will support them to contribute and flourish through our new People Strategy, increased collaboration and a greater sense of participation in the Change Programme.

Engaging outwards:

We will continue to build and maintain good relationships with courts across the UK, Parliament and governments to increase awareness and understanding of the Court's work and the shared commitment to the rule of law. We will continue to build strong relationships with national courts and judicial organisations across the world to promote the rule of law internationally, share good practice, and enhance the reputation of the UK judiciaries. Through this work, we will strengthen the UK's role in the international community.

Diversity, inclusion and belonging:

Our commitment to diversity and inclusion remains unwavering and our ambitions continue to be deeply rooted in our values. 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 in the UK, JCPC jurisdictions who use us and beyond. We will play our part in advocating for and supporting greater diversity and inclusion across the legal profession.

This plan sets out our deliverables for 2023-24 and will be updated for 2024-25 and 2025-26.

Our Role

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

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

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

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

Our Purpose

The Court upholds the rule of law in the UK and the 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 Deliverables

Serving the Public

We will support the Justices to uphold the rule of law and maintain the Court's independence.

We will be transparent and accessible to enhance the public's understanding of and engagement in the Court's work. We will welcome visitors to the Court. We will continue to offer a range of activities and resources to give students at every stage of their educational journey a strong understanding of the rule of law and its role in a healthy democracy, and we will provide opportunities for students to practice and improve their legal skills.

This will be achieved by:

- Providing a new website so that people will be able to interact with the Court in a seamless and digital way.
- Providing services which recognise the diverse nature of all our users and offering an experience which supports access to services and information about the Court quickly and easily.
- Providing high quality information about all hearings (including skeleton arguments) to increase knowledge, understanding and awareness of our cases and the rule of law.
- Increasing understanding of the rule of law by hosting and leading events and exhibitions including the Women in Law series.
- Continuing to deliver fully accessible tours, including those in British Sign Language and the continued use of sunflower lanyards to enable us to support individual access needs for people with hidden disabilities.
- Developing a package of educational information and activities to enable us to engage effectively with students and to ensure that we include those with special educational needs.
- Increasing accessibility to information by providing The National Archives with all appropriate records including video footage, of hearings.

Providing a world class service

As we embark on the delivery phase of our Change Programme, our focus remains on delivering a world class service to all of those who use our services.

We will put Court users at the heart of everything we do, providing a modern and excellent service to users which is both customer-focused and digital. We will do this through the Court's Change Programme that will take place from 2023 to 2025. Throughout the Programme we will continue to offer the services our users need and expect. We remain committed to continuous improvement and to learning from everything we do.

We will continue to support the Justices and the Court to be as efficient and effective as possible, ensuring value for money in all activities.

This will be achieved by:

- Delivering our Change Programme which focuses on the needs of internal and external users providing services which are customer focused and digital.
- Reviewing and where appropriate refining the processes put in place following the governance review in 2022.
- Tendering and contracting for the catering, broadcasting and cleaning contracts which support the physical Court and enhance its unique status in the heart of Westminster.
- Continuing to maintain the Court's Grade II* listed building and start to define its longer-term sustainability aims.
- Continuing to support the work by the Ministry of Justice to review the Court's fees and their structure for implementation in 2024-25. We will do this whilst safeguarding equal and fair access to our services.
- Implementing the Court's digital strategy to ensure the digital goals of the Court are delivered, as well as providing the digital tools and infrastructure to ensure our staff can deliver an excellent service to all our users, internal and external.
- Creating and implementing the Court's data strategy using data effectively to support our vision to be a world leading court, improve performance and efficiency, promote transparency and provide access to justice.
- Providing a work environment which encourages collaborative and flexible working.
- Developing robust controls and arrangements for the management of all information held by the Court.

Focusing on our people

Everyone who works at the Court is dedicated to its purpose. How we support, engage and develop our people is central to how we achieve our vision of becoming a world leading court and keep the Supreme Court a great place to work. The passion and dedication of our staff is how we will deliver excellent service to the Justices, court users and the public.

To support our people to be the best they can be, we will ensure that they have high quality tools for the roles they undertake. We will provide the training they need not only to navigate through the Change Programme but to grow and thrive in their role and future careers.

Connected fully to our commitment to diversity, inclusion and belonging, this priority means that we will create an environment that is inclusive, supportive and respectful. We will have a workplace where everyone thrives and fulfils their potential.

This will be achieved by:

- Introducing and delivering year one of our People Strategy which sets out how we will value and engage with our staff, I support and develop them through every stage of their time at the Court.
- Reviewing and updating our policies and procedures to ensure that high quality and current guidance is in place.

- Equipping all our staff with the skills and knowledge to do their job well and proactively engage with the Change Programme. This will include:
 - developing ways of working through the digital transformation of the Court's administration, e.g. case management platforms and tools such as SharePoint.
 - embracing continuous improvement and change through emotional resilience and agility and.
- Upskilling and developing our managers to lead change and make real improvements to the way we work together. This will include the development of leadership competences that enable our staff to grow their leadership style, foster an inclusive environment through change and enable consistent change leadership over the long term.
- Further developing a culture that is open and aligned to our staff values.
- Providing support and services, including wellbeing and healthcare, as well as proactively supporting the delivery of our diversity, inclusion and belonging commitments.
- Developing proactive ways to attract and retain the best talent to the Court to create an inclusive organisation and culture across the Court.

Engaging outwards

We will remain outward looking, building new international connections and strengthening long-standing relationships. These connections enable us to exchange different perspectives on the law, share best practice and maintain the UK's role in the international community. We will continue to act as a champion for the UK's commitment to the rule of law.

We will continue to engage with and maintain good relationships with courts across the UK, Parliaments and governments to increase mutual understanding and awareness of our respective roles in the constitution and to demonstrate our shared commitment to the rule of law.

We will support the Justices to share their knowledge and experience whilst also promoting the reputation of the Court and the legal system in the UK.

This will be achieved by:

- Continuing our international work, including supporting the Justices to attend and host international bilateral meetings, welcoming international delegations to the Court and attending international legal conferences.
- Implementing the communications strategy that will further build trust and awareness of the Court, its Justices, judgments and commitment to diversity and inclusion.
- Working collaboratively with JCPC jurisdictions to increase awareness of the Court's work.

- Continuing to deliver the Court's stakeholder engagement work to build and strengthen relationships and share best practice.
- Hosting a House of Commons Justice Committee visit to the Court.
- Providing events including webinars, seminars and visits for Members of Parliament, civil servants, and House of Commons staff to increase understanding and awareness of the work of the Court.
- Reviewing the Concordat between the Supreme Court and the Ministry of Justice.

Diversity, inclusion and belonging

This priority for the Court remains unchanged. Ensuring a diverse and inclusive environment, where everyone is respected and valued, underpins everything we do. We are ambitious in our aspirations but recognise that securing meaningful and long-lasting change takes time.

We are committed to providing fair and open access to justice for everyone. We recognise, respect and value diversity, serving the interests of people from all sections of society. Accessibility is also important to our work. We have a building that is physically accessible to all and will find ways to support visitors with disabilities, including people who have a hidden disability, are deaf, hard of hearing, blind or partially sighted.

We will work with others to ensure that we continue to learn and develop a diverse and inclusive environment where everyone feels like they belong. This will be achieved by:

- Delivering the third year of the Action Plan which supports the UKSC Diversity, Inclusion and Belonging Policy (introduced in 2021) as well as continuing to proactively support staff in wellbeing, diversity, and inclusion. This includes:
 - Reviewing all recruitment policies, procedures and practices to support attracting a wide range of candidates in a fair and contextualised way ensuring they are selected on merit.
 - Developing and delivering an annual programme of events to raise awareness of and celebrate different

national and worldwide events and initiatives linked to diversity and inclusion.

- Continuing with the Court's reverse mentoring scheme which helps to educate and inform senior managers of different points of view and perspectives.
 - Building our links to cross government networks, including the Civil Service's race, disability, carer and professions networks.
- Delivering the second and third year of the Judicial Diversity and Inclusion Strategy (introduced in 2022). Through this we will:
 - Support the progression of underrepresented groups into judicial roles.
 - Support an increase in the number of well qualified applicants from underrepresented groups for the role of Justice.
 - Proactively promote the Court's support for diversity and inclusion to the legal profession and the public.
 - Implementing the next phase of the Court's Visitor Access Strategy which will include the production of an Access video.
 - Reviewing the art displayed at the Court, making changes which enable a more accurate and modern representation of society and the diversity of the people we serve.

Our Values

Our values drive and support everything we do and how we deliver the Court's strategic priorities.



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



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



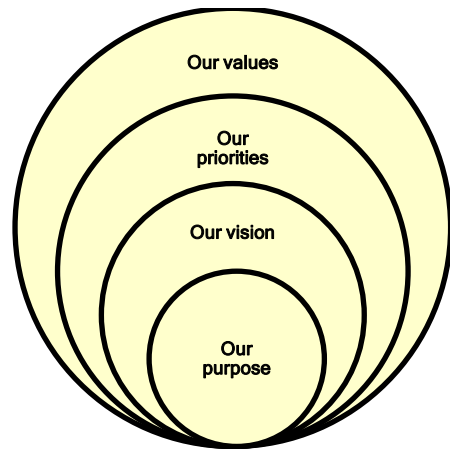
Aspiring – we want to achieve our vision of being world class and will be ambitious in setting goals that will challenge ourselves to improve so that that we continue to develop our organisation for the future.



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

Evaluating performance, our resources and our people

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



Quarterly updates on progress made against activities listed in this Business Plan will be presented to the UKSC Board and monitored to ensure that we are delivering on our purpose, vision, priorities and values.

Beneath this plan there are detailed team outcome delivery plans which provide further detail on how each of our priorities will be delivered. Heads of teams will be held to account by the Chief Executive, Director of Corporate Services and Change 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, as well as supported by key performance measures.

Our **key KPIs** are supported by individual and more granular metrics at operational business level through outcome delivery plans and ensure the UKSC delivers in the following areas:

Financial Stewardship – The UKSC will use all financial resources affordably and sustainably within the agreed limits and allocation agreed with HM Treasury. Specifically, the UKSC will ensure that it remains within 10% tolerance of its control totals, which includes Resource Department Expenditure Level (RDEL) and Capital Development Expenditure Level (CDEL).

Casework, Operations and Costs – The UKSC will ensure that an excellent, efficient service is delivered to our users and that contacts with the Court are dealt with as swiftly as possible. Specifically, the UKSC will ensure that the average time taken from issue of application to Permission to Appeal decision remains at no more than 20 weeks.

People – The UKSC will ensure that skilful managers and leaders are in post who will support and inspire those who work at the Court as well and providing consistency of communication leading to an engaged and valued workforce. Specifically, the UKSC will improve the 2022 staff engagement score from 71%.

User Experience and Engagement – The UKSC will strive to enhance the public’s understanding of and engagement in the Court’s work. Specifically, the UKSC will strive to increase the number of visitors to the Court building to 55,000 and will offer 375 tours across the year.

Change Programme – The UKSC will deliver the first year of the Change Programme to time and to budget. Specifically, the UKSC will undertake a holistic investigation into user needs through the delivery of at least 50 user research sessions. We will use that research to ensure digital services enable users have a seamless experience which will result in improved user experience.

Our Resources

The UKSC and the JCPC budget settlement for 2023-24 is summarised below:

<i>Main budget categories</i>	£000s
Judicial pay	3,248
Depreciation	1,450
Other costs	11,102
Total gross costs	15,800
Contributions from jurisdictions	6,925
Fees & Wider Market Initiatives	1,102
Net Resource DEL	7,773
Capital DEL	4,096

Our People

Enabling highly skilled people to live our values and deliver an excellent service is central to our vision. We will continue to be an inclusive, flexible, modern and connected organisation and we will encourage openness, challenge, innovation and excellence in everything we do.

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

- Putting culture-first, using our processes, policies and communications that nurture our desired culture to understand customer needs and support continuous improvement.
- Being involved, accountable and enabling an employee voice – we shape our experience together in a collaborative way.
- Ensuring a clear focus to find solutions that offer the best effort/impact balance.