



Diversity, Inclusion and Belonging Strategy & Action Plan

2021-2025

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1. Version Control

Version	Date of publication	Reason for amendment
1	TBC	New Strategy and Action Plan for 2021

2. Foreword by Vicky Fox, UKSC Chief Executive

2.1. "This strategy will help us realise our vision to be a true reflection of the society we live in, to respect our differences and support equal opportunity for everyone. At its heart, we do this because it is the right thing to do and, in many ways, needs no further justification. We want every single member of staff to feel a sense of belonging at the Court, to know that everyone can contribute their views and that these will be valued. And we also know that the business case for this is overwhelming: more diverse organisations are more productive, make better decisions, have a higher sense of wellbeing and are more reflective of the society we are all part of. The new UKSC D&I Strategy for 2021-2025 sets out how we intend to deliver on this ambition and builds on the good work we have done previously. It shares the Civil Service ambition to be recognised as one the UK's most inclusive employers and supports the actions and activities that deliver the [Civil Service Diversity and Inclusion Strategy](#).

This strategy is ambitious. It 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. Every one of us has an important role to play and I invite you to help us deliver the change outlined in this strategy. Together we can do it.”

Vicky Fox, March 2021

3. Definitions

Equality is about ensuring individuals and groups are treated fairly and have access to equality of opportunity. Equality is backed by legislation – the Equality Act 2010 - designed to address unfair discrimination based on membership of a particular group. The legislation covers the following protected characteristics: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, and sexual orientation. Our commitment to diversity and inclusion is grounded in, but not limited to, our responsibilities under equality legislation.

Diversity is about recognising that everyone is different in a variety of visible and non-visible ways. It could be in relation to a protected characteristic or something else such as socio-economic background, working pattern or having caring responsibilities. It recognises that each individual is different and that diverse teams and organisations produce better outcomes.

Inclusion is about creating an environment where everyone can be themselves, feel that they are able to contribute their views and that these will be valued. It is about creating a culture and practices that recognise, respect and value difference. Without inclusion the benefits of diversity cannot be realised.

4. Our Strategy Aim

The Diversity, Inclusion and Belonging Strategy 2021-25 focuses on becoming a Court that truly reflects our diverse society in every way possible by:

- Creating and maintaining a culture of respect for diversity, inclusion and belonging.
- Attracting, developing, retaining and fully engaging staff, making the most of our unique backgrounds and differences.
- Taking responsibility for creating that inclusive environment and will work with respect and empathy for colleagues and everyone else that we work with.
- We will challenge all inappropriate behaviour and feel supported when we do.

- 4.1 While UKSC is a Civil Service Department we wanted to go beyond the **Civil Service Diversity Policy** to support a true reflection of the society we live in to respect our differences and support equal opportunity for everyone.
- 4.2 The Strategy offers a flexible approach so everyone that works at the Court can contribute. The Strategy and actions have been shaped from a wide range of views and priorities from individuals, networks and other groups from across our organisation and beyond. We also link this to a strategy on **UKSC Judicial Diversity** to support increasing awareness and breaking down barriers that may limit applications to become a Supreme Court Justice, and also link with the wider aspirations in the **HMCTS Judicial Diversity Strategy**.
- 4.3 We also want to commit to go beyond the requirements of the Equality Act 2010 to support not only those people with protected characteristics under the Act but all aspects of each individual that is employed or interacts with the Court.



5. Our Objectives

5.1 The Strategy's main objectives address matters that impact on all areas of the Supreme Court. Image 1 presents an overview of the objectives, which are expanded on in the text below.

Image 1: Overview of the UKCS's diversity, inclusion and belonging strategy objectives



Objective 1 – Recruitment

- The UKSC continues to attract, develop and retain diverse talent and encourage a wide range of applications for every role.
- To continue to work to attract people from under-represented groups to join UKSC and to retain our diverse talent by providing access to development opportunities to help everyone progress and meet their potential.

Objective 2 – Inclusive leaders

- To focus on actions that develop inclusive leaders who are equipped with the skills, confidence and behaviours to build positive relationships with staff that enables everyone to thrive. We expect all our leaders to demonstrate the behaviours identified in the Civil Service Leadership Statement.

Objective 3 – Improving Data Collection

- We will commit to improving data collection on all aspects of diversity to ensure staff are confident in understanding the value and purpose of providing information to support a better understanding of all aspects of diversity in the workplace. We will also improve data related to visitors, education outreach work, and Court Users.

Objective 4 - A brilliant employee experience for all

- To take action that will ensure that our culture is inclusive, supportive and respectful. Our leaders will be equipped with the skills and tools needed to ensure this happens and that we have a workplace where everyone's wellbeing matters and we all feel respected and able to be ourselves.

Objective 5 – To promote the Court to others

- To support accessibility for all in promoting our education and outreach work and the Court's role and purpose in upholding the rule of law.

**6. UKSC Strategy Approach linked to the UKSC Business Plan**

Image 2: UKSC Strategy Approach



Supported by data to measure progress and by communications using the UKSC intranet and effective messaging.

How UKSC will do this:

Strategic direction

6.1 The strategic context and approach for identifying and delivering Diversity, Inclusion and Belonging objectives for 2021-25 is set out in the Strategy and will be discussed and reviewed at Management Board at least twice every year.

Action Plan

6.2 The Action Plan is used for promoting awareness and encouraging everyone to participate in delivering specific actions to support our objectives. It identifies actions against 5 key themes and to help us meet our objectives and the benefits to UKSC.

6.3 The Action Plan underpins delivery of the Strategy and lists the departmental actions we will be taking, such as improving the diversity data we capture and report. The action plan owners are across the organisation and for everyone regardless of role or grade to contribute to.

Contributions from Everyone

6.4 We will only make UKSC a truly diverse and inclusive organisation if everyone who works for the court contributes and recognises the importance of a diverse range of experiences and backgrounds.

6.5 It is vital that any part of UKSC can identify actions meaningful to them in their part of the organisation. It will help facilitate local discussions on possible activities and allow the action plan to evolve in future years.

6.6 Where appropriate, the Action Plan is aligned to Engagement Survey measures, emphasising the point that D&I is not a standalone piece of work. When holding local discussions on Engagement Survey results, our senior leaders will increasingly consider aligning local D&I activities with the action plan.

6.7 Senior Leaders will, with the support of the HR Team, provide an annual narrative to the Chief Executive and Director of Corporate Services on the local D&I activities that are taking place and how these contribute to the overall delivery of the actions in the Framework.



Measuring Progress

6.8 The Action Plan includes targets that will provide a central measure of success, we will review these in the annual progress report to our Management Board. Each year, themes from the reporting will provide us with valuable insights on the impact of the Strategy, including:

- Meeting D&I targets to improve representation levels at SCS/Management Board.
- Improved Annual Engagement Survey results.
- Increased D&I declaration rates that improve the accuracy of our data.
- Improvement in the workforce data on Recruitment/Promotion/Exits.

6.9 At the end of Year 1, we will review progress and options for setting new targets and actions.

Assurance and Accountability

6.10 The successful delivery of our D&I Strategy will be a key factor in these elements of accountability and everyone has a role in making diversity and inclusion a part of everything we do.

6.11 There are some specific roles, including:

- Setting and delivery of the Strategy objectives – Management Board, via engagement with various groups including Human Resources, D&I Meetings and Working Groups, trades unions and diversity networks.
- An appointment of an overall **Diversity Champion** for the Court
- Responsibility for facilitating participation from all team members – All managers and Senior Leaders

- Overall responsibility for measuring success and monitoring progress of the action plan and this strategy – Human Resources

6.12 Assurance that we are making progress and that actions are delivered will be through:

- Annual reporting to our Management Board on progress against the Action Plan, reflecting on impact and measures of success.
- Annual progress narratives to be submitted to UKSC Senior Leaders at Management Team Meetings on contributions from all staff and local activities.
- The Annual UKSC Staff Engagement Survey and targeted D&I pulse surveys throughout the year will provide data on employees' views. Diversity networks and the trades unions will also have a role in reflecting the views of their members.
- External benchmarking will also give assurance on the overall success of the Strategy.
- We are committed to transparency and to making our progress against our objectives and targets available to everyone.

7. Action plan

7.1 This action plan is to be considered with the Diversity & Inclusion Strategy for 2021 – 2025. There are 5 key themes in which our actions fall listed below. The Actions that follow support an inclusive organisation that encourages open discussions on all matters related to diversity and feeling valued and included.

Table 1: Action Plan Overview

	Theme	Purpose	Who is Responsible	Comment
1.	Recruitment	To support attracting a wide range of suitable candidates for each recruitment campaign	Mainly the HR Team and Recruiting Managers	To support promoting actions that have taken place and continue to take place in relation to recruitment
2.	Leadership	To led by example and fully engage with Diversity & Inclusion matters	All Managers and Senior Leaders	To support mandatory leadership pathway training for all UKSC managers
3.	Data	To ensure data is kept up to date and kept	Mainly led by the HR Team	To encourage trust and understanding in

		securely, to provide greater insight into Diversity matters		why data is collected to provide meaningful information
4.	Education & Outreach	To support our Education Programme in reaching across the United Kingdom	Mainly led by the Communications Team	To continue supporting outreach across the UK and overcome negative barriers and perceptions
5.	Contribution & Collaboration	To involve all who work at UKSC and to listen to opinions and personal views	All staff, managers and the Justices	All UKSC staff to have an active role in supporting this action plan and the D&I strategy

Table 2: Recruitment at UKSC

1	Action	Purpose	Who is Responsible	Target / Measure
+	To review all recruitment policies and procedures and recruitment practices to support attracting a wide range of candidates to be selected on merit in line with the Civil Service Commissioners Code	To ensure all procedures support a fair playing field for all applicants and that candidates are selected on merit and without bias	The HR Team	Y2 / To be completed by December 2021
+	Senior Staffing Appointments – invite volunteers to sit on any senior staffing appointment to ensure a fair process is made with candidates only selected on merit	To dispel any view of unfair selection in the recruitment process and encourage active engagement	The HR Team/ Recruiting Managers	Y1-Y4
+	We will commit to inform others on the positive action that takes place with regards to supporting diversity in our workforce and with Judicial	To link with Judicial Diversity Strategy and promote opportunities to	Management Board / HR Team / Senior Leaders	Y1 – Y4

	Appointments to help improve opportunities to reflect a diverse community	everyone across the United Kingdom		
+	To continue with the Disability Confident status awarded to the Court in 2019 and consider joining the Disability Business Forum group	A commitment to improving accessibility and understanding of all disability issues	The HR Team / Comms Team	Y1 – Y4
+	To seek new ways to attract a diverse range of candidates from across the United Kingdom to the annual Judicial Assistants Campaign	To support a diverse range of candidates applying and selected for appointment each year.	The HR Team/ Head of JAs/ Communication Team	Y1 – Y4

Table 3: Leadership

2	Action	Purpose	Who is Responsible	Target / Measure
+	For both members of the SCS to have at least one annual performance objective linked to Diversity	To lead by example and support a diverse workforce	SCS	Y1-Y4
+	For all managers to have completed at least one diversity training activity each year linked to a wider training plan		All managers (Band D and above)	Y1-Y4
+	To commit to the Race at Work Charter in 2021	To demonstrate a commitment to equality in all we do	Management Board	Y1
+	We will introduce a Reverse Mentoring Scheme to help educate and inform senior managers from different points of view and perspectives	To increase understanding and share experiences that can lead to better decision making and support	HR will set up the scheme but all senior leaders (Band As) will be encouraged to participate	Y2 & Y3
+	We will seek to appoint an overall Diversity Champion to challenge	To be accountable and challenged in our decision	Management Board and Individual	Y1

	others on the actions and strategy to promote positive views of Diversity & Inclusion	making and have a voice to promote opportunities	Champion once appointed	
+	For all managers to undertake training to understand the importance in tackling discrimination in any form and be given the opportunity to confidently challenge any perceptions of unfair treatment	For all UKSC managers to understand the importance of zero tolerance and the need to challenge and address inappropriate behaviours	All Managers (Band D or above)	Y2

Table 4: Improving Diversity Data

3	Action	Purpose	Who is Responsible	Target / Measure
+	To improve the data collected on all aspects of diversity and reassure staff and visitors that data is only to be used for statistical purposes and wil always be treated in complete confidence	To improve reporting function data	HR	Y1& Y2
+	We will commit to Gather Feedback and continue gathering feedback on the issue of race, trust and value how people are feeling	To seek views from staff throughout each year and respect different points of view	HR / Communications Team	Y1-Y4
+	To gather data on Court Users with regular surveys and through the Court User Group	To support actions and listen to our Court Users	Court User Group / Communications Team	By the end of Y2 to have improved data available
+	To commit to at least one staff pulse survey each 12 month period covering diversity and inclusion	To evidence base decisions and support changes and improvements	The HR Team	Y1 – Y4

Table 5: Education & Outreach

4	Action	Purpose	Who is responsible	Target / Measure
+	To promote the work of the Court and the rule of law to as wide an audience as possible	To continue explaining the purpose of the Court to as many audiences as we can	Primarily the Communications Team	Y1-Y4
+	To seek new opportunities to engage with groups of ethnic minority students	To break down barriers and highlight opportunities for all	Primarily the Communications Team	Y1 -Y3
+	To ensure the Court is accessible for all who visit or wish to access our services	To ensure the Court is welcoming to everyone	Buildings Team with support from other business areas	No issues raised or complaints / Positive Feedback
+	To ensure Website is reviewed and can be accessed by anyone	To ensure accessibility to the work of the Court	Communications Team	Y1



Table 6: Contribution & Collaboration

5	Action	Purpose	Who is Responsible	Target / Measure
+	A Commitment from all staff, managers, and the Justices to listen to other points of view and call out inequalities if we see these in the workplace to support a truly inclusive workplace	To demonstrate the need for the new D&I Strategy to resonate with everyone.	All staff, managers and the Justices	Y1 Commitment demonstrated in actions and behaviours throughout the organisation
+	We will continue with the D&I Working Group and hold regular meetings to challenge ourselves and adapt our action plan accordingly	To continue the momentum in bringing the Court together to discuss inclusive behaviours and equality.	All Staff and Managers	Y1-Y4
+	We will reiterate the mandatory requirement for all staff to complete Diversity Training on CSL and seek diversity training and development opportunities	To support a consistent understanding of diversity across the Court.	All Staff and Managers	Y1 – Y4
+	We will publish an annual calendar of events and celebrate different national and world-wide events and initiatives linked to Diversity. For example, World Mental Health Day, LGBT History Month and Black History Month and encourage contributions from a wide range of staff.	To plan ahead and manage expectations for events and collaborations between teams and beyond.	Calendar prepared by the HR Team. Contributions from All Staff and external partners.	Y1 – Y4
+	We will work to improve and build on our links to other networks (i.e. The Civil Service Race Forum, PROUD, etc.) and promote opportunities for collaborative events.	To build strong support networks and inspire each other to increase our understanding of different perspectives.	All	Y2 & Y3

+	We will celebrate our differences with positive stories and actions across the organisation using the Intranet, Team Meetings and one to one discussions.	To use the intranet and internal comms to share personal stories and career journeys.	All	Y1 – Y4
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"Alone we can do so little; together we can do so much."

~Helen Keller

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