



THE SUPREME COURT OF THE UNITED KINGDOM EQUALITY AND DIVERSITY STRATEGY 2016-2020

1. Introduction

The UK Supreme Court is committed to providing fair and open access to justice for everyone.

We recognise, respect and value diversity and will strive in all we do to serve the interests of people from all sections of society. We will strive to become 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.

This strategy sets out the actions the UK Supreme Court will take over the next three years to embed the principles of equality and diversity into all we do. It also outlines our approach to implementing the *Civil Service diversity strategy* “*Promoting Equality, Valuing Diversity*”.

<http://www.civilservice.gov.uk/about/working/diversity/introduction.aspx>

2. Our aim

Our aim is to create an organisation that:-

- Fully reflects the diversity of society it serves, valuing the contribution that staff, court users and the public make to our work;
- Tackles behaviours and attitudes that might contribute to, or reinforce, the perceived or real threat of inequality and discrimination;
- Delivers services that are accessible to and meet the needs of all court users and members of the public;
- Treats everyone with fairness, understanding, dignity and respect;
- Actively involves others in developing its policies through effective, appropriate consultation; and
- Promotes equality of opportunity for all.

3. What we need to do

We need to ensure that every member of staff understands why equality and diversity are fundamental to all that we do. The principles of equality and diversity need to be evident in all aspects of our work: whether in our interactions with colleagues, court users and the public, the way we lead and manage staff or the way we design and deliver our services and policies.

When we talk about promoting equality of opportunity for staff we mean through fair and non-discriminatory employment policies and processes. By diversity we mean people who are in one or more of seven diversity groups; race, gender, gender identity, disability, age, religion or belief or sexual orientation. For staff, we mean diversity in its widest sense, encompassing people who work part-time or other alternative working patterns; people with different skills, experiences and educational and social backgrounds; and people with caring responsibilities.

The Public Sector Equality Duty came into force on 5 April 2011 to strengthen anti-discrimination protection in public bodies by extending legal protection to additional groups. The three previous duties, covering disability, race and gender, are replaced by a single duty in practice covering nine 'protected characteristics': age, disability, gender reassignment, marriage or civil partnership status, pregnancy and maternity, race, religion or belief, sex and sexual orientation. The new duty has three aims which mirror the aims of our strategy to:-

- Eliminate unlawful discrimination, harassment and victimisation,
- advance equality of opportunity between people of different groups and
- foster good relations between people from different groups.

4. How we will do it

This strategy focuses on five key linked themes designed to help us drive the agenda over the next three years and mainstream equality and diversity across the UK Supreme Court.

- Behaviour and Culture
- Leadership and accountability
- Talent management
- Representation
- Service delivery

We will review and update our plans annually to enable us to build on, target and improve our approach as we develop more sophisticated data and improve our understanding of the issues.

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4a) Behaviour and Culture

We will inform and encourage staff to support our equality and diversity aims			
How	New Target	Lead responsibility	Progress review 01/09/2016
To ensure that all members of staff continue to have access to an equality and diversity training courses to enable them to understand their responsibilities in relation to equality and diversity.	Ongoing	Head of HR	Roll out refresher e-learning training package that includes responsibilities under the Equality Act and the Public Sector Equality Duty.
We will assess and consider how best to recognise and reinforce activity that supports equality and diversity, through the Annual Staff Performance Review process and use of the Recognition and Reward Policy.	Ongoing	Head of HR UKSC Managers	Data is collected by the Head of HR about the use and reasons for reward and recognition. Other recognition for work that supports equality and diversity will happen between line manager and their staff during the ASPR process.
We will find out more about the views of staff			
We will issue an annual staff survey that includes an opportunity to raise any concerns regarding equality and address any issues.	October each year	Head of HR	The survey will be repeated on a yearly basis and any equality issues investigated accordingly.
We will put in place a framework to measure behaviour and culture through the staff survey, the provision of reasonable adjustments, sickness absence data, provision and take up of development training and outcomes of performance management.	Ongoing	Head of HR	Although information is collected separately it is all collected and kept under review by the UKSC Head of HR. The monthly balanced scorecard highlights any trends or concerns with staff sick absence and training activities for all staff.
We will tackle behaviour that fails to support the UKSC's equality and diversity aims			
We will ensure that the UKSC has an anti-bullying and harassment policy in place and that staff know where to find it and how to use it.	April 2016 – ongoing	Head of HR	The UKSC Conduct Policy contains information about bullying and harassment and is in accordance with the Equality Act 2010. Further information for staff is also found on the HR pages of the UKSC intranet.
We will advertise contact details for TUS and staff support networks such as the Civil Service Rainbow Alliance, the Civil Service Race Equality Network and the Civil Service Disability Network.	April 2016 - ongoing	Head of HR	Update contact details for internal and external trade union representatives and details of all support groups are published on the intranet.

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4b) Leadership and Accountability

We recognise that strong leadership and an accountable Management Board are key to making change happen in equality and diversity.

We will put equality and diversity at the heart of our business			
How	Target	Lead responsibility	Progress review on 20 April 2012
The Chief Executive will take overall responsibility for compliance with equality legislation.	Ongoing	Chief Executive	We will demonstrate how we aim to meet our obligations under the Public Equality Duty in the Annual Report to be published each year.
The Management Board will ensure that equality and diversity is a key strand in the UKSC strategic objectives and business planning process, with focussed reviews at least every half year.	Ongoing	Management Board	Encouraging, and maintaining a diverse workforce and monitoring and responding to views from the Court Users Group on equality issues is stated as a strategic priority for the Court in 2012-15. Equality and diversity commitments are also included in Section 6 of the published Business Plan for 2012-13.
We will ensure that our recruitment and training and development policies are fair and non-discriminatory. Diversity data is collected and used to assess trends or support targeted recruitment.	Ongoing	Head of HR	Diversity statistics are obtained and considered following external recruitment campaigns.
We will consider flexible working practices that support a good work/life balance and benefit both the individual and the business.	Ongoing	Head of HR	Flexible working is happening on an individual basis between staff and their managers. All requests for flexible working are actively considered.
The Chief Executive and Director of Corporate Services have specific responsibility for championing the actions in this strategy and ensuring they are delivered.	Ongoing	Chief Executive / Director of Corporate Services	The actions within this plan will be formally monitored on a quarterly basis by the UKSC Management Board.

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We will role model equality and diversity best practice at all levels			
Leaders and managers will include equality and diversity in their overall performance objectives linked to performance competencies.	April 2016 and ongoing	All UKSC Managers	Head of HR to review ASPRs to ensure a consistent approach and discuss equality concerns with managers if necessary.
All managers will at all times behave in a way consistent with our equality and diversity policy and demonstrate best practice both in how they deliver their work and in their interactions with staff, court users and members of the public.	Ongoing	All UKSC Managers	Opportunities for feedback from court users and members of the public about how they were treated by UKSC staff and any issues to be addressed accordingly.
All managers will challenge any unacceptable behaviour in their business areas.	Ongoing	All UKSC Managers	Head of HR to work closely with managers to ensure any unacceptable behaviour is addressed immediately.
Ensure the policy for complaints is properly understood, acted upon effectively.	Ongoing	Chief Executive Management Board	To review the number and type of complaints and the Management Board to monitor via the monthly balanced scorecard.

4c) Talent Management

We want to actively identify, encourage and support talented individuals in UKSC and highlight systems that enable everyone to realise their potential.

We will actively identify, encourage and inspire talented staff from diverse backgrounds			
How	Target	Lead responsibility	Progress review
Support and encourage talented individuals from different backgrounds and under-represented groups to aspire to seek promotion within UKSC and to encourage training opportunities and self-development.	Ongoing	Head of HR All UKSC Managers	All UKSC managers to encourage staff development and promotions when applicable and available. Externally, via educational outreach work, and the Judicial Assistants campaign.
Advertise and actively promote opportunities such as future leaders schemes, coaching and mentoring programmes (e.g. META – Minority Ethnic Talent Association)	Ongoing	Head of HR	To positively promote opportunities using the UKSC Intranet, and the monthly ‘People Matters’ to highlight any development opportunities for staff.
Ensure external recruitment adverts reach all UK jurisdictions	Ongoing	Head of HR	Relevant for Judicial Assistants Campaign to attract wide range of lawyers from across jurisdictions.

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4d) Representation

We know that we need better equality and diversity data and monitoring systems to track progress in achieving a diverse workforce.

We will develop a clear picture of representation across UKSC			
How	Target	Lead responsibility	Progress review 20.04.11
Improve the quality and consistency of our employment equality data	December 2016	Head of HR	Diversity information can be added by staff using the self-service tabs on the HR system. In addition diversity monitoring information will be requested in November 2016. Results will be presented to the Management Board in January 2017. Staff diversity data will appear in each Annual Report.

4e) Service delivery

We must 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.

We need to understand where our equality gaps are in the delivery of UKSC policies and services. We must have systems in place to collect sufficient information to identify and prioritise the equality gaps.			
How	Target	Lead responsibility	Progress review 20.04.11
Obtain feedback from consultative groups such as the Court Users group	Ongoing - User Group meet every 6 months	Chief Executive	Any equality and diversity issues for the Court Users Group to be discussed and reviewed to ensure that the Court complies with all equality legislation.
Customer/visitor feedback questionnaire	Ongoing	Head of Communications	A further exercise will be trialled in Summer 2012 to gather representative diversity information on visitors to the Court.
Provide training for staff in carrying out Equality Impact Assessments if required or concerns raised.	Ongoing	Head of HR	Head of HR to assist in any Equality Impact Assessments as required.
Ensure staff are given training and support to recognise the diverse needs of court users and the public	Ongoing	Head of HR All UKSC Managers	All training needs to be discussed including in-house specific courses such as 'How to handle difficult customers'.

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We will ensure compliance with equalities legislation			
Use Equality Impact Assessments or equality principles to develop effective policies and processes for staff, court users and visitors which minimises or eliminates negative impacts	Ongoing	Head of HR HR Team	To review all policies and practice across the court to ensure effective procedures are in place.

CM March 2016