



**The Supreme Court of the United  
Kingdom and the Judicial Committee  
of the Privy Council**

**Administration Business Plan**

**1<sup>st</sup> April 2019 to 31<sup>st</sup> March 2020**

## Contents

Section	Page Number
Foreword by Mark Ormerod, Chief Executive	3
Our Role – who we are and what we do	4
Our Strategic Priorities and Objectives	7
Our Plan for 2019-20	9
Our Resources and Measures	19

## Foreword by Mark Ormerod, Chief Executive



This Business Plan covers the final year of our programme of works and activities which were set in 2016 and runs to 2020. There has been a great deal of innovative project work over the last few years of which we can be very proud but I am equally proud that we have never lost sight of our main aim which is to provide an efficient administration to support the Justices day to day in their important role.

Resources have become more limited over the past 10 years and we are constantly looking at ways to enhance and make more efficient the service we provide to the Justices, to staff of the Court and all of those who come into contact with us. In 2019-20 we will reach the second phase of a project of great significance to the way in which we communicate and do business - the development of new websites for the Supreme Court of the United Kingdom and the Judicial Committee of the Privy Council. Our websites have stood us in good stead over the past 10 years and are generally viewed as informative and practical. However, it is time for a refresh to bring in more modern techniques and to allow those litigating in the court to file their papers electronically as well as pay fees online.

In the past year, we have launched a Statement of Expectations so all staff and managers who work in the Supreme Court of the United Kingdom know what is expected of them. This, combined with clear staff objectives and a sense of purpose, provide motivation to create an excellent working environment and to give our best so that the work programme set out in the Plan is achieved.

The Management Board will maintain oversight of all the activities detailed in this Plan and I look forward to sharing what we have achieved in Annual Report and Accounts next year.

## **Our Role – who we are and what we do**

The Supreme Court of the United Kingdom (UKSC) was established by the Constitutional Reform Act 2005 (CRA) and came into being on 1 October 2009. Its creation enabled the separation of the United Kingdom's highest court from both the executive and the legislature. It was designed both to increase the transparency of the judicial process and to clarify the relationship between the Judiciary, the Executive and Parliament.

The role of the Court and the Justices is to act as the final court of appeal for arguable points of law of general public importance arising from civil cases throughout the United Kingdom; and from criminal cases in England & 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, Parliament and Assemblies. This jurisdiction transferred to the UKSC on 1 October 2009 from the Judicial Committee of the Privy Council (JCPC.)

The JCPC is a separate court from the Supreme Court of the United Kingdom but its permanent Judges are the Justices of the Supreme Court. The JCPC is the court of final 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 Republics, to the Judicial Committee.

The aim of the administration is to provide an environment which enables the Justices of the Supreme Court to carry out their duties in an effective, visible and accessible way, and which best develops the rule of law and the administration of justice, both in the UK and in the countries, which use the JCPC.

### Our people

We employ 49 people in the UKSC and JCPC covering 47.62 full-time equivalent roles to support the delivery of our aim. This is to provide an environment which enables the Justices of the Supreme Court to carry out their duties in an effective, visible and accessible way. This figure comprises 37 permanent staff, 1 secondee from another government department and 11 staff on fixed term contracts.

We strive to be an organisation that demonstrates our core values and those within the civil service code in everything we do.

We have established values which we ensure at the fore of everything we do and everything we wish to achieve. Our values for 2019-20 will continue to be:

**Impartiality** - We will respect judicial independence and deal with all casework fairly and objectively.

**Clarity and openness** - We will undertake our work without prejudice in an open and transparent manner.

**Professionalism** - We will seek to understand other people's pressures and give support to each other. We will treat our colleagues, court users and visitors with respect, and work professionally and co-operatively with outside organisations.

**Accountability** - We will be responsible for delivering a high-quality service to Justices, Court users and to the public.

**Efficiency** - We will use our time, finances and resources effectively and efficiently. We will invite and listen to feedback and continuously look to improve our processes and the services we provide.

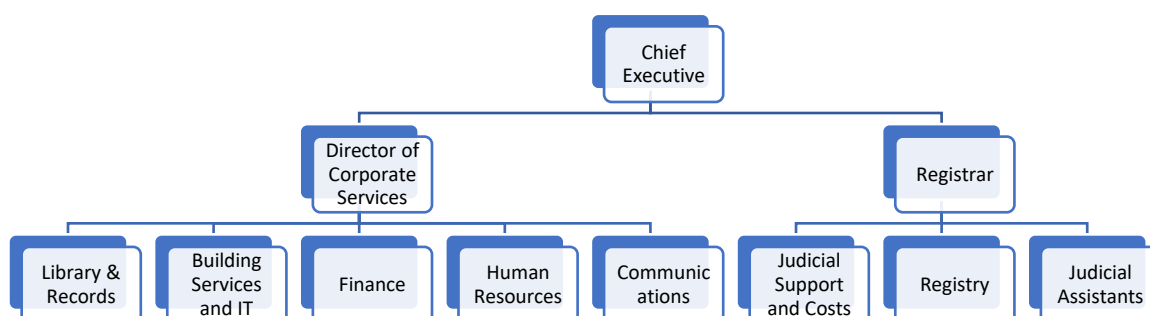
**Accessibility** - We will provide a service that meets the reasonable needs and expectations of users. We will positively promote awareness and understanding of the UKSC and interest in the history of the building and the works of art.

**Influence** - We will be ambassadors for the Court, and we will maintain good relations, and share our knowledge and experience, with individual jurisdictions and governments in the UK, and with other courts around.

To enable a full understanding of how this operates for us, we have established a clear Statement of Expectations appended to this Plan (page 22).

### Our structure

To enable us to deliver our aims effectively we have in place a proportionate structure reflected below:



### Our Building

The UKSC and JCPC is based in the former Middlesex Guildhall in Parliament Square in London, although it is willing to sit in any of the territorial jurisdictions.

The 106 year-old building is Grade II\* listed by Historic England, which means that it is a “particularly important building of more than special interest”. We are open to the public and in 2018-19 we welcomed more than 80,000 visitors.

The building houses part of the Middlesex Art collection, including works by Sir Joshua Reynolds and Thomas Gainsborough, and has many of the original features including stained glass, heritage furniture and light fittings.

The architectural features of the building and the works of art play an integral part of the tours given by our Information Officers. Information is given in the form of leaflets and on the website about the history of the building and the County of Middlesex.

## **Our Strategic Priorities and Objectives**

Our aim is to provide an environment which enables the Justices of the Supreme Court to carry out their duties in an effective, visible and accessible way and which best develops the rule of law and the administration of justice, both in the UK and in those countries which use the JCPC.

To achieve this, the administration has in place key strategic priorities and objectives. These have been aligned to the last Spending Review Period and were designed to take us through to 2020. This Business Plan therefore represents the last year of that period.

Throughout this period, we have striven to continuously improve our activities and deliver a first-class service to our Justices, users of our services and our staff. All the while seeking to make appropriate efficiencies and savings. We have achieved this by embedding our Strategic Priorities within the organisation.

### **Our Strategic Priorities:**

- Continuing to secure the Justices' constitutional and financial independence.
- Promoting the importance of the Rule of Law and its role in securing democratic freedom.
- Providing an efficient and effective administration.
- Maintaining effective relationships with all jurisdictions in the UK.
- Maintaining effective international relationships.
- Ensuring the effective delivery of all UKSC corporate responsibilities.
- Promoting the visibility and helping to maintain the reputation of the Supreme Court and the JCPC.

These Priorities have then been made into Key Objectives which all of our staff recognise and can see how they contribute to achieving the overall aims of the UKSC and JCPC (the golden thread).

### **Our Key Objectives:**

- We will create an environment, which effectively maintains the independence of the Justices, in which they can carry out their work protected from external pressures and which empowers them to develop the Rule of Law.
- We will maintain and increase confidence in the administration of justice throughout the United Kingdom by promoting transparency in, accessibility to and knowledge of the ways in which justice should be rightly administered. We will thereby promote knowledge of the importance of the Rule of Law, not least as a guarantee of democratic freedom.

- We will run an efficient and effective administration, which enables both the UKSC and the JCPC to secure the effective determination of justice, while demonstrating the best possible value for the resources with which we have been provided. We will operate case management systems which provide appropriate measurable monitoring of the throughput of applications and cases, thereby enabling the most effective support of the Justices in their work.
- We will promote good relations with all the individual jurisdictions, legislatures and governments in the different parts of the United Kingdom.
- We will similarly develop appropriate relationships with courts in Europe, throughout the Commonwealth and in other countries, especially those which share a common law heritage.
- We will demonstrate appropriate corporate social responsibility. We will promote diversity amongst our staff, ensuring they are also representative of all the jurisdictions of the United Kingdom. We will also both source our supplies and consume our resources in ways which contribute as much as possible to sustainable development and the conservation of natural resources.
- As the statutory custodian of the Court's own records, we will provide the most appropriate environment we can for the organisation, preservation and future inspection of those records.
- As the occupants of the former Middlesex Guildhall, we will promote knowledge of, and interest in, this historic building, the works of art the building houses, especially the Middlesex Art Collection, and more generally the history of the County of Middlesex.



## **Our Plan for 2019-20**

At the end of 2016-2020 planning period we would have embedded our current systems, processes and approaches as well as seeking out opportunities for improvement. We still have more to achieve and the following pages highlight those specific activities.

However, we should not lose sight of work we do regularly to deliver the aims and objectives of the UKSC and JCPC, especially those which are not specifically measured by a key performance indicator or indeed a timeline.

Such activities include, but are not limited to:

- Casework, which is the core work of both the UKSC and the JCPC will continue to be given the highest priority throughout 2019-20.
- Supporting the Justices to enable them to deliver justice in an effective and visible way through a range of corporate services, including maintaining the UKSC Library, national and international contacts to share information and precedents.
- Ensuring accessibility to the court for users with procedures which are clear, simple and understandable, providing an efficient and effective service to all as well as having regular meetings with court users to ensure that the procedural regime we have in place continues to achieve our objectives.
- Maintenance and improvement of our own independent Information Technology (IT) system, which support all aspects of the court's work including the conduct of cases in the courtrooms as well as back office case management, library services and office work.
- Continuing to review all security and safety arrangements to ensure the UKSC and JCPC is a safe environment for justices, staff and all visitors.
- Continuing to live stream all proceedings of the Court, and to upload footage to our 'on demand' archive of cases, via the UKSC and JCPC websites (subject to any exceptions ordered by the Justices).
- Distributing alerts about forthcoming judgments and issuing judgments to media as soon as they are delivered in Court. This is supplemented by the publication of forward planning lists which highlight the forthcoming cases likely to be of the most public interest before each legal term.
- Delivering our Education and Outreach programme which includes hosting tours of students from schools, colleges and universities; hosting debate days, moots and holding an essay writing competition.
- Delivering tours to the public to enable a better understanding of the work of the UKSC and JCPC and to showcase the Middlesex Guildhall which houses the Court.

- Continuing to develop our people through effective leadership, coaching and where needed learning and development.

The following section of this Plan sets out what we will undertake to deliver these objectives in 2019-20.

<b>Strategic Priority:</b>		
<ul style="list-style-type: none"> <li>• Continuing to secure the Justices’ constitutional and financial independence</li> </ul>		
We will do this by:		
<p><b>Key Objective 1: We will create an environment, which effectively maintains the independence of the Justices, in which they can carry out their work protected from external pressures and which empowers them to develop the Rule of Law.</b></p>		
<b>Business Area</b>	<b>Activity</b>	<b>Due</b>
Building Services and IT	Oversee and maintain the building and IT systems to a level which provides the Justices with an appropriate working environment and identify where our focus should be for improvements by completing an analysis of the building, IT and future needs	Q1
CEO	Taking responsibility for administrative matters the (mis)handling of which might compromise judicial independence – finance, security, contracting, staff management etc.	Ongoing
Finance	Work with all areas of the administration to lead the UKSC bid for the Spending Review and ensure the bid is accurate and safeguards the financial independence of the justices	Q1 and Q2
Human Resources	Work with the Justices to review the UKSC Judicial Code of Conduct to enable them to operate without external pressures	Q3
Human Resources	Promote and recruit the annual opportunity for lawyers to work as a Judicial Assistant and influence the reputation of the Court across the United Kingdom	Q2 for 2019 and Q4 for 2020
IT	Continue to provide our own in-house run and maintained IT system to support the Justices current and future needs and allow them to work flexibly as required	Ongoing

**Strategic Priority:**

- Promoting the importance of the Rule of Law and its role in securing democratic freedom
- Promoting the visibility and helping to maintain the reputation of the Supreme Court and JCPC

We will achieve this by:

**Key Objective 2:** We will maintain and increase confidence in the administration of justice throughout the United Kingdom by promoting transparency in, accessibility to and knowledge of the ways in which justice should be rightly administered. We will thereby promote knowledge of the importance of the Rule of Law, not least as a guarantee of democratic freedom.

<b>Business Area</b>	<b>Activity</b>	<b>Due</b>
Communications	Create a Visitor Experience Strategy to enhance the experience of the court for people with access needs to the Court	Q2
Communications	Promote the work of the Court by delivering a successful sitting of the Court in Cardiff, engaging the public, media, local bodies	Q2
Communications	Celebrate the work of the Court by delivering a series of extraordinary, 10-year anniversary events which will include: <ul style="list-style-type: none"> <li>• prepare and deliver the roll-out of the 10-year logo (email, website, documents, etc)</li> <li>• the Night of the three Presidents</li> <li>• a 10-year anniversary open day and celebration</li> <li>• a series of public talks by Justices showcasing the work of the Court over the last 10 years</li> </ul>	Q1 and Q2 Q2 Q3 Q3
Communications	Conduct a review of the use of social media channels to ensure we continue to promote the visibility and maintain the reputation of the UKS and JCPC	Q4

UKSC and JCPC Business Plan 2019-20

Communications	Review and refine our approach to the UKSC Annual Report to ensure it aligns with best practice and showcasing the innovation of the Court	Q1 (for 2018-19) Q4 (for 2019-20)
Communications	Undertake an omnibus public opinion survey to measure perception of the Court among key stakeholders and use that data to develop a longer-term Visitor Strategy	Q2
Communications	Arrange and deliver high-profile interviews (subject to Justices' agreement) on the work of the Justices, the Court and the 10-year anniversary	Q1, Q2, Q3, Q4
IT	Optimise live stream hearings capability, both from court rooms and remote locations, by modernising our broadcast equipment	Q3
Library & Records	Review internal current awareness services to ensure that legal developments, both domestically and from international jurisdictions, have the opportunity to be fully considered	Q3 and implementation during Q4

**Strategic Priority:**

- Providing an efficient and effective administration

We will achieve this by:

**Key Objective 3: We will run an efficient and effective administration, which enables both the UKSC and the JCPC to secure the effective determination of justice, while demonstrating the best possible value for the resources with which we have been provided. We will operate case management systems which provide appropriate measurable monitoring of the throughput of applications and cases, thereby enabling the most effective support of the Justices in their work.**

<b>Business Area</b>	<b>Activity</b>	<b>Due</b>
Building Services	<p>We will ensure that we maintain the building to the required standard, and within budget. We will do this by:</p> <ul style="list-style-type: none"> <li>• Working with the successful bidder for our cleaning contract to embed the new contract and properly manage the contract over the coming year</li> <li>• Bringing the delivery of Facilities Management in-house and directly employing a Building Engineer and Building Maintenance operative</li> </ul>	<p>Q1</p> <p>Q1</p>
Communication	Conduct a feasibility study into the introduction of a media database and CRM for the effective management of contacts and interactions, in accordance with industry best practice	Q3
Communication	Conduct a review into internal comms/staff survey results and make recommendations for resultant actions	Q2
Finance	Create and implement a delegated financial framework of authority, to ensure that accountability for expenditure is clearly defined at the appropriate management levels	Q1
Library & Records	Evaluate the existing provision of electronic research databases to ensure that we can continue to provide access to the best range of primary and secondary legal materials, covering both common and civil law jurisdictions, that current resources permit	Q4

<p>Cross Cutting</p>	<p>Create two new websites with supporting case management systems for the UKSC and JCPC. The websites themselves will be launched at the end of 2019-20 however in advance of then, key activity will include:</p> <ul style="list-style-type: none"> <li>• Undertake a full contents audit and content refresh to ensure accurate and effective information is available (Communications)</li> <li>• Provide an online payment portal to enable fees to be paid online (Finance)</li> <li>• Delivery of an improved case management system, which will integrate with websites and facilitate the online filing of case papers (IT)</li> <li>• Enhance capability to provide an appropriate framework for incoming correspondence (Library &amp; Records).</li> <li>• Migration of information from existing to the new case management system (Registry)</li> </ul>	<p>Q4</p> <p>Q3</p> <p>Q3</p> <p>Q3</p> <p>Q3</p> <p>Q3 and Q4</p>
----------------------	--	--

**Strategic Priority:**

- Maintaining effective relationships with all jurisdictions in the UK; and
- Maintaining effective international relationships

We will achieve this by:

**Key Objective 4:** We will promote good relations with all the individual jurisdictions, legislatures and governments in the different parts of the United Kingdom.

**Key Objective 5:** We will similarly develop appropriate relationships with courts in Europe, throughout the Commonwealth and in other countries, especially those which share a common law heritage..

<b>Business Area</b>	<b>Activity</b>	<b>Due</b>
Communication	Deliver a session as part of the London Conference on International Law in October at the Court to promote the UKSC involvement in international law over the past 10 years	Q3
Communication	Support Justices in their delivery of speeches across the jurisdictions of the UK and internationally, publishing them as appropriate, and promoting engagements on social media	Q1, Q2, Q3, Q4
Communications	We support the Chief Executive in bilateral meetings and visiting judges, in particular: <ul style="list-style-type: none"> <li>• Kenya</li> <li>• Uganda</li> <li>• Canada</li> <li>• China</li> <li>• Germany</li> </ul>	Q1 Q1 Q2 Q3 Q3
Library & Records	Continue to enhance and maintain lines of communication with library and information professionals in relevant courts and institutions around the world and proactively seek out contact points in jurisdictions where we do not currently have a relationship	Q4

UKSC and JCPC Business Plan 2019-20

Library & Records	Digitise Core Volumes for older case files so that we can more readily supply copies to libraries with whom we have a Memorandum of Understanding about retention of this material	Q4
Registrar	Join ECHR network and provide regular and timely information to the Court on activities and key areas of concern or development	Q3



**Strategic Priority:**

- Ensuring the effective delivery of all UKSC corporate responsibilities

We will achieve this by:

**Key Objective 6:** We will demonstrate appropriate corporate social responsibility. We will promote diversity amongst our staff, ensuring they are also representative of all the jurisdictions of the United Kingdom. We will also both source our supplies and consume our resources in ways which contribute as much as possible to sustainable development and the conservation of natural resources.

**Key Objective 7:** As the statutory custodian of the Court’s own records, we will provide the most appropriate environment we can for the organisation, preservation and future inspection of those records.

**Key Objective 8:** As the occupants of the former Middlesex Guildhall, we will promote knowledge of, and interest in, this historic building, the works of art the building houses, especially the Middlesex Art Collection, and more generally the history of the County of Middlesex.

<b>Business Area</b>	<b>Activity</b>	<b>Due</b>
Building Services	Undertake a sustainability survey to ensure we are operating the building in the most economic and energy efficient way possible and use the finding to set a three-year strategy for continuous improvements	Q2
Communications	Review crisis communications protocols (internal and external) to ensure an effective and consistent response in the case of an emergency	Q3
Communications	Support the delivery of a staff event to develop the next business plan	Q4
Human Resources	Review and where appropriate improve the UKSC Equality and Diversity Strategy to ensure a diverse workforce is maintained	Q3
Human Resources	Continue to improve workforce data and insight.	Q2 and Q4

UKSC and JCPC Business Plan 2019-20

Human Resources	Introduce and coach all managers on the use of Success Profiles, moving away from the competence framework to ensure the best people are secured for the best posts	Q2
Human Resources	Lead the learning and development strategy for the Court to enable all managers to be held accountable for the development of their teams (by their line manager) and empowered to take personal responsibility for their own development, including providing quarterly assurance information to the Management Board of areas of concern or lack of progress	Q1  Q1, Q2, Q3 & Q4
Human Resources	Develop, in consultation with Heads of Functions, a full programme of training for managers focusing on leadership, resilience and meeting the needs of the Court. The programme, to be overseen by Human Resources but implemented by managers will include areas such as: <ul style="list-style-type: none"> <li>• Leadership training to move from Manager to Senior Leader</li> <li>• Coaching skills for leaders</li> <li>• Budgeting for non-financial managers to support the new Delegations of Financial Authority approach</li> <li>• How to create a resilient organisation</li> <li>• Diversity awareness (through Pearn Kandola)</li> <li>• Any other appropriate operational or strategic training which would enhance our staff and the delivery of our aims and objectives</li> </ul>	Q1
IT	Achieve the annual renewal of our Cyber Essentials accreditation and continue to keep out IT security measures up to date	Q3
Library & Records	Review and update our information assurance and data protection processes and policies to ensure that the Court can demonstrate compliance with the GDPR and Data Protection Act 2018 in a proportionate manner	Q3 and implement by Q4
Library & Records	Develop and implement a transfer schedule to enable UKSC to continue to transfer paper case files to The National Archives	Q3 and implement by Q4

## Our Resources and Measures.

### Financial Aims for 2019-20

In 2019- 20 we will continue to seek to stay within the budget for the UKSC and JCPC.

The Finance team will continue to support the Chief Executive and the administration to enable effective corporate decision making, to assist in the shaping of the Court’s future direction. I will also ensure that its finance & procurement systems and processes meet the needs of the Court, the Justices and the Court’s staff, as well as those of all Court users and visitors.

This will be achieved by

- Having in place effective plans for the fourth year of the Spending Review Settlement
- Ensure processes are in place to make timely and accurate financial payments
- Produce an unqualified set of 2018-19 Accounts and ensure they are laid before Parliament before the 2019 Parliamentary Recess in accordance with the National Audit timetable and guidance.
- Operating within the agreed budget control limits and ensuring value for money, propriety and regularity are demonstrated in all financial decisions.

### Budget

The UKSC and the JCPC budget settlement for 2019-20 is summarised below:

<i>Main budget categories</i>	<b>£000s</b>
Judicial Pay & Expenses	3370
Depreciation	1350
Other Costs	8547
<b>Total Gross Costs</b>	<b>13267</b>
Contributions from Jurisdictions	6632
Fees & wider Market Initiatives	1355*
<b>Net Resource DEL</b>	<b>5280</b>
<b>Capital DEL</b>	<b>500</b>

\*Forecast and subject to in year change

### **Key Performance Indicators (KPIs)**

Section 51 of the CRA places a duty on the Chief Executive of the UKSC to ‘ensure that the Court’s resources are used to provide an efficient and effective system to support the Court in carrying on its business.’ The UKSC Rules also provide statutory time limits for certain steps and processes. The UKSC Executive team is therefore committed to seeing that the administration of casework and other non-judicial activities is carried out as efficiently and effectively as possible, whilst fully respecting and upholding the independence of the judiciary. Its overarching aim is to ensure that the UKSC will continue to be publicly recognised as unequivocally independent of political influence and interference; and that it will remain visibly separate from both the executive and the legislature and be publicly acknowledged to be such.

The key performance indicators, which will be monitored by the Management Board, to ensure that the aims set out in the previous paragraph continue to be achieved, are as below:

#### Casework

- Staff will enable all Permission to Appeal (PTA) decisions to be made by the Justices within 12 sitting weeks of the receipt by the Court of all the documentation necessary to enable the PTA application to be determined.
- All hearing dates will be offered within 4 sitting weeks of the grant of permission for UKSC cases and within 8 sitting weeks of the grant of permission for JCPC cases.
- The Court’s target is that all appeals should be listed for hearing within 9 months of the grant of permission, unless, because the Court lists to the parties’ convenience, it is the parties that request a later date.
- All provisional costs assessments will be carried out within six weeks of the filing of all the necessary paperwork.

#### Finance

- The Court will ensure that at least 90% of all payments are made within 10 working days of the receipt of invoices.
- The Court will manage its business within the agreed total budgetary limits for the financial year.

#### Human Resources

- All staff performance appraisals will be completed within deadline.
- We will achieve at least a 70% overall engagement score measured by the annual staff survey. We will ensure our sick absence levels remain below the Civil Service average of 7.2 days per year.

Data Protection & Freedom of Information Requests

- Freedom of Information (FOI) and Data Protection (DP) requests will be dealt with in accordance with the timings set out in the relevant legislation.

## Statement of Expectations

Everyone	Managers
<ul style="list-style-type: none"> <li>to communicate with others respectfully and professionally at all times</li> </ul>	<ul style="list-style-type: none"> <li>to identify and discuss any training and development needs for team members</li> </ul>
<ul style="list-style-type: none"> <li>to attend quarterly All Staff Meetings</li> </ul>	<ul style="list-style-type: none"> <li>to address any poor performance or concerns quickly and in a supportive manner.</li> </ul>
<ul style="list-style-type: none"> <li>to have realistic expectations of others when there are problems and to keep issues in perspective</li> </ul>	<ul style="list-style-type: none"> <li>positively to support a culture of team work across sections</li> </ul>
<ul style="list-style-type: none"> <li>to respond to messages from others promptly and acknowledge requests</li> </ul>	<ul style="list-style-type: none"> <li>to recognise excellent performance and use the R&amp;R Scheme appropriately and consistently</li> </ul>
<ul style="list-style-type: none"> <li>to take responsibility for our own health and safety and security, and to raise any concerns in an appropriate manner</li> </ul>	<ul style="list-style-type: none"> <li>to take a greater corporate responsibility to support the organisation and understand the balance between a duty of care for individuals and proportionate costs/value for money in all we do</li> </ul>
<ul style="list-style-type: none"> <li>to support each other and recognise that we all have different pressures and priorities by trying to increase our understanding of different roles and responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>to take responsibility to read through and understand HR policies and the requirements of management positions</li> </ul>
<ul style="list-style-type: none"> <li>to escalate any issues or problems in a professional manner with a view to seeking positive improvements</li> </ul>	<ul style="list-style-type: none"> <li>to hold regular 1:1 meetings with team members (at least one per quarter, ideally one per month or more frequently)</li> </ul>
<ul style="list-style-type: none"> <li>to have completed end of year performance meetings and returned/submitted performance forms by 30 April each year</li> </ul>	<ul style="list-style-type: none"> <li>to update the Performance Management System on a regular basis and provide feedback throughout the year</li> </ul>
<ul style="list-style-type: none"> <li>to agree appraisal objectives with managers by 30 April each year</li> </ul>	<ul style="list-style-type: none"> <li>to hold regular monthly team meetings (or more frequently if required)</li> </ul>
Everyone	Managers
<ul style="list-style-type: none"> <li>to telephone your line manager by 9.30am if unable to attend work because of illness explaining the reasons why you will not be in work and when you hope to return.</li> </ul>	<ul style="list-style-type: none"> <li>to keep team members up to date on developments across the organisation</li> </ul>

UKSC and JCPC Business Plan 2019-20

<ul style="list-style-type: none"> <li>• always to add an out of office message if away from the office for more than half a day</li> </ul>	<ul style="list-style-type: none"> <li>• to ensure a keeping in touch arrangement is agreed with any team members on sick leave and that a Return to Work Meeting is completed (and documented) on the first day of returning to work and update the HR System accordingly.</li> </ul>
<ul style="list-style-type: none"> <li>• to have any overtime pre-approved</li> </ul>	<ul style="list-style-type: none"> <li>• before approving any overtime to have considered if this is absolutely necessary, and; considered any alternatives to paid overtime such as time off in lieu. If justifiable and agreed, a full audit trail and reason for the overtime must be recorded.</li> </ul>
<ul style="list-style-type: none"> <li>• to request in advance: annual leave, flexi working, working from home, etc., by using the UKSC HR System</li> </ul>	
<ul style="list-style-type: none"> <li>• to use the Outlook Calendar as directed by your line manager</li> </ul>	
<ul style="list-style-type: none"> <li>• to remember we are a small organisation and there is a need for everyone to be flexible when required</li> </ul>	
<ul style="list-style-type: none"> <li>• not to post or publish anything relating to the work of the Supreme Court on any social media sites without prior permission and to be aware of the court's social media policy and link to conduct</li> </ul>	