

**Scottish Courts
and Tribunals Service**



Scottish Courts & Tribunals Service

Annual People Scorecard 2020/21

Headcount = 1,844

**Produced by the Human Resources Unit
August 2021**

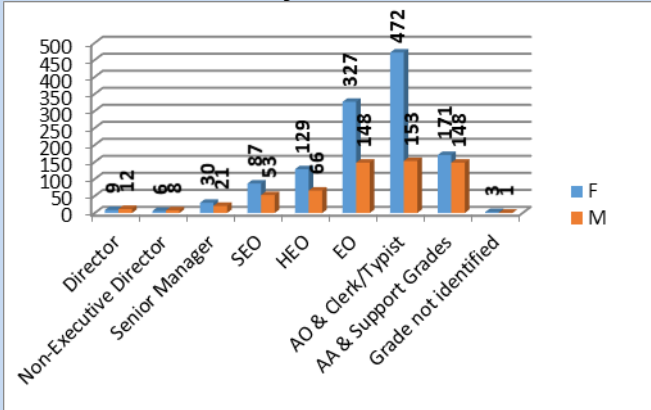
Annual People Scorecard 2020/21

1st April 2020 to 31st March 2021

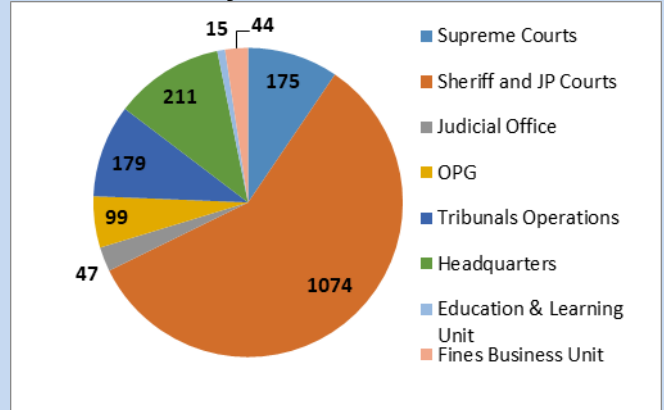
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Annual People Scorecard 2020/21 – Dashboard

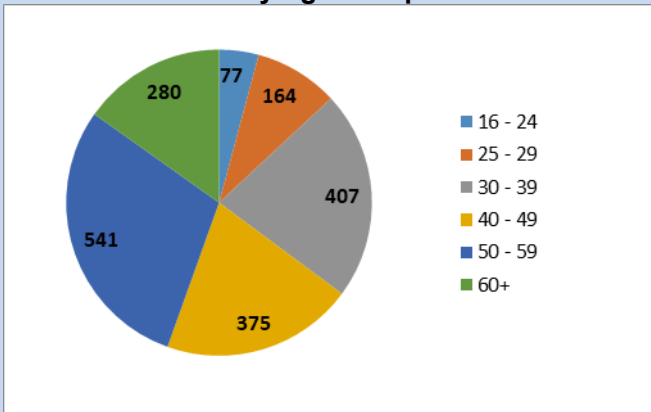
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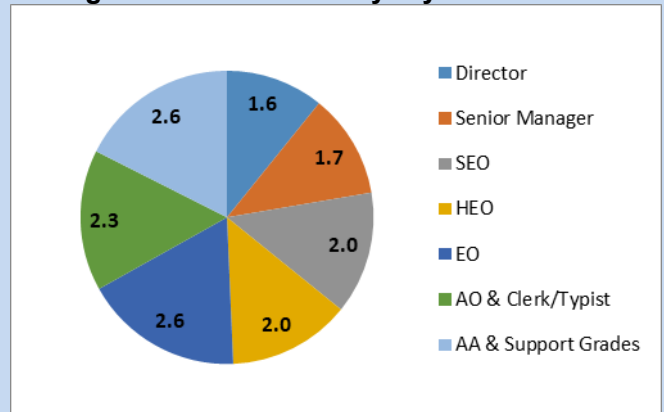
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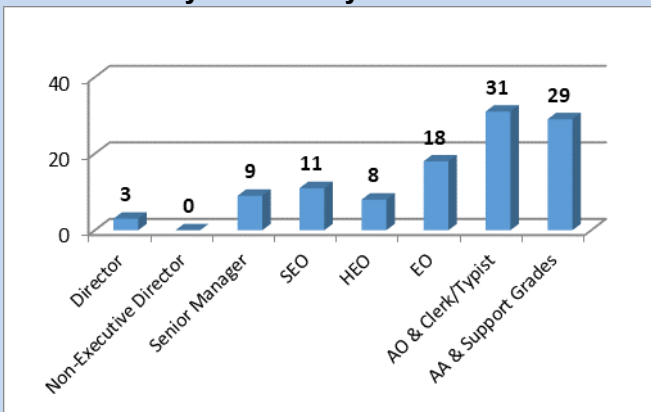
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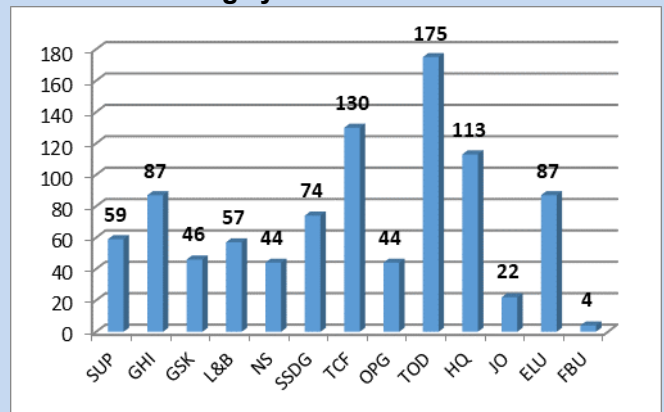
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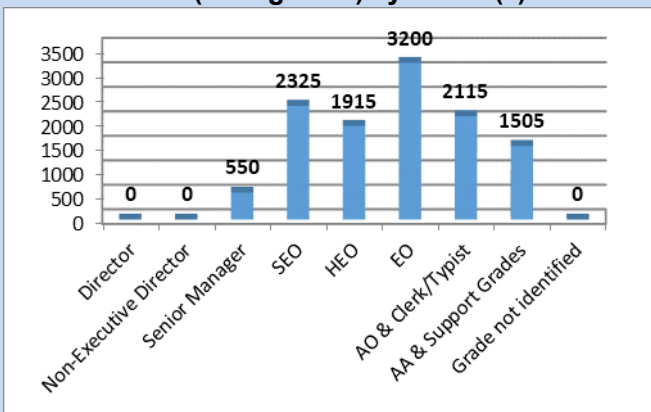
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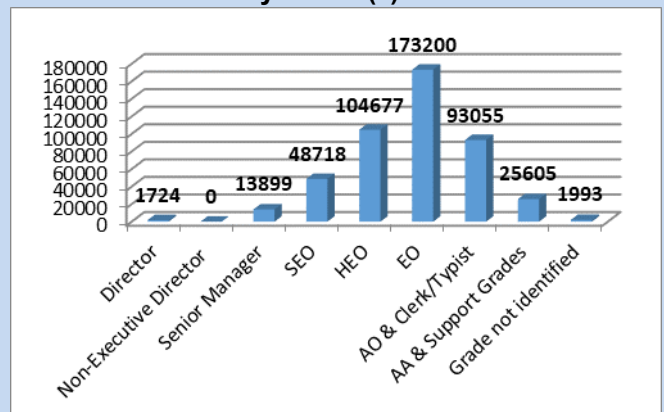
Formal Training by Area of Business – Table 3.1



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Overtime by Grade (£) – Table 4.10



Annual People Scorecard 2020/21

Section 1: People Profile

Please note, all tables in Section 1, include Casual/FTAPP Staff and Zero Hours Contract Staff

Table 1.1

Grade	Head count	F	M	Ethnic Minorities	Declared Disability	Avg Age	Avg Length Of Service	Employee FTE
Director	21	9	12	0	0	52.4	16.6	21.0
Non-Executive Director	14	6	8	0	0	55.7	4.4	0.0
Senior Manager	51	30	21	0	1	48.1	15.4	49.4
SEO	140	87	53	2	2	48.0	18.3	126.0
HEO	195	129	66	0	2	44.2	18.2	184.4
EO	475	327	148	4	14	43.7	16.4	441.9
AO & Clerk/Typist	625	472	153	2	12	42.9	11.3	561.3
AA & Support Grades	319	171	148	1	10	52.8	8.2	253.3
Grade not identified	4	3	1	0	0	47.5	11.3	3.8
¹ Total	1,844	1,234	610	9	41	45.7	13.5	1,641.1
Percentages of total		66.9%	33.1%	0.5%	2.2%			

¹ For Tables 1, 2, 3, 4 and 5; includes staff on Zero Hours contracts (not all have been utilised in 2020/21).

² Non-Executive Directors do not have set working hours and therefore have an Employee FTE of 0.0

Table 1.2

Area of Business	Headcount 2020/21	Headcount 2019/20	Employee FTE 2020/21	Employee FTE 2019/20	Percentage 2020/21	Percentage 2019/20
Supreme Courts	175	178	156.8	160.6	9.5%	9.6%
Sheriff and JP Courts	1,074	1,108	930.8	958.7	58.2%	59.9%
Office of the Public Guardian	99	91	89.4	81.8	5.4%	4.9%
Tribunals Operations	179	164	173.9	159.4	9.7%	8.9%
³ Headquarters	211	205	191.5	186.8	11.4%	11.1%
Judicial Office	47	40	44.4	38.3	2.5%	2.2%
Education & Learning Unit	15	16	14.4	15.2	0.8%	0.9%
Fines Business Unit	44	46	39.9	42.1	2.4%	2.5%
¹ Total	1,844	1,848	1,641.1	1642.8	100.0%	100.0%

³ Includes Non-Executive Directors, senior operational managers and operational staff working on corporate projects.

Table 1.3

Staff by Age Group	Headcount 2020/21	Headcount 2019/20	Percentage 2020/21	Percentage 2019/20
16 - 24 years old	77	80	4.2%	4.3%
25 - 29 years old	164	191	8.9%	10.3%
30 - 39 years old	407	398	22.1%	21.6%
40 - 49 years old	375	370	20.3%	20.0%
50 - 59 years old	541	562	29.3%	30.4%
60+ years old	280	247	15.2%	13.4%
¹ Total	1,844	1,848	100.0%	100.0%

Table 1.4

Length of Service by Grade of Current Post					
Grade	< 1 year	1-4 years	5-9 years	10-19 years	20+ years
Director	2	3	3	5	8
Non Exec Director	0	8	6	0	0
Senior Manager	2	13	7	12	17
SEO	6	24	12	43	55
HEO	3	32	14	76	70
EO	3	56	110	159	147
AO & Clerk/Typist	46	194	137	140	108
AA & Support Grades	29	100	88	76	26
Grade not identified	0	0	1	3	0
¹ Total (Headcount)	91	430	378	514	431
Percentages	4.9%	23.3%	20.5%	27.9%	23.4%

Table 1.5

Staff by Contract Type						
Contract Type	Headcount 20/21	Percentage 20/21	Headcount 19/20	Percentage 19/20	Headcount 18/19	Percentage 18/19
Full Time	1,340	72.7%	1,335	72.2%	1,286	71.4%
Part Time/Job Share	439	23.8%	448	24.3%	450	24.9%
Full Time Condensed Hours	26	1.4%	27	1.5%	25	1.4%
Zero Hours Contract*	25	1.3%	26	1.4%	27	1.5%
Non Exec (Fixed Term Contract)	14	0.8%	12	0.6%	14	0.8%
¹Total	1,844	100.0%	1,848	100.0%	1,802	100.0%

*Please refer to note 23 at Table 4.14 for further information on zero hours contracts

Section 2: Employee Resourcing

Please note, all absence figures are reported in calendar days as opposed to working days.

Table 2.1

Sick Absence by Grade						
Grade	Avg days lost short term sick absence 2020/21	Avg days lost short term sick absence 2019/20	Avg days lost long term sick absence 2020/21	Avg days lost long term sick absence 2019/20	Avg days lost all sick absence 2020/21	Avg days lost all sick absence 2019/20
Director	1.6	0.5	3.0	2.7	4.7	3.3
Non-Executive Director	0.0	0.0	0.0	0.0	0.0	0.0
Senior Manager	1.7	3.1	1.3	2.8	2.9	5.8
SEO	2.0	3.1	4.5	9.6	6.5	12.7
HEO	2.0	3.2	8.1	7.1	10.1	10.3
EO	2.6	5.5	7.7	11.0	10.3	16.6
AO & Clerk/Typist	2.3	5.4	9.7	12.9	12.1	18.3
AA & Support Grades	2.6	5.0	9.0	13.6	11.6	18.6
Overall Average	2.3	4.8	8.1	11.2	10.4	16.0

Average Days Lost - All Sick Absence by Grade

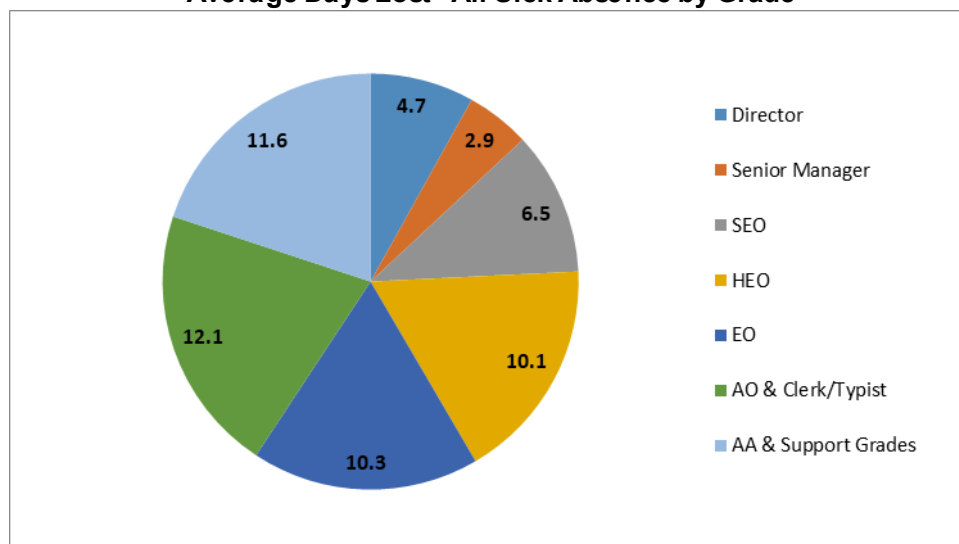


Table 2.2

Sick Absence by Sheriffdom/Unit			
Sheriffdom/Unit	Average days lost through short term sick absence	Average days lost through long term sick absence	Average days lost through all sick absence
Supreme Courts	1.4	5.4	6.8
Grampian, Highland & Islands	2.9	4.3	7.2
Glasgow & Strathkelvin	3.6	9.3	12.9
Lothian & Borders	3.1	8.5	11.7
North Strathclyde	2.0	14.9	16.9

South Strathclyde, Dumfries & Galloway	2.5	16.6	19.1
Tayside, Central and Fife	2.3	5.7	8.1
Office of the Public Guardian	2.6	5.7	8.3
Tribunals Operations	1.3	8.2	9.5
Headquarters	2.0	4.2	6.1
Judicial Office	2.3	3.1	5.4
Education & Learning Unit	0.7	6.1	6.9
Fines Business Unit	1.3	11.8	13.2
Overall Average	2.3	8.1	10.4

Table 2.3

Lost Time Rate ⁴	Short Term	Long Term	All Absence
All SCTS	0.7%	2.5%	3.2%

⁴ Based on ((Absence Days/Calendar Days) x Working Days)/(FTE x Working Days) (Calendar Days = 366 days, Working Days =225 days).

Table 2.4

Special Leave	
Reasons	Days
Covid-19 Emergency Family Leave - Caring for relatives when homeworking is not possible	3,542
Covid-19 Quarantine - Self-isolating when homeworking is not possible	6,935
Covid-19 Stay at Home - Unable to work from home and office closed or not working on emergency services provision (rota)	51,874
Caring Responsibilities	395
Bereavement	372
Compassionate Care Leave	154
Emergency Family Leave	91
Miscellaneous Special Leave	195
Unpaid Leave	295
Study/Examination Leave	28
Parental Leave	54
Domestic	15
Hospital Appointment	17
Other Reasons	35
Total	64,002

Table 2.5

Permanent internal promotions by grade promoted to.

Promotions by Grade			
Grade	Total	Female	Male
Director	2	2	0
Non-Executive Director	0	0	0
Senior Manager	3	2	1
SEO	9	6	3
HEO	20	12	8
EO	26	19	7
AO & Clerk/Typist	9	5	4
AA and Support Grades	1	1	0
Total (Headcount)	70	47	23

Table 2.6

Permanent internal promotions by Sheriffdom/Unit promoted to.

Promotions by Sheriffdom/Unit			
Sheriffdom/Unit	Total	Female	Male
Supreme Courts	10	9	1
Grampian, Highland & Islands	2	2	0
Glasgow & Strathkelvin	5	2	3
Lothian & Borders	12	6	6
North Strathclyde	5	3	2
South Strathclyde, Dumfries & Galloway	4	2	2

Tayside, Central and Fife	7	6	1
Office of the Public Guardian	2	0	2
Tribunals Operations	9	8	1
Headquarters	9	6	3
Judicial Office	5	3	2
Education & Learning Unit	0	0	0
Fines Business Unit	0	0	0
Total (Headcount)	70	47	23

Table 2.7

Turnover and Application Rates by Grade										
Grade	Voluntary Turnover		Non-Voluntary Turnover		Total Turnover		Total number of applications received for jobs advertised in year (Internal)		Total number of applications received for jobs advertised in year (External)	
	No.	%	No.	%	No.	%	Applications	Jobs	Applications	Jobs
Director	3	14.3	0	0.0	3	14.3	0	0	0	0
⁵ Non-Executive Director	0	0.0	0	0.0	0	0.0	0	0	0	0
Senior Manager	9	17.6	1	2.0	10	19.6	5	3	19	2
SEO	11	7.9	1	0.7	12	8.6	20	5	33	2
HEO	8	4.1	1	0.5	9	4.6	75	17	80	7
EO	18	3.8	3	0.6	21	4.4	124	25	177	5
AO & Clerk/Typist	31	5.0	4	0.6	35	5.6	93	20	904	15
AA & Support Grades	29	9.1	10	3.1	39	12.2	6	4	590	9
Total	109	5.9	20	1.1	129	7.0	323	74	1,803	40

⁵ Non-Executive Director campaigns are not run through EROL therefore data is not available regarding application numbers.

⁶ These figures are calculated by dividing the number of leavers by the head count at 31st March 2021

Total Turnover in Year by Grade

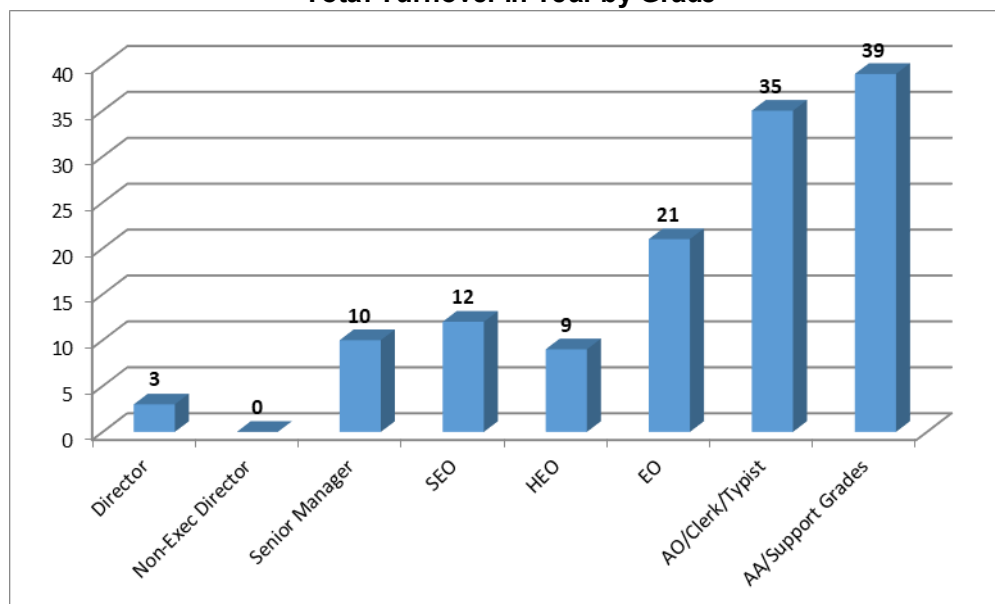


Table 2.8

Turnover and Application Rates by Sheriffdom/Unit								
Sheriffdom/Unit	Voluntary Turnover		Non-Voluntary Turnover		Total Turnover		Total number of applications received for jobs advertised in year	
	No.	%	No.	%	No.	%	Internal	External
Supreme Courts	16	9.1	1	0.6	17	9.7	59	418
Grampian, Highland & Islands	9	5.4	3	1.8	12	7.2	1	98
Glasgow & Strathkelvin	9	4.8	3	1.5	12	6.3	59	162
Lothian & Borders	9	5.0	2	1.1	11	6.1	19	265

North Strathclyde	10	6.2	4	2.5	14	8.7	22	0
South Strathclyde, Dumfries & Galloway	7	4.3	1	0.6	8	4.9	33	4
Tayside, Central and Fife	9	4.2	3	1.4	12	5.6	17	113
Office of the Public Guardian	2	2.0	0	0.0	2	2.0	16	0
Tribunals Operations	10	5.6	0	0.0	10	5.6	55	561
Headquarters	20	9.5	3	1.4	23	10.9	28	104
Judicial Office	3	6.4	0	0.0	3	6.4	14	77
Education & Learning Unit	3	20.0	0	0.0	3	20.0	0	1
Fines Business Unit	2	4.5	0	0.0	2	4.5	0	0
Advertised as 'Various'							0	0
Overall Totals	109	5.9	20	1.1	129	7.0	323	1,803

Table 2.9

Recruitment Appointments by Grade						
Grade	Total	Female	Male	Other Gender Identity	⁷ Ethnic Minorities	⁷ Declared Disability
Director	0	0	0	0	0	0
Non-Executive Director	0	0	0	0	0	0
Senior Manager	2	1	1	0	1	1
SEO	3	2	1	0	0	0
HEO	6	4	2	0	2	1
EO	6	3	3	0	1	0
AO & Clerk/Typist	33	24	9	0	5	0
AA & Support Grades	37	22	15	0	2	1
Total (Headcount)	87	56	31	0	11	3

⁷ The data in the final 2 columns may not be fully representative as these columns are non-mandatory on the application form. Additionally, the figures are only for external appointments; the internal application process does not ask candidates to specify these details

Table 2.10

Average Recruitment Cost: £2,390.35 per vacancy (2019/20 = £2,262.79 per vacancy)
(Includes advertising spend, staff time for sift and interviews, sundries (lunch, materials, T&S) and pre-employment screening). This is a combined internal and external cost.

Cost without pre-employment screening: £2,225.79 per vacancy

Table 2.11

⁸Average Recruitment Journey Length: 56 working days

⁸ Includes 30 days for pre-employment checks (Disclosure, Health and references) and notice period of new starts.

Table 2.12

Reasons for Applicants Applying for Posts in SCTS as recorded on EROL		
Reason	Total Scores	Ranked (1-Most Important 11-least)
SCTS will develop my skill set and make use of my transferable skills	676	1
I want to work in the justice sector in Scotland	437	2
The job looks interesting	178	3
I want to work for Civil Service	175	4
Clear career path available in SCTS	96	5
Other	85	6
Company reputation	81	7
Job security	59	8
I need a job	8	9
I am looking for my first job	7	10
Overall reward package is attractive	1	11

Table 2.13

Completed Total Applications Received – Declaring Ethnic Origin and Gender						
Ethnic Group	Male	Female	Other/Not Declared	Total Number of Applications	Approx. % of total apps 2020/21	Approx. % of total apps 2019/20
Unclassified	0	0	0	0	0.0	0.5
African	9	12	0	21	1.2	1.2
African British	0	0	0	0	0.0	0.0
African Scottish	0	0	0	0	0.0	0.0
Arab	0	0	0	0	0.0	0.0
Arab Scottish	0	0	0	0	0.0	0.0
Asian	0	0	0	0	0.0	0.0
Asian British	0	0	0	0	0.0	0.0
Black	1	1	0	2	0.1	0.1
Black British	0	0	0	0	0.0	0.0
Black Scottish	0	0	0	0	0.0	0.0
Caribbean	0	1	0	1	0.1	0.1
Caribbean British	0	0	0	0	0.0	0.0
Caribbean Scottish	0	0	0	0	0.0	0.0
Chinese	2	4	0	6	0.3	0.1
Chinese British	0	0	0	0	0.0	0.0
Chinese Scottish	0	0	0	0	0.0	0.0
Indian	3	15	0	18	1.0	0.7
Indian British	4	2	0	6	0.3	0.1
Indian Scottish	0	0	0	0	0.0	0.0
Irish	11	8	1	20	1.1	0.9
Mixed or multiple	7	17	0	24	1.3	1.1
Other African	0	0	0	0	0.0	0.1
Other Asian	0	0	0	0	0.0	0.2
Other Caribbean	0	0	0	0	0.0	0.1
Other Ethnic Origin	0	0	0	0	0.0	0.1
Other White	0	0	0	0	0.0	3.6
Pakistani	8	17	0	25	1.4	0.9
Pakistani British	0	0	0	0	0.0	0.0
Pakistani Scottish	0	0	0	0	0.0	0.0
Polish	5	27	0	32	1.8	1.6
Prefer not to answer	33	82	3	118	6.5	0.0
Scottish	445	898	5	1,348	74.8	79.3
White British	76	104	2	182	10.1	9.3
Total	604	1,188	11	1,803	100.0	100.0

Table 2.14

Completed Total Applications Received – Declaring Disability				
Disabled	Male	Female	Other/Not Declared	Total
Declared not disabled	529	1,045	2	1,576
Not declared	0	0	0	0
Declared a disability	75	143	9	227
Total	604	1,188	11	1,803

Table 2.15

Completed Total Applications Received – Declaring Age Group		
Age Group	Total Number of Applications	% of Total Applications
16 – 24 years	484	26.8
25 – 29 years	369	20.5
30 – 34 years	236	13.1
35 – 39 years	138	7.7
40 – 44 years	111	6.2
45 – 49 years	141	7.8
50 – 54 years	151	8.4
55 – 59 years	124	6.9
60 – 64 years	39	2.2
65+ years	10	0.6
Undeclared	0	0.0

Total	1,803	100.0
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Section 3: Employee Learning

Table 3.1

Sheriffdom/Unit	⁹ % of Active Learners on Learning Platform	¹⁰ Formal Training Courses Attended	¹¹ Number of Staff who Completed a Programme of Learning over 5 days or more
Supreme Courts	76	59	0
Grampian, Highland & Islands	83	87	2
Glasgow & Strathkelvin	81	46	4
Lothian & Borders	67	57	7
North Strathclyde	86	44	2
South Strathclyde, Dumfries & Galloway	87	74	1
Tayside, Central and Fife	90	130	18
Office of the Public Guardian	90	¹² 44	5
Tribunals Operations	94	175	36
Headquarters	196	113	5
Judicial Office	80	22	3
Education & Learning Unit	100	87	5
Fines Business Unit	59	4	0
Total		942	88

- ⁹ No of staff active on learning platform (defined as logging into DELTA) as % of the headcount of each business unit minus non-exec
¹⁰ No of learners attending courses within each business unit (a learner may have attended more than one course, workshop or webinar)
¹¹ Includes 23 staff undertaking Scottish Vocational Qualifications
¹² Includes training delivered by training team in OPG

Table 3.2

Category	¹³ Learners Participating in Events
Leadership Skills	311
Professional Skills	23
Digital Capability Underpinning Digital Transformation (Web Excellence, VH Training, CDi Agile)	¹⁴ 359
(Operational) Technical Training	50
Other SCTS Internal Training	179
External Training	8
Total	930
Compliance Training	¹⁵ 6747

- ¹³ Number of learners participating in events delivered/funded by Education and Learning Unit
¹⁴ Actual number of staff attending training
¹⁵ Includes number of mandatory eLearning modules completed which equates to around 37% completion (deadline extended to 30/06/21)

Table 3.3

Annual Training Investment per head in SCTS: £486.15¹⁶
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- ¹⁶ ELU budget + payroll + external costs / total SCTS headcount

Table 3.4

Investment as a % of SCTS Pay Bill: 1.4%

Table 3.5

Number of Learning Interventions Recorded by Grade													
	AA	SGB1/2	AO	PS	SM3	EO	HEO	SEO	GD7	GD6	GD5	N/A	Total
Total Learners Participating in Events	3	8	187	0	0	360	218	94	46	9	2	3	930

% of Learners Attending Events by Grade	0.3	0.9	20.1	0.0	0.0	38.7	23.4	10.1	4.9	1.0	0.2	0.3	100.0
% of Grade within SCTS Headcount	0.7	17.0	34.1	0.4	0.1	25.3	10.8	7.6	2.7	0.8	0.3	0.2	100.0

Table 3.6

Compliance Learning Completed by Grade													
	AA	SGB1/2	AO	PS	SM3	EO	HEO	SEO	GD7	GD6	GD5	N/A	Total
Mandatory eLearning Modules Completed	66	1531	2899	28	5	1324	446	308	82	9	10	39	6747
% of Modules Completed by Grade	1.0	22.7	43.0	0.4	0.1	19.6	6.6	4.6	1.2	0.1	0.1	0.6	100.0
% of Grade within SCTS Headcount	0.7	17.0	34.1	0.4	0.1	25.3	10.8	7.6	2.7	0.8	0.3	0.2	100.0

Section 4: Employee Reward

Table 4.1

Average Salary: Distribution by Grade ¹⁷ (£)	
Grade	Overall Average
Director	72,403
Non-Executive Director	2,229
Senior Manager	54,889
SEO	43,185
HEO	33,630
EO	28,806
AO & Clerk/Typist	22,492
AA & Support Grades	19,995
No Grade	32,902

¹⁷ This data does not include Zero Hours contracts

Table 4.2

Average Salary Cost ¹⁸	Total (£)	Comparison v Average Salary Cost 2019/20
All SCTS	36,099	3.2% increase on average salary for 2019/20 (£34,984)

¹⁸ The average salary cost is calculated by multiplying the Average Salary by Grade in Table 4.1 by the headcount (Page 1, Table 1.1) for each Grade and dividing the total by the overall headcount. Approximate employer costs of 30% based on a comparison of the salary against a table of employer costs for each grade point are then added.

Table 4.3

Percentage of Staff on Salary Maximum: Comparison between September 2019 & September 2020						
Grade	Total % 2019	Total % 2020	Female % 2019	Female % 2020	Male % 2019	Male % 2020
Director ¹⁹	88.9	83.3	80.0	83.3	100.0	83.3
Non-Executive Director ²⁰	0.0	0.0	0.0	0.0	0.0	0.0
Senior Manager	43.1	47.1	44.8	46.9	40.9	47.4
SEO	66.7	78.4	61.7	78.0	74.1	78.8
HEO	81.7	71.6	80.0	70.6	85.0	73.4
EO	88.6	90.4	89.0	91.1	87.6	88.8
AO & Clerk/Typist	85.2	93.9	88.1	93.9	77.2	93.8
AA & Support Grades	99.7	100.0	99.4	100.0	100.0	100.0
Average (Headcount)	85.7	89.2	86.3	89.3	84.5	88.9

¹⁹ For Table 4.3, this is based only on Grade 6 Directors in SCTS.

Table 4.4

Gender Pay Gap – Mean & Median Hourly Pay		
Gender	Mean Hourly Pay (£)	Median Hourly Pay (£)
Female	13.76	11.43
Male	14.26	11.43
Gender Pay Gap (%)	3.5%	0.0%

Table 4.5

Instant Rewards (Special Recognition): Distribution by Sheriffdom/Unit							
Sheriffdom/Unit	Total Value of Awards Issued (£)	Total Number of Awards Issued	Total Number of Awards Issued (Female)	Total Number of Awards Issued (Male)	Total Female Head Count	Total Male Head Count	²¹Total Number of Team Awards Issued
Supreme Courts	90	4	4	0	110	65	0
Grampian, Highland & Islands	1,490	36	22	14	113	53	0
Glasgow & Strathkelvin	1,270	65	40	25	139	50	0
Lothian & Borders	1,130	35	14	21	106	74	0
North Strathclyde	120	3	3	0	118	43	0
South Strathclyde, Dumfries & Galloway	210	6	5	1	118	45	0
Tayside, Central and Fife	730	29	20	9	169	46	0
Office of the Public Guardian	405	14	10	4	76	23	0
Tribunals Operations	1,065	37	24	13	116	63	0
Headquarters	4,720	48	31	17	101	110	0
Judicial Office	330	6	3	3	28	19	0
Education & Learning Unit	50	1	0	1	12	3	0
Fines Business Unit	0	0	0	0	28	16	0
Total	11,610	284	176	108	1,234	610	0

²¹ For Tables 4.5 and 4.7 team relates to awards that have been issued out with the MyLifestyle system

Table 4.6

Instant Rewards (Substitution): Distribution by Sheriffdom/Unit						
Sheriffdom/Unit	Total Value of Awards Issued (£)	Total Number of Awards Issued	Total Number of Awards Issued (Female)	Total Number of Awards Issued (Male)	Total Female Head Count	Total Male Head Count
Supreme Courts	1,140	65	46	19	110	65
Grampian, Highland & Islands	340	8	2	6	113	53
Glasgow & Strathkelvin	5,445	234	185	49	139	50
Lothian & Borders	3,455	150	67	83	106	74
North Strathclyde	2,495	78	44	34	118	43
South Strathclyde, Dumfries & Galloway	235	12	11	1	118	45
Tayside, Central and Fife	395	16	14	2	169	46
Office of the Public Guardian	210	6	4	2	76	23
Tribunals Operations	5,915	230	160	70	116	63
Headquarters	170	2	1	1	101	110
Judicial Office	0	0	0	0	28	19
Education & Learning Unit	0	0	0	0	12	3
Fines Business Unit	0	0	0	0	28	16
Total	19,800	801	534	267	1,234	610

Table 4.7

Instant Rewards (Special Recognition): Distribution by Grade							
Grade	Total Value of Awards Issued (£)	Total Number of Awards Issued	Total Number of Awards Issued	Total Number of Awards Issued	Total Female Head Count	Total Male Head Count	²¹Total Number of Team Awards Issued

			(Female)	(Male)			
Director	0	0	0	0	9	12	0
Non-Executive Director	0	0	0	0	6	8	0
Senior Manager	550	4	4	0	30	21	0
SEO	2,325	26	18	8	87	53	0
HEO	1,915	37	22	15	129	66	0
EO	3,200	75	51	24	327	148	0
AO & Clerk/Typist	2,115	70	52	18	472	153	0
AA & Support Grades	1,505	72	29	43	171	148	0
Grade not identified	0	0	0	0	3	1	0
Total	11,610	284	176	108	1,234	610	0

Table 4.8

Instant Rewards (Substitution): Distribution by Grade						
Grade	Total Value of Awards Issued (£)	Total Number of Awards Issued	Total Number of Awards Issued (Female)	Total Number of Awards Issued (Male)	Total Female Head Count	Total Male Head Count
Director	0	0	0	0	9	12
Non-Executive Director	0	0	0	0	6	8
Senior Manager	0	0	0	0	30	21
SEO	180	6	5	1	87	53
HEO	2,425	95	73	22	129	66
EO	2,720	113	91	22	327	148
AO & Clerk/Typist	11,170	425	279	146	472	153
AA & Support Grades	3,305	162	86	76	171	148
Grade not identified	0	0	0	0	3	1
Total	19,800	801	534	267	1,234	610

Table 4.9

Overtime: Distribution by Sheriffdom/Unit (£)				
Sheriffdom/Unit	Total (£)	²² Average (£)	Female (£)	Male (£)
Supreme Courts	11,704	67	5,578	6,126
Grampian, Highland & Islands	19,119	115	10,667	8,452
Glasgow & Strathkelvin	32,974	174	22,951	10,023
Lothian & Borders	29,973	167	16,268	13,705
North Strathclyde	37,227	231	26,497	10,730
South Strathclyde, Dumfries & Galloway	23,837	146	17,139	6,698
Tayside, Central and Fife	24,707	115	19,754	4,953
Office of the Public Guardian	68,990	697	58,263	10,727
Tribunals Operations	50,179	280	31,580	18,599
Headquarters	145,363	689	44,607	100,756
Judicial Office	17,335	369	958	16,377
Education & Learning Unit	934	62	934	0
Fines Business Unit	529	12	426	103
Total	462,871	251	255,622	207,249

²² For Tables 4.9 and 4.11 the average is based on the total amount divided by the headcount for each Sheriffdom/Unit.

Table 4.10

Overtime: Distribution by Grade (£)			
Grade	Total (£)	Female (£)	Male (£)
Director	1,724	1,724	0
Non-Executive Director	0	0	0
Senior Manager	13,899	4,708	9,191
SEO	48,718	25,770	22,948
HEO	104,677	44,322	60,355
EO	173,200	104,337	68,863
AO & Clerk/Typist	93,055	62,049	31,006
AA & Support Grades	25,605	12,712	12,893
Grade not identified	1,993	0	1,993
Total	462,871	255,622	207,249

Table 4.11

Payment of Travel Time: Distribution by Sheriffdom/Unit (£)				
Sheriffdom/Unit	Total (£)	²²Average (£)	Female (£)	Male (£)
Supreme Courts	40,890	234	24,720	16,170
Grampian, Highland & Islands	5,529	33	2,995	2,534
Glasgow & Strathkelvin	1,408	7	1,030	378
Lothian & Borders	5,751	32	4,330	1,421
North Strathclyde	5,084	32	1,640	3,444
South Strathclyde, Dumfries & Galloway	5,860	36	822	5,038
Tayside, Central and Fife	7,899	37	1,798	6,101
Office of the Public Guardian	2,562	26	1,965	597
Tribunals Operations	1,238	7	172	1,066
Headquarters	8,196	39	3,720	4,476
Judicial Office	27	1	0	27
Education & Learning Unit	150	10	150	0
Fines Business Unit	52	1	52	0
Total	84,646	46	43,394	41,252

Table 4.12

Payment of Travel Time: Distribution by Grade (£)			
Grade	Total (£)	Female (£)	Male (£)
Director	313	0	313
Non-Executive Director	0	0	0
Senior Manager	446	235	211
SEO	3,131	1,373	1,758
HEO	23,745	14,163	9,582
EO	26,437	10,896	15,541
AO & Clerk/Typist	8,721	3,683	5,038
AA & Support Grades	21,853	13,044	8,809
Grade not identified	0	0	0
Total	84,646	43,394	41,252

Table 4.13

Allowances Paid to Staff: Distribution by Allowance		
Allowance	No of Staff	Total (£)
Additional Housing Costs Allowance	1	720
Additional Responsibility Payment	1	1,722
Compulsory Transfer Allowance	0	0
Digital Services Pay Supplement	53	160,626
Distant Islands Allowance	4	9,426
Excess Fares Allowance	50	98,672
First Instance Depute Clerk Allowance	36	57,100
High Work Volume Salary Supplement	5	8,351
Higher Typing Skills Supplement	2	1,086
Lower Typing Skills Supplement	8	3,885
Mark Time	3	15,348
Out of Hours Allowance	97	84,198
Recruitment & Retention Allowance	26	29,798
Relief Officer Allowance	21	30,158
Typing Proficiency	18	19,013
Total	325	520,103

Table 4.14

Zero Hours Contracts: Distribution by Sheriffdom/Unit²³					
Sheriffdom/Unit	²⁴Zero Hours Contract Staff Paid in 2020/21	Cost of Zero Hours Contracts (£)	²⁴Total Number of Monthly Payments	²⁵Average Monthly Payment (£)	²⁶Maximum Single Monthly Payment (£)
Supreme Courts	9	101,902	93	1,096	3,537
Grampian, Highland & Islands	9	26,017	67	388	1,651
Glasgow & Strathkelvin	0	0	0	0	0
Lothian & Borders	4	27,279	32	852	2,376
North Strathclyde	1	2,299	9	255	463

South Strathclyde, Dumfries & Galloway	1	1,053	4	263	557
Tayside, Central and Fife	3	18,082	26	695	2,091
Office of the Public Guardian	0	0	0	0	0
Tribunals Operations	0	0	0	0	0
Headquarters	1	15,104	10	1,510	1,812
Judicial Office	0	0	0	0	0
Education & Learning Unit	0	0	0	0	0
Fines Business Unit	0	0	0	0	0
Total	28	191,736	241	796	3,537

²³ SCTS has reviewed policy and offered a transfer to a part time contract to all zero hours staff and those remaining on zero hours contracts have exercised their right to do so. Staff on zero hours contracts are entitled to benefits such as sick pay and holiday pay and we are clear zero hours contracts must only be used for ad hoc provision where it would not be feasible to have a permanent employee to provide cover and we work closely with our recognised union, the PCS, on this matter.

²³ The information in Tables 4.14 and 4.15 is based on payments within the reporting period – Hours may have been worked outside of the period.

²⁴ The information in Total Number of Monthly Payments in Tables 4.14 and 4.15 refers to the total number of monthly payments made to all zero hours staff in that Sheriffdom/Unit.

²⁵ The information in Average Monthly Payment in tables 4.14 and 4.15 refers to the average monthly payment calculated by dividing the Cost of zero hours contracts by the Total Number of Monthly Payments.

²⁶ The Maximum Single Monthly Payment in tables 4.14 and 4.15 shows the single largest monthly amount paid to a zero hours member of staff in each Sheriffdom/Unit. The figure in the Total row refers to the largest payment from the Sheriffdoms/Units or Grade.

Table 4.15

Zero Hours Contracts: Distribution by Grade²³					
Grade	²⁴Zero Hours Contract Staff Paid in 2020/21	Cost of Zero Hours Contracts (£)	²⁴Total Number of Monthly Payments	²⁵Average Monthly Payment (£)	²⁶Maximum Single Monthly Payment (£)
Director	0	0	0	0	0
Senior Manager	0	0	0	0	0
Non-Executive Director	0	0	0	0	0
SEO	5	32,974	39	845	2,091
HEO	3	25,464	30	849	3,537
EO	1	8,631	10	863	1,632
AO & Clerk/Typist	2	13,964	13	1,074	2,376
AA & Support Grades	17	110,703	149	743	3,209
Total	28	191,736	241	796	3,537

Table 4.16

Total Staff Salary Costs: £63,986,757 (2019/20 = £61,499,522)
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Section 5: Employee Relations

Table 5.1

2020/21 Data	
Staff Engagement Index from Civil Service Staff Survey 2020 – SCTS	64%
Staff Engagement Index from Civil Service Staff Survey 2020 - Civil Service Median	66%
% of SCTS staff completing Staff Survey	65%
% of SCTS staff who are members of PCS (Payroll Data Only)	30.2%
Days lost to industrial action	0
Number of employees who were relevant union officials	16 (15.5 FTE)
% of the total pay bill spent on trade union facility time	0.2%
Number of Formal Grievances Recorded	2 grievances submitted – 1 not upheld, 1 outcome pending
Number of Formal Disciplinary Warnings issued	6 disciplinary warnings issued – 2 first written warnings, 2 second written warnings, 2 final written warnings * 4 of the disciplinary warnings issued were for attendance
Number of dismissals	0
Number of staff who had probation period extended	12
Number of staff managed under poor performance arrangements as recorded in Final IPR report	0
Number of reported Health and Safety Incidents	94
Number of RIDDOR H&S Incidents	1
²⁷ Number of reported Security Incidents	109

Section 6: Protected Characteristics

Table 6.1

All Staff - Ethnicity	
Ethnicity	No of Staff
White	192
²⁸ Unknown/ Prefer not to declare	1,479
White - English/Welsh/Scottish/N Irish	164
²⁸ Other Ethnicity	9
Total	1,844

²⁸ For tables 6.1 – 6.4, where the number of staff in a category is less than 5, categories have been grouped to preserve anonymity.

Table 6.2

All Staff – Sexual Orientation	
Sexual Orientation	No of Staff
Unknown	1,501
Heterosexual	306
²⁸ Prefer Not to Declare/Use Another Term/In Another Way	11
²⁸ Gay Man/Gay Woman/Bisexual	26
Total	1,844

Table 6.3

All Staff - Religion	
Religion	No of Staff
Unknown	1,490
Christian Protestant	100
No Religion	152
Christian Roman Catholic	55
Prefer not to declare Religion or Belief	12
Christian Other	21
²⁸ Other Religion or Belief	14
Total	1,844

Table 6.4

All Staff – Marital Status	
Marital Status	No of Staff
Married	912
Single	677
Divorced	136
Ex-Married/Separated	8
Widow/er	27
²⁸ Unknown/Prefer Not to Declare	18
²⁸ Civil Partner/Partner	66
Total	1,844

Section 7: Data Trends

Table 7.1

Key Data Trends Over Last 5 Years (HRU have identified four key corporate indicators below as indicators for trend analysis)						
		20/21	19/20	18/19	17/18	16/17
Headcount	Data	1,844	1,848	1,802	1,766	1,736
	+/- Prev Yr	-0.2%	+2.6%	+2.0%	+1.7%	-0.3%
Turnover (Voluntary)	Data	109	130	130	154	111
	+/- Prev Yr	-16.2%	0.0%	-15.6%	+38.7%	+1.8%
Average Absence Days	Data	10.4	16.0	13.6	11.8	14.3
	+/- Prev Yr	-35.0%	+17.6%	+15.3%	-17.5%	+13.5%
Courses Attended	Data	942	1,636.5	1,192	1,034	2,584.7
	+/- Prev Yr	-42.4%	+37.3%	+15.3%	-60.0%	-15.5%

Section 8: HR Performance Indicators

Table 8.1

Key Indicators of HR Performance	
Indicator	Performance
Payroll: Cost per payslip per employee	£7.31
Payroll Accuracy	99.7%
Ratio – Overall HR Unit compared to all SCTS staff	1:47
HR cost per employee	£853.28
Average Recruitment Cost	£2,390.35
Average Recruitment Journey	56 working days
Annual Training Investment	£486.15
HR Query Tracker April 2020 – March 2021	Overall 97.6% of queries resolved within KPI Time Limits 98.1% of Standard Queries resolved within KPI (3 days) 91.1% of Complex Queries resolved within KPI (10 days)
Number of Complaints	3
% of staff who received their contract of employment within 28 days of start date	100%

