

**Scottish Courts
and Tribunals Service**



Scottish Courts & Tribunals Service

**Annual People Scorecard
2022/23**

Headcount = 1,972

**Produced by the Human Resources Unit
October 2023**

Annual People Scorecard 2022/23
1st April 2022 to 31st March 2023

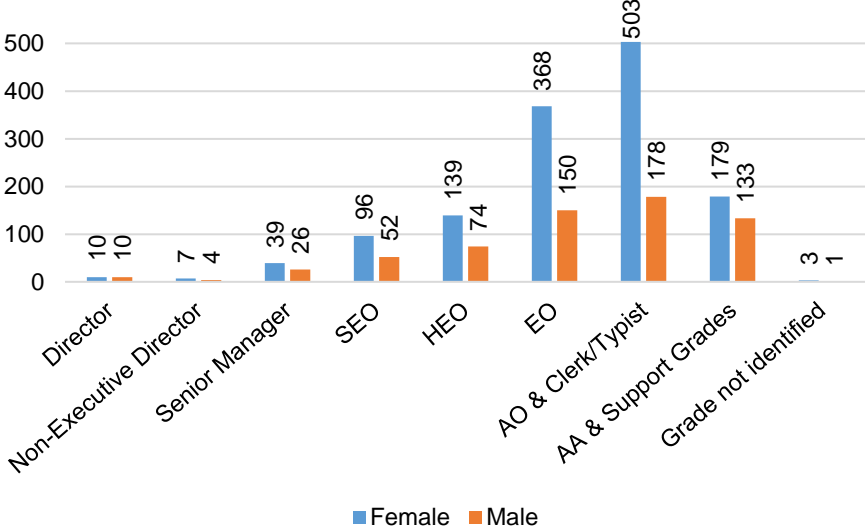
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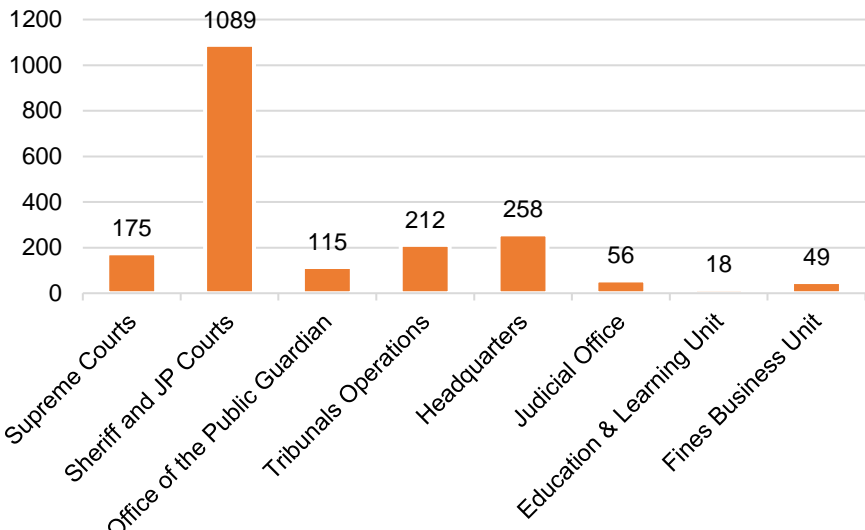
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Dashboard 2022/23

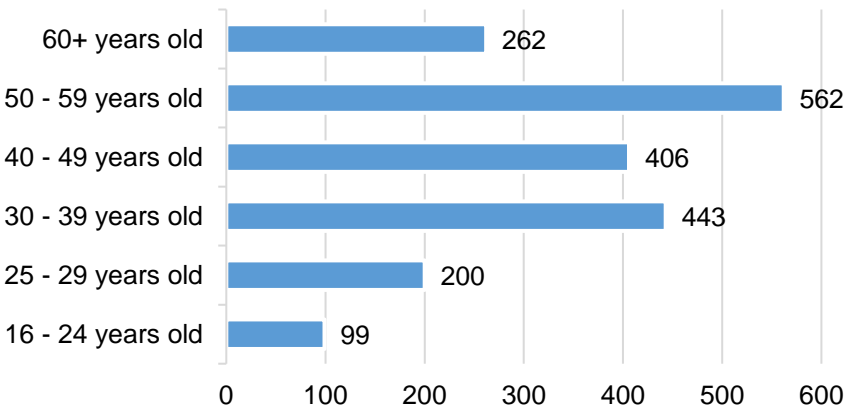
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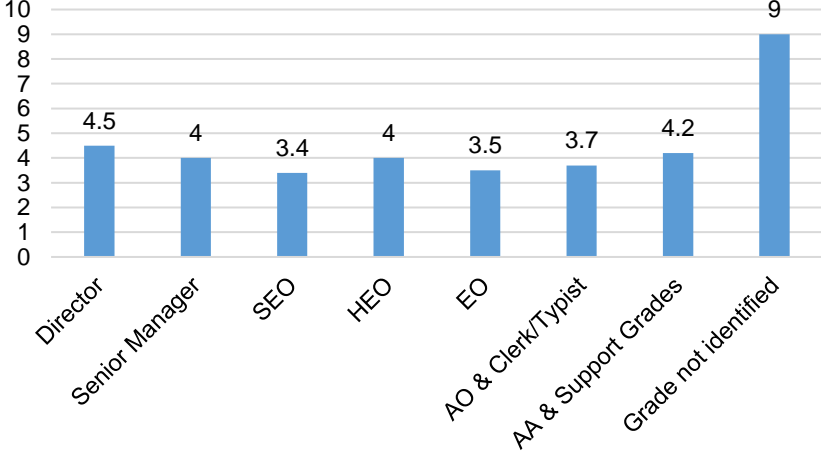
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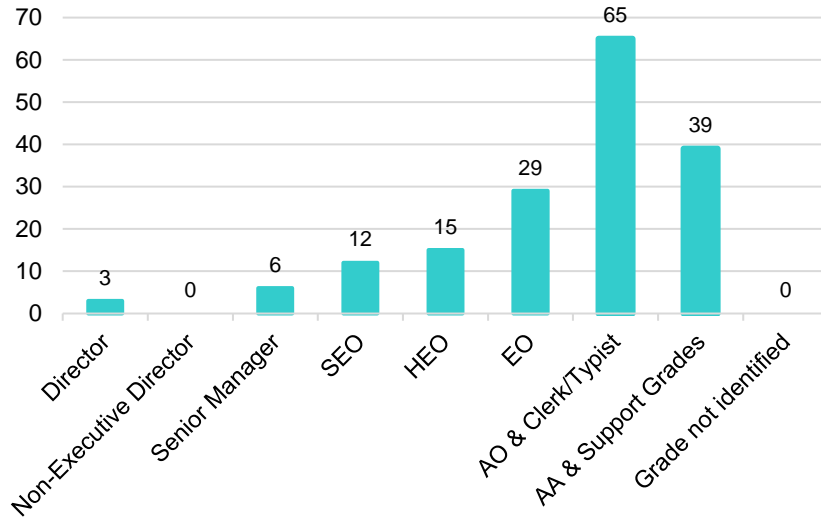
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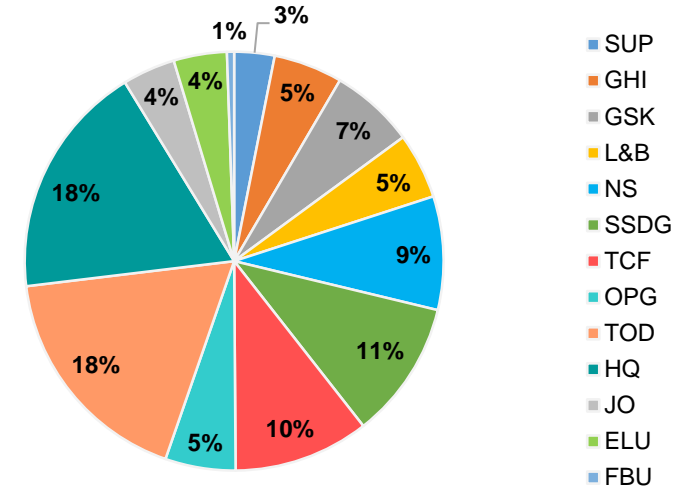
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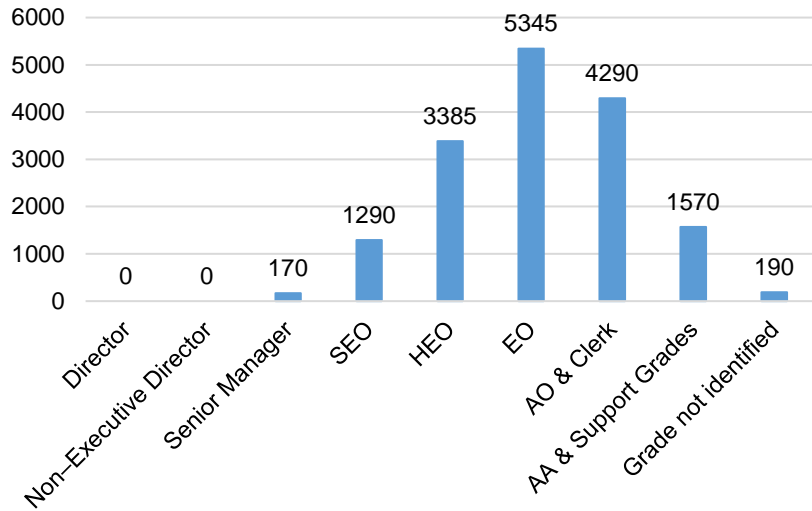
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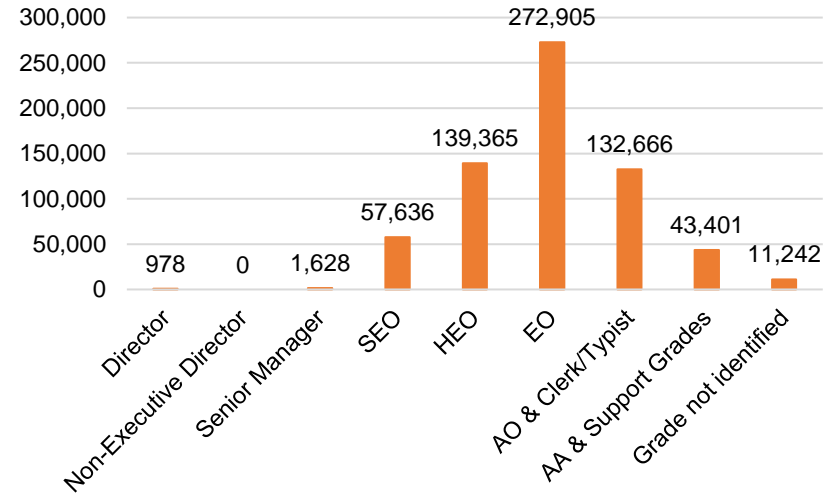
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Section 1: People Profile

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

Table 1.1 – Headcount by Grade

Grade	Head count	F	M	Declared Ethnic Minorities	Declared Disability	Avg Age	Avg Length Of Service	Employee FTE
Director	20	10	10	0	1	52.7	12.0	20.00
² Non-Executive Director	11	7	4	0	0	54.7	2.9	0.00
Senior Manager	65	39	26	0	1	46.6	12.2	64.13
SEO	148	96	52	3	9	47.2	14.4	134.52
HEO	213	139	74	4	6	44.2	14.6	204.87
EO	518	368	150	10	33	42.0	11.8	484.48
AO & Clerk/Typist	681	503	178	7	27	42.3	7.1	614.23
AA & Support Grades	312	179	133	4	17	52.7	7.0	253.30
Grade not identified	4	3	1	0	0	49.5	3.0	2.97
¹ Total	1,972	1,344	628	28	94	44.8	9.8	1778.50
Percentages of total		68.2%	31.8%	1.4%	4.8%			

¹ For Tables 1.1, 1.2, 1.3, 1.4 and 1.5; includes staff on Zero Hours contracts (not all have been utilised in 2022/23).

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

Table 1.2 – Headcount by Sherifffdom/Unit

Sherifffdom/Unit	Headcount 2022/23	Headcount 2021/22	Employee FTE 2022/23	Employee FTE 2021/22	% 2022/23	% 2021/22
Supreme Courts	175	173	167.04	159.80	8.87%	8.90%
Sheriff and JP Courts	1,089	1,142	951.01	1003.00	55.22%	58.74%
Office of the Public Guardian	115	116	103.84	106.10	5.83%	5.97%
Tribunals Operations	212	170	202.24	164.60	10.75%	8.74%
³ Change, Digital and Innovation Unit	76	75	75.54	74.68	3.85%	3.86%
^{3,4} Chief Executives Office	27	29	15.92	15.00	1.37%	1.49%
^{3,5} Court Operations	20	15	18.95	14.55	1.01%	0.77%
³ Finance and Procurement Unit	56	47	54.17	44.48	2.84%	2.42%
³ Human Resources Unit	39	30	36.46	28.18	1.98%	1.54%
^{3,6} Legislation and Information Unit	22	20	21.46	19.86	1.12%	1.03%
³ Property and Services Unit	18	14	18.00	13.92	0.91%	0.72%
Judicial Office	56	51	53.18	48.70	2.84%	2.62%
Education & Learning Unit	18	16	16.20	15.00	0.91%	0.82%
Fines Business Unit	49	46	44.49	41.70	2.48%	2.37%
¹ Total	1,972	1,944	1778.50	1749.60	100%	100%

³ All HQ Units have been individually split for 2022/23 paper to assist on analysis

⁴ Includes Non-Executive Directors, Communications, senior operational managers and operational staff working on corporate projects.

⁵ Includes Court Operations and Operation Delivery Business Unit

⁶ Includes Information, Governance and Correspondence Team, Legislation Implementation Team and Management Information Analysis Team

Table 1.3 – Headcount by Age Group

Age Group	Headcount 2022/23	Headcount 2021/22	Percentage 2022/23	Percentage 2021/22
16 – 24 years old	99	96	5.0%	4.9%
25 – 29 years old	200	200	10.1%	10.3%
30 – 39 years old	443	430	22.5%	22.1%
40 – 49 years old	406	398	20.6%	20.5%
50 – 59 years old	562	535	28.5%	27.5%
60+ years old	262	285	13.3%	14.7%
¹Total	1,972	1,944	100%	100%

Table 1.4 – Headcount by Length of Service with SCTS

Grade	< 1 year	1-4 years	5-9 years	10-19 years	20+ years
Director	1	4	6	5	4
Non Exec Director	2	4	5	0	0
Senior Manager	8	19	9	15	14
SEO	14	25	26	45	38
HEO	12	36	38	71	56
EO	27	90	150	162	89
AO & Clerk/Typist	109	244	166	108	54
AA & Support Grades	37	111	84	62	18
Grade not identified	0	4	0	0	0
¹Total (Headcount)	210	537	484	468	273
Percentages	10.6%	27.2%	24.5%	23.7%	13.8%

Table 1.5 – Headcount by Contract Type

Contract Type	Headcount 22/23	% 22/23	Headcount 21/22	% 21/22	Headcount 20/21	% 20/21
Full Time	1477	74.9%	1,465	75.4%	1,340	72.7%
Part Time/Job Share	440	22.3%	431	22.2%	439	23.8%
Full Time Condensed Hours	27	1.4%	14	0.7%	26	1.4%
Zero Hours Contract*	17	0.9%	20	1.0%	25	1.3%
Non Exec (Fixed Term Contract)	11	0.6%	14	0.7%	14	0.8%
¹Total	1,972	100%	1,944	100%	1,844	100%

* Please refer to note 28 at Table 5.14 for further information on zero hour's contracts

Section 2: Absence and Turnover

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

Table 2.1 – Sick Absence by Grade

Grade	⁷ Avg days lost short term sick absence 2022/23	⁷ Avg days lost short term sick absence 2021/22	⁷ Avg days lost long term sick absence 2022/23	⁷ Avg days lost long term sick absence 2021/22	⁷ Avg days lost all sick absence 2022/23	⁷ Avg days lost all sick absence 2021/22
Director	1.8	1.7	2.4	0.0	4.2	1.7
Non-Executive Director	0.0	0.0	0.0	0.0	0.0	0.0
Senior Manager	3.5	0.9	2.9	1.2	6.4	2.9
SEO	4.4	1.6	11.9	7.2	16.3	8.8
HEO	4.5	2.7	4.6	5.2	9.1	7.8
EO	5.1	3.5	11.4	12.2	16.5	15.7
AO & Clerk/Typist	5.3	3.6	12.4	11.1	17.8	14.7
AA & Support Grades	6.6	4.2	12.7	12.6	19.2	16.8
No Grade	4.5	0.0	0.0	0.0	4.5	0.0
Overall Average	5.2	3.3	10.8	10.2	16.0	13.5

⁷ Average absence days lost is calculated by dividing the total number of days by the headcount at each grade or Sheriffdom/Unit

Average Days Lost – All Sick Absence by Grade

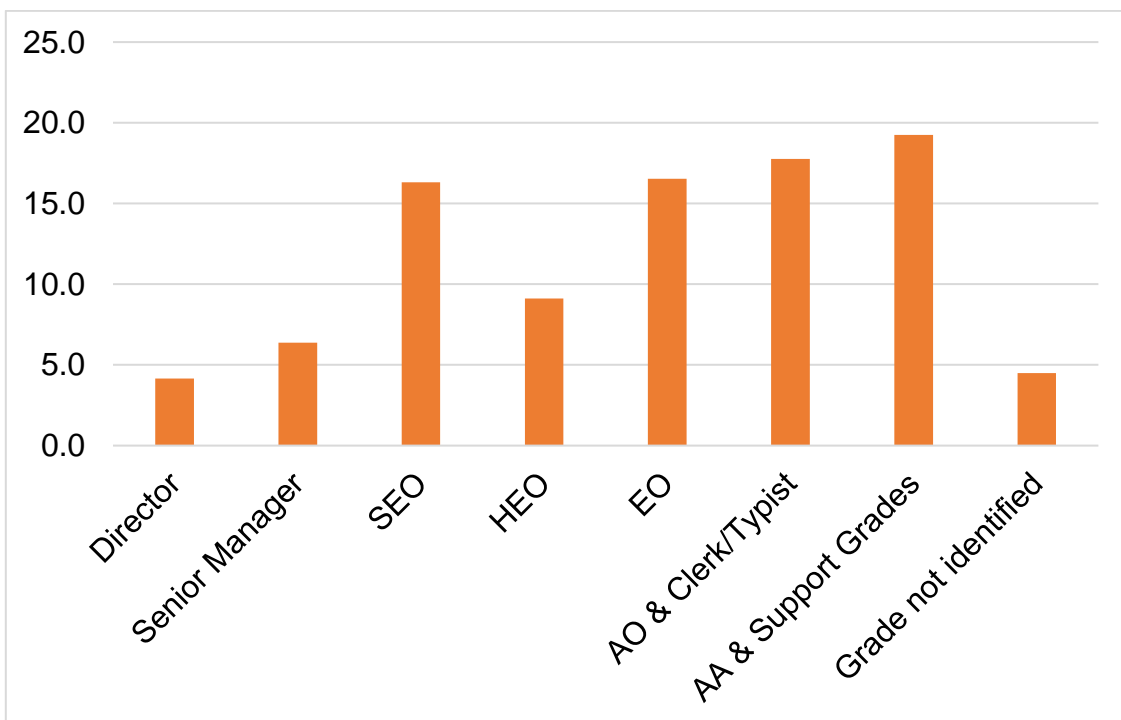


Table 2.2.A – Short Term Sick Absence by Sheriffdom/Unit

Sheriffdom/Unit	Average days lost through short term sick absence 2022/23	Average days lost through short term sick absence 2021/22
Supreme Courts	5.5	2.9
Grampian, Highland & Islands	4.6	2.4
Glasgow & Strathkelvin	6.5	3.6
Lothian & Borders	6.8	4.9
North Strathclyde	5.9	3
South Strathclyde, Dumfries & Galloway	5.8	4.2
Tayside, Central and Fife	4.8	2.7
Office of the Public Guardian	5.7	4.4
Tribunals Operations	3.5	3.6
³ Change, Digital and Innovation Unit	6.3	2.5
^{3,4} Chief Executives Office	0.6	1.1
^{3,5} Court Operations	1.5	0.4
³ Finance and Procurement Unit	4	1.9
³ Human Resources Unit	5	4.6
^{3,6} Legislation and Information Unit	4.9	3.6
³ Property and Services Unit	2.3	1.1
Judicial Office	2.8	1.9
Education & Learning Unit	4.3	3.3
Fines Business Unit	6	2.9
Overall Average	5.2	3.3

Table 2.2.B – Long Term Sick Absence by Sheriffdom/Unit

Sheriffdom/Unit	Average days lost through long term sick absence 2022/23	Average days lost through long term sick absence 2021/22
Supreme Courts	4.8	6.6
Grampian, Highland & Islands	3.8	4.1
Glasgow & Strathkelvin	16.5	19.3
Lothian & Borders	9	11.6
North Strathclyde	18.1	17.3
South Strathclyde, Dumfries & Galloway	18.4	16.9
Tayside, Central and Fife	7.1	6.7
Office of the Public Guardian	20.2	12.6
Tribunals Operations	14.5	9.5
³ Change, Digital and Innovation Unit	4.1	3.2
^{3,4} Chief Executives Office	5.9	1.6
^{3,5} Court Operations	1.6	10
³ Finance and Procurement Unit	7	3.9
³ Human Resources Unit	6.3	2.9
^{3,6} Legislation and Information Unit	0	0
³ Property and Services Unit	0	9.6
Judicial Office	0.6	0
Education & Learning Unit	3.4	2
Fines Business Unit	13.3	2.6
Overall Average	10.8	10.2

Table 2.2.C – All Sick Absence by Sheriffdom/Unit

Sheriffdom/Unit	Average days lost through all sick absence 2022/23	Average days lost through all sick absence 2021/22
Supreme Courts	10.4	9.6
Grampian, Highland & Islands	8.4	6.6
Glasgow & Strathkelvin	23	23
Lothian & Borders	15.8	16.5
North Strathclyde	24	20.3
South Strathclyde, Dumfries & Galloway	24.2	21.1
Tayside, Central and Fife	11.8	9.3
Office of the Public Guardian	25.9	17
Tribunals Operations	18	13.1
³ Change, Digital and Innovation Unit	10.4	5.6
^{3,4} Chief Executives Office	6.5	2.7
^{3,5} Court Operations	3.1	10.4
³ Finance and Procurement Unit	11	5.8
³ Human Resources Unit	11.3	7.6
^{3,6} Legislation and Information Unit	4.9	3.6
³ Property and Services Unit	2.3	10.7
Judicial Office	3.4	1.9
Education & Learning Unit	7.8	5.3
Fines Business Unit	19.3	5.5
Overall Average	16	13.5

Table 2.3 – Lost Time Rate

Lost Time Rate ⁸	Short Term	Long Term	All Absence
All SCTS	1.6	3.3	4.8

⁸ 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	2022/23	2021/22
Covid-19 Emergency Family Leave - Caring for relatives when homeworking is not possible	20	103
Covid-19 Quarantine - Self-isolating when homeworking is not possible	60	783
Covid-19 Stay at Home - Unable to work from home and office closed or not working on emergency services provision (rota)	35	698
Caring Responsibilities	590	315
Bereavement	570	474
Compassionate Care Leave	232	341
Emergency Family Leave	307	190
Miscellaneous Special Leave	204	122
Unpaid Leave	310	208
Study/Examination Leave	90	62
Parental Leave	60	42
Domestic	8	9
Hospital Appointment	8	11
Other Reasons	110	61
Total	2,604	3,419

Table 2.6 – Turnover by Grade

Grade	9Voluntary Turnover		9Non-Voluntary Turnover		Total Turnover	
	No.	%	No.	%	No.	%
Director	3	15.0%	0	0.0%	3	15.0%
Non-Executive Director	0	0.0%	5	45.5%	5	45.5%
Senior Manager	6	9.2%	0	0.0%	6	9.2%
SEO	12	8.1%	0	0.0%	12	8.1%
HEO	15	7.0%	2	0.9%	17	8.0%
EO	29	5.6%	2	0.4%	31	6.0%
AO & Clerk/Typist	65	9.5%	12	1.8%	77	11.3%
AA & Support Grades	39	12.5%	13	4.2%	52	16.7%
Grade not identified	0	0.0%	0	0.0%	0	0.0%
Total	169	8.6%	34	1.7%	203	10.3%

⁹ These figures are calculated by dividing the number of leavers by the head count at 31st March 2023

Total Turnover in Year by Grade

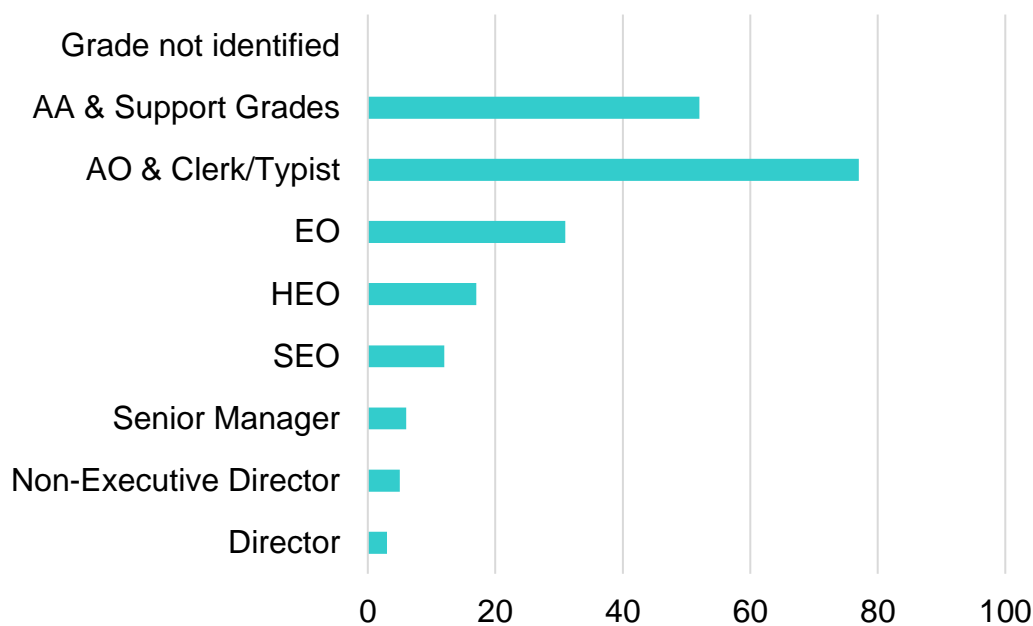


Table 2.7 – Turnover by Sheriffdom/Unit

Sheriffdom/Unit	⁹ Voluntary Turnover		⁹ Non-Voluntary Turnover		⁹ Total Turnover	
	No.	%	No.	%	No.	%
Supreme Courts	16	9.1%	1	0.6%	17	9.7%
Grampian, Highland & Islands	13	8.0%	0	0.0%	13	8.0%
Glasgow & Strathkelvin	13	6.3%	3	1.5%	16	7.8%
Lothian & Borders	21	12.1%	1	0.6%	22	12.7%
North Strathclyde	10	6.2%	1	0.6%	11	6.8%
South Strathclyde, Dumfries & Galloway	14	8.0%	4	2.3%	18	10.3%
Tayside, Central and Fife	27	12.7%	9	4.2%	36	16.9%
Office of the Public Guardian	13	11.3%	5	4.3%	18	15.7%
Tribunals Operations	12	5.7%	2	0.9%	14	6.6%
³ Change, Digital and Innovation Unit	6	7.9%	1	1.3%	7	9.2%
^{3,4} Chief Executives Office	1	3.7%	5	18.5%	6	22.2%
^{3,5} Court Operations	0	0.0%	0	0.0%	0	0.0%
³ Finance and Procurement Unit	5	8.9%	2	3.6%	7	12.5%
³ Human Resources Unit	6	15.4%	0	0.0%	6	15.4%
^{3,6} Legislation and Information Unit	1	4.5%	0	0.0%	1	4.5%
³ Property and Services Unit	3	16.7%	0	0.0%	3	16.7%
Judicial Office	5	8.9%	0	0.0%	5	8.9%
Education & Learning Unit	1	5.6%	0	0.0%	1	5.6%
Fines Business Unit	2	4.1%	0	0.0%	2	4.1%
Overall Totals	169	8.6%	34	1.7%	203	10.3%

Table 2.8 – Turnover by Age Group

Age Group	°Voluntary Turnover		°Non-Voluntary Turnover		°Total Turnover	
	No.	%	No.	%	No.	%
16 - 24 years old	13	13.1%	6	6.1%	19	19.2%
25 - 29 years old	27	13.5%	0	0.0%	27	13.5%
30 - 39 years old	30	6.8%	5	1.1%	35	7.9%
40 - 49 years old	21	5.2%	2	0.5%	23	5.7%
50 - 59 years old	31	5.5%	10	1.8%	41	7.3%
60+ years old	47	17.9%	11	4.2%	58	22.1%
Overall Totals	169	8.6%	34	1.7%	203	10.3%

Table 2.9 – Turnover by Sex

Sex	°Voluntary Turnover		°Non-Voluntary Turnover		°Total Turnover	
	No.	%	No.	%	No.	%
Female	117	8.7%	17	1.3%	134	10.0%
Male	52	8.3%	17	2.7%	69	11.0%
Overall Totals	169	8.6%	34	1.7%	203	10.3%

Section 3: Recruitment & Resourcing

Table 3.1 – Promotions by Grade (permanent internal promotions by grade promoted to)

Grade	Total	Female	Male
Director	1	1	0
¹⁰ Non-Executive Director	0	0	0
Senior Manager	2	1	1
SEO	6	3	3
HEO	21	15	6
EO	54	39	15
AO & Clerk/Typist	25	8	17
AA & Support Grades	0	0	0
Total (Headcount)	109	67	42

Table 3.2 – Promotions by Sheriffdom/Unit (permanent internal promotions by Sheriffdom/Unit promoted to)

Sheriffdom/Unit	Total	Female	Male
Supreme Courts	7	3	4
Grampian, Highland & Islands	10	8	2
Glasgow & Strathkelvin	12	6	6
Lothian & Borders	15	10	5
North Strathclyde	10	8	2
South Strathclyde, Dumfries & Galloway	5	3	2
Tayside, Central and Fife	6	6	0
Office of the Public Guardian	9	7	2
Tribunals Operations	11	3	8
³ Change, Digital and Innovation Unit	6	4	2
^{3,4} Chief Executives Office	2	1	1
^{3,5} Court Operations	0	0	0
³ Finance and Procurement Unit	9	6	3
³ Human Resources Unit	2	1	1
^{3,6} Legislation and Information Unit	0	0	0
³ Property and Services Unit	1	0	1
Judicial Office	1	0	1
Education & Learning Unit	2	1	1
Fines Business Unit	1	0	1
Total (Headcount)	109	67	42

Table 3.3 – Recruitment Application Rates by Grade

Grade	Total number of applications received for jobs advertised in year (Internal)		Total number of applications received for jobs advertised in year (External)	
	Applications	Jobs	Applications	Jobs
¹⁰ Director	5	2	21	7
¹¹ Non-Executive Director	0	0	0	2
Senior Manager	10	7	27	6
SEO	39	15	45	11
HEO	53	20	137	9
EO	181	44	511	15
AO & Clerk/Typist	92	31	806	36
AA & Support Grades	14	6	631	29
Total	394	125	2,178	115

¹⁰ This figure includes Director campaigns that were not advertised through EROL

¹¹ Non-Executive Director campaigns are not run through EROL therefore data is not available regarding application numbers.

Table 3.4 – Recruitment Application Rates by Sheriffdom/Unit

Sheriffdom/Unit	Total number of applications received for jobs advertised in year (Internal)		Total number of applications received for jobs advertised in year (External)	
	Applications	Jobs	Applications	Jobs
Supreme Courts	13	5	284	19
Grampian, Highland & Islands	1	9	226	20
Glasgow & Strathkelvin	107	23	521	15
Lothian & Borders	20	27	181	40
North Strathclyde	29	33	9	19
South Strathclyde, Dumfries & Galloway	29	25	198	38
Tayside, Central and Fife	25	21	145	36
Office of the Public Guardian	22	9	181	11
Tribunals Operations	64	0	223	18
¹² Headquarters	58	37	163	41
Judicial Office	17	4	28	5
Education & Learning Unit	9	5	0	1
Fines Business Unit	0	0	0	0
Total	394	198	2,159	263

¹² Due to limited functionality on EROL, any vacancies advertised through HQ cannot be split into individual areas

Table 3.5 – Recruitment Appointments by Grade (through recruitment campaigns^{13A})

Grade	Total	Female	Male	Other Gender Identity	^{13B} Ethnic Minorities	^{13B} Declared Disability
Director	1	1	0	0	0	0
Non-Executive Director	2	1	1	0	0	0
Senior Manager	4	2	2	0	0	0
SEO	15	8	7	0	5	1
HEO	10	7	3	0	1	3
EO	56	35	21	0	6	10
AO & Clerk/Typist	89	62	27	0	8	15
AA & Support Grades	53	35	18	0	11	10
Total (Headcount)	230	151	79	0	31	39

^{13A} This accounts for the difference in number of new starts

^{13B} 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 3.6 – Recruitment Costs

<p>Average Recruitment Cost £1683.54 per vacancy (2021/22 = £2,921.79 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.</p> <p>Cost without pre-employment screening: Cost without pre-employment screening: £1526.81 per vacancy (2021/22 = £2,820.61 per vacancy)</p>

Table 3.7 – Recruitment Journey Length

¹⁴ Average Recruitment Journey Length: 60.5 working days (70 working days in 2021/22)

¹⁴ Includes 30 days for pre-employment checks (Disclosure, Health and references) and notice period of new starts.

Table 3.8 – Application Reasons for Applicants (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	779	1
I want to work in the justice sector in Scotland	580	2
The job looks interesting	207	3
I want to work for Civil Service	183	4
Clear career path available in SCTS	142	5
Other	103	6
Company reputation	88	7
Job security	48	8
I need a job	15	9
I am looking for my first job	8	10
Overall reward package is attractive	6	11

Table 3.9 – Completed Total Applications Received through EROL – Declaring Ethnic Origin and Gender

Ethnic Group	Male	Female	Other/Not Declared	Total Number of Applications	Approx. % of total apps 2022/23	Approx. % of total apps 2021/22
Unclassified	0	0	0	0	0.0%	0.6%
African	15	20	0	35	1.6%	1.0%
African British	0	0	0	0	0.0%	0.0%
African Scottish	0	0	0	0	0.0%	0.0%
Other African	0	1	0	1	0.0%	0.2%
Arab	0	0	0	0	0.0%	0.1%
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	0	0	0	0	0.0%	0.1%
Black British	0	0	0	0	0.0%	0.0%
Black Scottish	0	0	0	0	0.0%	0.0%
Caribbean	0	7	0	7	0.3%	0.2%
Caribbean British	0	0	0	0	0.0%	0.0%
Caribbean Scottish	0	0	0	0	0.0%	0.0%
Chinese	2	8	0	10	0.5%	0.2%
Chinese British	0	0	0	0	0.0%	0.0%
Chinese Scottish	0	0	0	0	0.0%	0.0%
Indian	15	15	0	30	1.4%	1.1%
Indian British	1	0	0	1	0.0%	0.1%
Indian Scottish	0	0	0	0	0.0%	0.0%
Irish	8	20	0	28	1.3%	0.8%
Mixed or multiple	5	24	4	33	1.5%	2.0%
Other Asian	7	6	0	13	0.6%	0.3%
Other Ethnic Origin	0	0	4	4	0.2%	1.2%
Other White	40	80	0	120	5.6%	3.3%
Pakistani	14	20	0	34	1.6%	1.8%
Pakistani British	0	0	0	0	0.0%	0.0%
Pakistani Scottish	0	0	0	0	0.0%	0.0%
Polish	8	28	0	36	1.7%	1.3%
Prefer not to answer	0	0	0	4	0.2%	0.0%
Other Caribbean	0	0	0	0	0.0%	0.1%
Scottish	502	1123	11	1636	75.8%	77.7%
White British	65	100	2	167	7.7%	8.5%
Total	682	1,452	21	2,159	100%	100%

Table 3.10 – Completed Total Applications Received – Declaring Disability

Disabled	Male	Female	Other/Not Declared	Total
Declared not disabled	584	1267	16	1867
Not declared	0	0	0	3
Declared a disability	98	185	6	289
Total	682	1,452	22	2,159

Table 3.11 – Completed Total Applications Received – Declaring Age Group

Age Group	Total Number of Applications	% of Total Applications
16 – 24 years	547	25.34%
25 – 29 years	391	18.11%
30 – 34 years	273	12.64%
35 – 39 years	199	9.22%
40 – 44 years	180	8.34%
45 – 49 years	174	8.06%
50 – 54 years	208	9.63%
55 – 59 years	117	5.42%
60 – 64 years	52	2.41%
65+ years	16	0.74%
Undeclared	2	0.09%
Total	2,159	100%

Section 4: Employee Learning

Table 4.1 – Learning data by Sheriffdom/Unit

Sheriffdom/Unit	¹⁵ No of Active Learners on Learning Platform	^{16, 18} Formal Training Courses Attended	¹⁷ Number of Staff who Completed a Programme of Learning over 5 days or more
Supreme Courts	170	113	4
Grampian, Highland & Islands	158	193	3
Glasgow & Strathkelvin	187	236	9
Lothian & Borders	187	184	4
North Strathclyde	163	318	6
South Strathclyde, Dumfries & Galloway	181	387	7
Tayside, Central and Fife	230	380	16
Office of the Public Guardian	127	197	10
Tribunals Operations	210	645	57
Headquarters	336	660	4
Judicial Office	59	148	5
Education & Learning Unit	20	149	4
Fines Business Unit	48	20	2
Total	2,076	3,630	131

¹⁵ No of staff active on learning platform (as defined by logging on to DELTA) within Sheriffdom/Business Unit

¹⁶ No of learners attending courses (a learner may have attended more than one course) (workshop, webinars) within Sheriffdom/Business Unit

¹⁷ Includes 1 member of staff undertaking Scottish Vocational Qualifications

¹⁸ Includes training delivered by training team in OPG

Table 4.2 – Learning Profile

Category	¹⁹ Headcount of Learners attending training courses
Leadership Skills	1246
Professional Skills	476
Digital Capability Underpinning Digital Transformation (Web Excellence, VH Training, CDi Agile)	180
Compliance Training	0
(Operational) Technical Training	601
Other SCTS Internal Training	880
External Training	247
Total	3,630
No. of compliance training modules completed by staff	16,476

¹⁹ No of staff attending training delivered by Education and Learning Unit and OPG

Table 4.3

Annual Training Investment per head in SCTS: £673.67²⁰
--

²⁰ ELU budget + payroll + external costs / total SCTS headcount

Table 4.4

Investment as a % of SCTS Pay Bill: 1.7%²¹
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²¹ Total training budget as a percentage of the SCTS pay bill

Table 4.5 – Learning Interventions by Grade

Grade	Total	% of learners attending events per grade	% of grade within SCTS Headcount
AA	7	0.2%	0.7%
SGB1/2	69	1.9%	15.6%
AO	834	23.0%	33.9%
EO	1728	47.7%	26.6%
PS	4	0.0%	0.3%
HEO	442	12.2%	10.7%
SEO	347	9.6%	7.7%
G7	140	3.9%	3.3%
G6	38	1.0%	0.7%
G5	12	0.3%	0.3%
No Grade	9	0.2%	0.3%
Total	3,630	100%	100%

Section 5: Employee Reward

Table 5.1 – Average Salary: Distribution by Grade²² (£)

Grade	Overall Average
Director	78,837
Non-Executive Director	2,022
Senior Manager	58,298
SEO	45,933
HEO	36,790
EO	31,408
AO & Clerk/Typist	24,926
AA & Support Grades	22,481
No Grade	35,462

²² This data does not include Zero Hours contracts

Table 5.2 – Average Salary Cost

Average Salary Cost ²³	Total (£)	Comparison v Average Salary Cost 2021/22
All SCTS	42,926	9.102% increase on average salary for 2021/22 (£39,344)

²³ The average salary cost is calculated by multiplying the Average Salary by Grade in Table 5.1 by the headcount (Page 1, Table 1.1) for each Grade and dividing the total by the overall headcount. Approximate employer costs of 40% based on a comparison of the salary against a table of employer costs for each grade point are then added.

Table 5.3 – Percentage of Staff on Salary Maximum: Comparison between September 2022 & September 2023

Grade	Total % 2021	Total % 2022	Female % 2021	Female % 2022	Male % 2021	Male % 2022
²⁴ Director	58.3	57.1	57.1	50	60	66.7
²⁵ Non-Executive Director	0	0	0	0	0	0
Senior Manager	49	40.6	45.2	36.8	55	46.2
SEO	72.6	63.3	72.6	63.3	76.1	59.3
HEO	65.3	54.8	65.3	54.8	67.6	53.5
EO	80.8	74.9	81.2	75.9	80	72.4
PS	100	100	100	100	0	0
AO & Clerk/Typist	82.4	71.1	83.1	72.3	80.5	66.7
AA & Support Grades	100	99.3	100	100	100	100
Average (Headcount)	81.4	73.1	81	73.7	82.1	72

²⁴ For Table 5.3, this is based only on Grade 6 Directors in SCTS.

²⁵ For Table 5.3, not applicable to Non-Executive Directors who are not on SCTS pay scales

Table 5.4 – Gender Pay Gap – Mean & Median Hourly Pay

Gender	Mean Hourly Pay (£)	Median Hourly Pay (£)
Female	14.79	12.32
Male	15.36	12.32
Gender Pay Gap (%)	3.7%	0.0%

Table 5.5 – 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	²⁶ Total Number of Team Awards Issued
Supreme Courts	655	23	17	6	107	68	0
Grampian, Highland & Islands	285	14	9	5	109	54	0
Glasgow & Strathkelvin	2215	94	69	25	152	53	0
Lothian & Borders	1840	54	39	15	110	63	0
North Strathclyde	250	7	5	2	118	43	0
South Strathclyde, Dumfries & Galloway	405	17	9	8	127	47	0
Tayside, Central and Fife	1375	54	44	10	164	49	1
Office of the Public Guardian	1715	54	38	16	85	30	0
Tribunals Operations	1410	84	58	26	145	67	0
³ Change, Digital and Innovation Unit	50	1	0	1	25	51	0
^{3,4} Chief Executives Office	0	0	0	0	13	14	0
^{3,5} Court Operations	150	3	3	0	14	6	0
³ Finance and Procurement Unit	650	13	9	4	36	20	0
³ Human Resources Unit	2385	34	22	12	30	9	0
^{3,6} Legislation and Information Unit	600	10	7	3	14	8	0
³ Property and Services Unit	0	0	0	0	6	12	0
Judicial Office	1055	22	13	9	41	15	0
Education & Learning Unit	1050	20	16	4	15	3	0
Fines Business Unit	150	3	2	1	33	16	0
Total	16,240	507	360	147	1,344	628	1

²⁶ For Tables 5.5 and 5.7 team relates to awards that have been issued out with the MyLifestyle system

Table 5.6 – 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	3,310	144	112	32	107	68
Grampian, Highland & Islands	1,280	37	32	5	109	54
Glasgow & Strathkelvin	7,235	247	200	47	152	53
Lothian & Borders	3,515	120	77	43	110	63
North Strathclyde	2,685	91	62	29	118	43
South Strathclyde, Dumfries & Galloway	380	21	20	1	127	47
Tayside, Central and Fife	945	57	54	3	164	49
Office of the Public Guardian	340	23	23	0	85	30
Tribunals Operations	7,445	273	181	92	145	67
³ Change, Digital and Innovation Unit	625	3	2	1	25	51
^{3,4} Chief Executives Office	0	0	0	0	13	14
^{3,5} Court Operations	75	1	1	0	14	6
³ Finance and Procurement Unit	0	0	0	0	36	20
³ Human Resources Unit	0	0	0	0	30	9
^{3,6} Legislation and Information Unit	0	0	0	0	14	8
³ Property and Services Unit	0	0	0	0	6	12
Judicial Office	0	0	0	0	41	15
Education & Learning Unit	0	0	0	0	15	3
Fines Business Unit	0	0	0	0	33	16
Total	27,835	1,017	764	253	1,344	628

Table 5.7 – Instant Rewards (Special Recognition): 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	²⁶ Total Number of Team Awards Issued
Director	0	0	0	0	10	10	0
Non-Executive Director	0	0	0	0	7	4	0
Senior Manager	170	2	1	1	39	26	0
SEO	1,290	35	25	10	96	52	0
HEO	3,385	85	64	21	139	74	0
EO	5,345	174	135	39	368	150	0
AO & Clerk	4,290	143	95	48	503	178	0
AA & Support Grades	1,570	64	37	27	179	133	0
Grade not identified	190	4	3	1	3	1	1
Total	16,240	507	360	147	1344	628	1

Table 5.8 – 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	10	10
Non-Executive Director	0	0	0	0	7	4
Senior Manager	0	0	0	0	39	26
SEO	245	7	7	0	96	52
HEO	2,555	118	97	21	139	74
EO	3,725	139	128	11	368	150
AO & Clerk/Typist	17,780	559	385	174	503	178
AA & Support Grades	3,530	194	147	47	179	133
Grade not identified	0	0	0	0	3	1
Total	27,835	1,017	764	253	1,344	628

Table 5.9 – Overtime: Distribution by Sheriffdom/Unit (£)

Sheriffdom/Unit	Total (£)	²⁷ Average (£)	Female (£)	Male (£)
Supreme Courts	38,586	220	23,508	15,078
Grampian, Highland & Islands	40,814	250	25,246	15,568
Glasgow & Strathkelvin	79,867	390	66,827	13,040
Lothian & Borders	33,027	191	23,148	9,879
North Strathclyde	41,223	256	25,035	16,188
South Strathclyde, Dumfries & Galloway	38,334	220	27,581	10,753
Tayside, Central and Fife	30,966	145	27,957	3,009
Office of the Public Guardian	235,408	2,047	190,966	44,442
Tribunals Operations	30,923	146	23,531	7,392
Headquarters	74,903	290	23,080	51,823
Judicial Office	6,997	125	4,612	2,385
Education & Learning Unit	2,261	126	2,261	0
Fines Business Unit	6,511	133	3,253	3,257
Total	659,819	335	467,005	192,814

²⁷ For Tables 5.9 and 5.11 the average is based on the total amount divided by the headcount for each Sheriffdom/Unit.

Table 5.10 – Overtime: Distribution by Grade (£)

Grade	Total (£)	Female (£)	Male (£)
Director	978	0	978
Non-Executive Director	0	0	0
Senior Manager	1,628	263	1,365
SEO	57,636	39,567	18,069
HEO	139,365	77,518	61,847
EO	272,905	217,215	55,690
AO & Clerk/Typist	132,666	102,221	30,445
AA & Support Grades	43,401	23,127	20,274
Grade not identified	11,242	7,094	4,147
Total	659,819	467,005	192,814

Table 5.11 – Payment of Travel Time: Distribution by Sherifffdom/Unit (£)

Sherifffdom/Unit	Total (£)	²⁷ Average (£)	Female (£)	Male (£)
Supreme Courts	63,671	391	34,811	28,860
Grampian, Highland & Islands	18,368	90	9,984	8,384
Glasgow & Strathkelvin	4,669	27	3,677	992
Lothian & Borders	4,852	30	3,774	1,078
North Strathclyde	7,787	45	1,983	5,805
South Strathclyde, Dumfries & Galloway	7,103	33	3,244	3,859
Tayside, Central and Fife	7,165	62	5,203	1,962
Office of the Public Guardian	9,026	43	6,988	2,038
Tribunals Operations	440	2	440	
Headquarters	7,524	134	2,756	4,768
Judicial Office	191	11	87	104
Education & Learning Unit	4,100	84	3,924	176
Fines Business Unit	406	0	148	258
Total	135,302	69	77,018	58,284

Table 5.12 – Payment of Travel Time: Distribution by Grade (£)

Grade	Total (£)	Female (£)	Male (£)
Director	0	0	0
Non-Executive Director	0	0	0
Senior Manager	844	157	687
SEO	10,959	5,827	5,132
HEO	55,366	27,751	27,615
EO	38,177	25,479	12,699
AO & Clerk/Typist	9,164	6,004	3,160
AA & Support Grades	19,223	10,232	8,991
Grade not identified	1,569	1,569	0
Total	135,302	77,018	58,284

Table 5.13 – Allowances Paid to Staff: Distribution by Allowance

Allowance	No of Staff	Total (£)
Additional Housing Costs Allow Gross	3	1,925
Distant Islands Allowance (RRA)	4	11,217
DS Pay Supplement	77	216,110
Excess Fares	31	58,985
First Instance Depute Clerk's Allowance	46	73,622
Grossed Up AHCA	3	723
High Work Volume Salary Supplement	10	13,439
Higher Typing Skills Supplement	2	1,068
Lower Typing Skills Supplement	8	3,292
Mark Time	0	0
Out Of Hours Allowance	105	82,562
Recruitment & Retention Allowance	26	42,599
Relief Officer Allowance (EO)	27	41,076
RRA Typing	3	1,022
Typing Proficiency	16	15,528
Total	312	563,167

Table 5.14 – Zero Hours Contracts: Distribution by Sheriffdom/Unit ²⁸

Sheriffdom/Unit	²⁹ Zero Hours Contract Staff Paid in 2022/23	Cost of Zero Hours Contracts (£)	³⁰ Total Number of Monthly Payments	³¹ Average Monthly Payment (£)	³² Maximum Single Monthly Payment (£)
Supreme Courts	2	36,860	14	2,633	5,323
Grampian, Highland & Islands	5	37,739	45	839	2,766
Glasgow & Strathkelvin	0	0	0	0	0
Lothian & Borders	4	26,714	32	835	2,270
North Strathclyde	0	0	0	0	0
South Strathclyde, Dumfries & Galloway	0	0	0	0	0
Tayside, Central and Fife	2	27,239	12	2,270	6,959
Office of the Public Guardian	0	0	0	0	0
Tribunals Operations	0	0	0	0	0
³ Court Operations (Headquarters)	1	10,265	9	1,141	1,823
Education & Learning Unit	0	0	0	0	0
Fines Business Unit	0	0	0	0	0
Total	14	138,817	112	1,239	6,959

²⁸ 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.

²⁹ The information in Tables 5.14 and 5.15 is based on payments within the reporting period – Hours may have been worked outside of the period.

³⁰ The information in Total Number of Monthly Payments in Tables 5.14 and 5.15 refers to the total number of monthly payments made to all zero hours staff in that Sheriffdom/Unit.

³¹ The information in Average Monthly Payment in tables 5.14 and 5.15 refers to the average monthly payment calculated by dividing the Cost of zero hours contracts by the Total Number of Monthly Payments.

³² The Maximum Single Monthly Payment in tables 5.14 and 5.15 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 5.15 – Zero Hours Contracts: Distribution by Grade²⁸

Grade	²⁹Zero Hours Contract Staff Paid in 2022/23	Cost of Zero Hours Contracts (£)	³⁰Total Number of Monthly Payments	³¹Average Monthly Payment (£)	³²Maximum 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	3	32,658	20	1,633	6,959
HEO	2	36,860	14	2,633	5,323
EO	3	34,186	29	1,179	2,766
AO & Clerk/Typist	1	13,896	11	1,263	2,270
AA & Support Grades	5	21,217	38	558	1,373
Total	14	138,817	112	1,239	6,959

Table 5.16

Total Staff Salary Costs: £77,245,599 (2021/22 = £68,735,168)
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Section 6: Employee Relations

Table 6.1 – 2022/23 Data

Staff Engagement Index from Civil Service Staff Survey 2022 – SCTS	62%
Staff Engagement Index from Civil Service Staff Survey 2022 - Civil Service Median	65%
% of SCTS staff completing Staff Survey	65%
% of SCTS staff who are members of PCS (Payroll Data Only)	23%
³³ Days lost to industrial action	1,429
Number of employees who were relevant union officials	15
% of the total pay bill spent on trade union facility time	0.15%
Number of Formal Grievances Recorded	8
Number of Dignity at Work Grievances	10
Number of Formal Disciplinary Warnings issued	10
Number of dismissals (incl. Inefficiency)	10
Numbers of Ill Health Retirement (IHR)	4
Number of staff who had probation period extended	10
Number of staff managed under poor performance arrangements as recorded in Final IPR report	1
Number of reported Health and Safety Incidents	92
Number of RIDDOR H&S Incidents	2
³⁴ Number of reported Security Incidents	133

³³ The days lost to industrial action figure is based on FTE of staff who were on strike on 1st February 2023 and 15th March 2023 (total number of staff on strike = 1,532)

³⁴ The Security Incidents figure does not include confiscations, which are recorded separately.

Section 7: Protected Characteristics

Table 7.1

All Staff - Ethnicity	
Ethnicity	No of Staff
White	312
³⁵ Unknown/ Prefer not to declare	1144
White - English/Welsh/Scottish/N Irish	488
³⁵ Other Ethnicity	28
Total	1,972

³⁵ For tables 7.1 – 7.4, where the number of staff in a category is less than 5, categories have been grouped to preserve anonymity.

Table 7.2

All Staff – Sexual Orientation	
Sexual Orientation	No of Staff
Unknown	1185
Heterosexual	725
³⁵ Prefer Not to Declare/Use Another Term/In Another Way	10
³⁵ Gay Man/Gay Woman/Bisexual	52
Total	1,972

Table 7.3

All Staff - Religion	
Religion	No of Staff
Unknown	1154
Christian Protestant	198
No Religion	382
Christian Roman Catholic	108
Prefer not to declare Religion or Belief	46
Christian Other	57
³⁵ Other Religion or Belief	27
Total	1,972

Table 7.4

All Staff – Marital Status	
Marital Status	No of Staff
Married	894
Single	747
Divorced	126
Ex-Married/Separated	23
Widow/er	25
³⁵ Unknown/Prefer Not to Declare	41
³⁵ Civil Partner/Partner	116
Total	1,972

Section 8: Data Trends

Table 8.1

Key Data Trends Over Last 5 Years (HRU have identified four key corporate indicators below as indicators for trend analysis)						
		22/23	21/22	20/21	19/20	18/19
Headcount	Data	1,972	1,944	1,844	1,848	1,802
	+/- Prev Yr	+1.4%	+5.4%	-0.2%	+2.6%	+2.0%
Turnover (Voluntary)	Data	170	191	109	130	130
	+/- Prev Yr	-11%	+75.2%	-16.2%	0.0%	-15.6%
Average Absence Days	Data	16.0	13.5	10.4	16.0	13.6
	+/- Prev Yr	+18.5%	+29.8%	-35.0%	+17.6%	+15.3%
Courses Attended	Data	3,630	2,029	942	1,636.5	1,192
	+/- Prev Yr	+78.9%	+115.4%	-42.4%	+37.3%	+15.3%

Section 9: HR Performance Indicators

Table 9.1

Key Indicators of HR Performance	
Indicator	Performance
Payroll: Cost per payslip per employee	£7.19
Payroll Accuracy	99.8%
Ratio – Overall HR Unit compared to all SCTS staff	1:51
HR cost per employee	£774.31
Average Recruitment Cost	£1,683.54
Average Recruitment Journey	60.5 days
Annual Training Investment	£673.67 per head
HR Query Tracker April 2022 – March 2023	Standard: 96.4% Complex: 61.0% Overall percentage: 94.5%
Number of Complaints	0
% of staff who received their contract of employment on day 1 of employment or before	100%

**Human Resources Unit
Scottish Courts & Tribunals Service
October 2023**