

**Scottish Courts  
and Tribunals Service**

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**Scottish Courts & Tribunals Service**

**Annual People Scorecard  
2018/19**

**Headcount = 1,802**

**Produced by the Human Resources Unit  
August 2019**

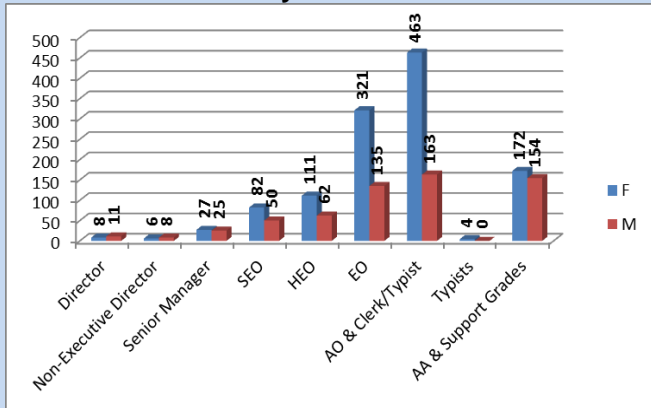
# Annual People Scorecard 2018/19

1<sup>st</sup> April 2018 to 31<sup>st</sup> March 2019

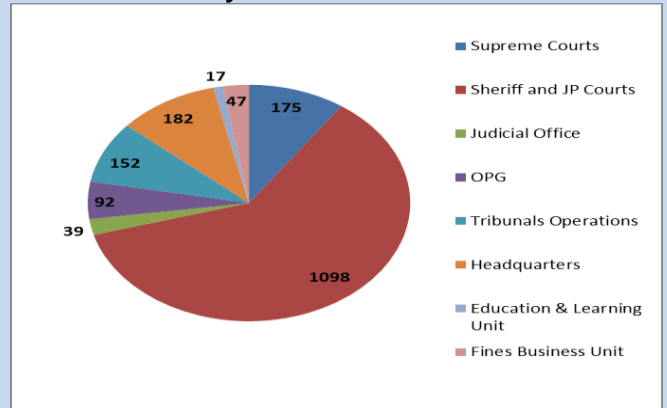
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# Annual People Scorecard 2018/19 – Dashboard

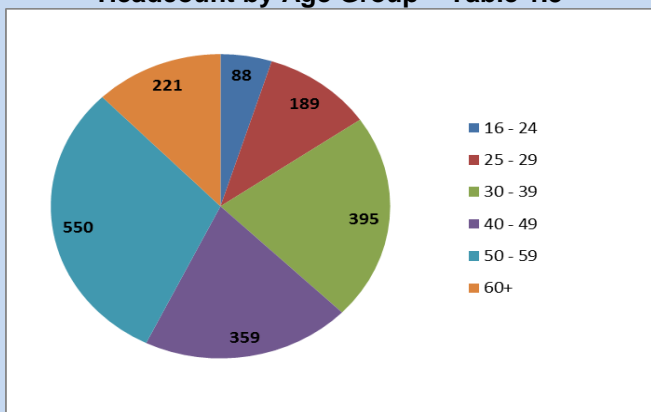
### Headcount by Gender – Table 1.1



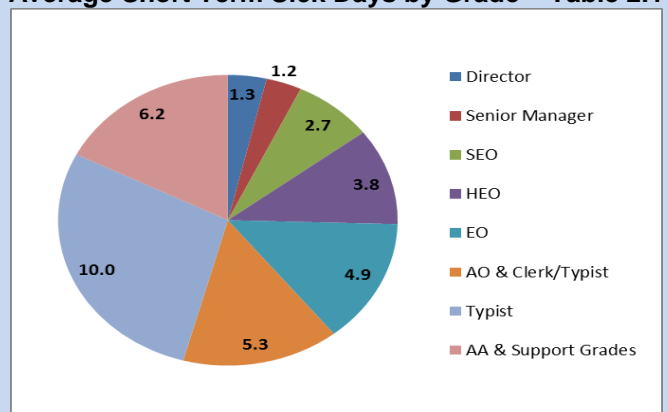
### Headcount by Area of Business – Table 1.2



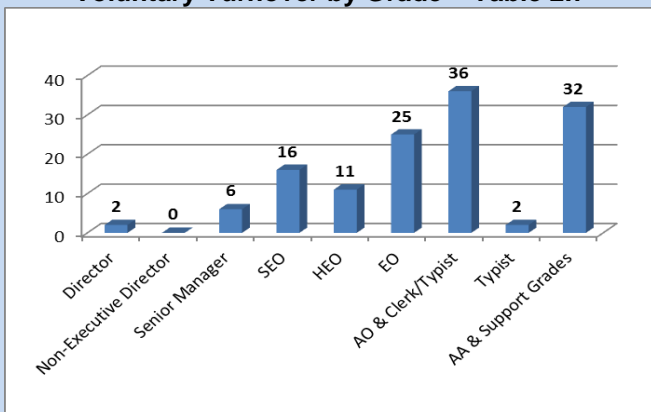
### Headcount by Age Group – Table 1.3



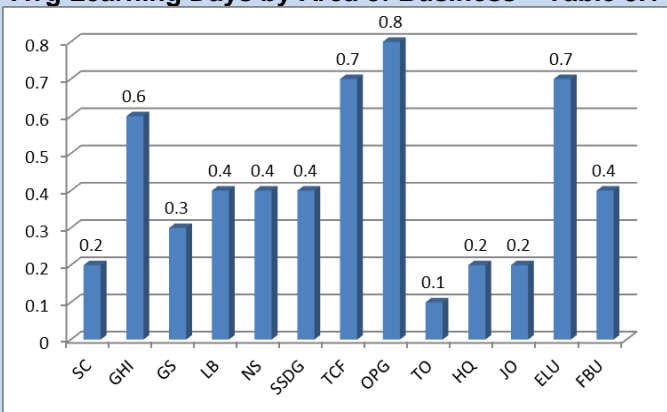
### Average Short Term Sick Days by Grade – Table 2.1



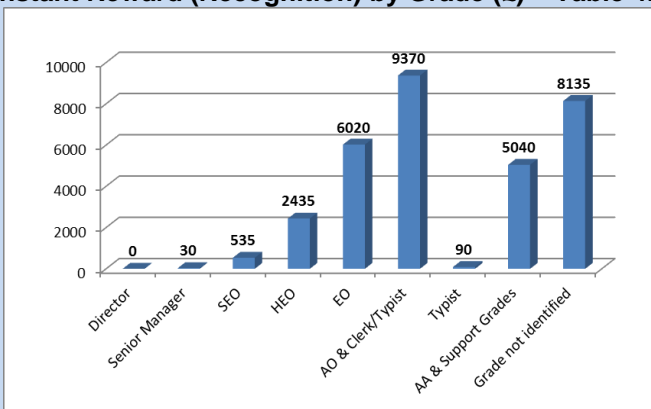
### Voluntary Turnover by Grade – Table 2.7



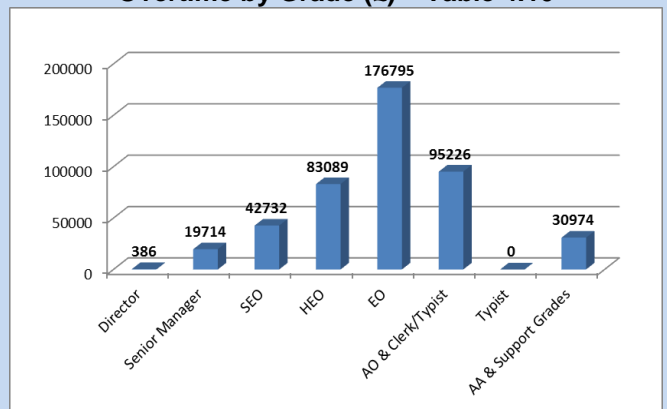
### Avg Learning Days by Area of Business – Table 3.1



### Instant Reward (Recognition) by Grade (£) – Table 4.7



### Overtime by Grade (£) – Table 4.10



## Annual People Scorecard 2018/19

### Section 1: People Profile

Please note, all tables in Section 1, include Casual/FT App 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	19	8	11	0	0	50.6	14.9	19.0
Non-Executive Director	14	6	8	0	0	55.6	2.4	<sup>2</sup> 0.0
Senior Manager	52	27	25	0	3	49.1	16.1	51.5
SEO	132	82	50	0	5	48.8	18.7	118.2
HEO	173	111	62	2	11	43.8	18.7	166.1
EO	456	321	135	6	24	43.2	16.3	420.8
AO & Clerk/Typist	626	463	163	2	31	41.8	10.4	560.7
Typists	4	4	0	0	0	48.5	23.3	3.8
AA & Support Grades	326	172	154	2	9	51.0	7.0	253.9
<sup>1</sup> Total	<b>1,802</b>	<b>1,194</b>	<b>608</b>	<b>12</b>	<b>83</b>	<b>44.9</b>	<b>12.9</b>	<b>1594.0</b>
<b>Percentages of total</b>		<b>66.3%</b>	<b>33.7%</b>	<b>0.7%</b>	<b>4.6%</b>			

<sup>1</sup> For Tables 1, 2, 3, 4 and 5; includes staff on Zero Hours contracts (not all have been utilised in 2018/19).

<sup>2</sup> 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 2018/19	Headcount 2017/18	Employee FTE 2018/19	Employee FTE 2017/18	Percentage 2018/19	Percentage 2017/18
Supreme Courts	175	178	160.8	163.6	9.7%	10.1%
Sheriff and JP Courts	1,098	1,152	941.9	997.4	61.0%	65.2%
Office of the Public Guardian	92	86	84.0	78.7	5.1%	4.9%
Tribunals Operations	152	127	147.8	123.6	8.4%	7.2%
<sup>3</sup> Headquarters	182	188	163.3	167	10.1%	10.6%
Judicial Office	39	35	37.6	33.7	2.2%	2.0%
Education & Learning Unit	17	-	15.0	-	0.9%	-
Fines Business Unit	47	-	43.6	-	2.6%	-
<sup>1</sup> Total	<b>1,802</b>	<b>1,766</b>	<b>1,594.0</b>	<b>1,564.0</b>	<b>100.0%</b>	<b>100.0%</b>

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

**Table 1.3**

Staff by Age Group	Headcount 2018/19	Headcount 2017/18	Percentage 2018/19	Percentage 2017/18
16 - 24 years old	88	96	4.9%	5.4%
25 - 29 years old	189	186	10.5%	10.5%
30 - 39 years old	395	369	21.9%	20.9%
40 - 49 years old	359	376	19.9%	21.3%
50 - 59 years old	550	552	30.5%	31.3%
60+ years old	221	187	12.3%	10.6%
<sup>1</sup> Total	<b>1,802</b>	<b>1,766</b>	<b>100.0%</b>	<b>100.0%</b>

**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	1	4	3	4	7
Non Exec Director	2	9	3	0	0
Senior Manager	10	8	4	10	20
SEO	11	15	9	40	57
HEO	9	13	14	75	62
EO	8	71	82	161	134
AO & Clerk/Typist	70	206	97	148	105
Typists	0	0	1	0	3
AA & Support Grades	43	126	59	78	20
<sup>1</sup> Total (Headcount)	<b>154</b>	<b>452</b>	<b>272</b>	<b>516</b>	<b>408</b>
<b>Percentages</b>	<b>8.5%</b>	<b>25.1%</b>	<b>15.1%</b>	<b>28.6%</b>	<b>22.6%</b>

**Table 1.5**

<b>Staff by Contract Type</b>						
<b>Contract Type</b>	<b>Headcount 18/19</b>	<b>Percentage 18/19</b>	<b>Headcount 17/18</b>	<b>Percentage 17/18</b>	<b>Headcount 16/17</b>	<b>Percentage 16/17</b>
Full Time	1,286	71.4%	1,275	72.2%	1,258	72.5%
Part Time/Job Share	450	24.9%	426	24.1%	421	24.3%
Full Time Condensed Hours	25	1.4%	22	1.2%	16	0.9%
Zero Hours Contract*	27	1.5%	30	1.7%	32	1.8%
Non Exec (Fixed Term Contract)	14	0.8%	13	0.7%	9	0.5%
<b><sup>1</sup>Total</b>	<b>1,802</b>	<b>100.0%</b>	<b>1,766</b>	<b>100.0%</b>	<b>1,736</b>	<b>100.0%</b>

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

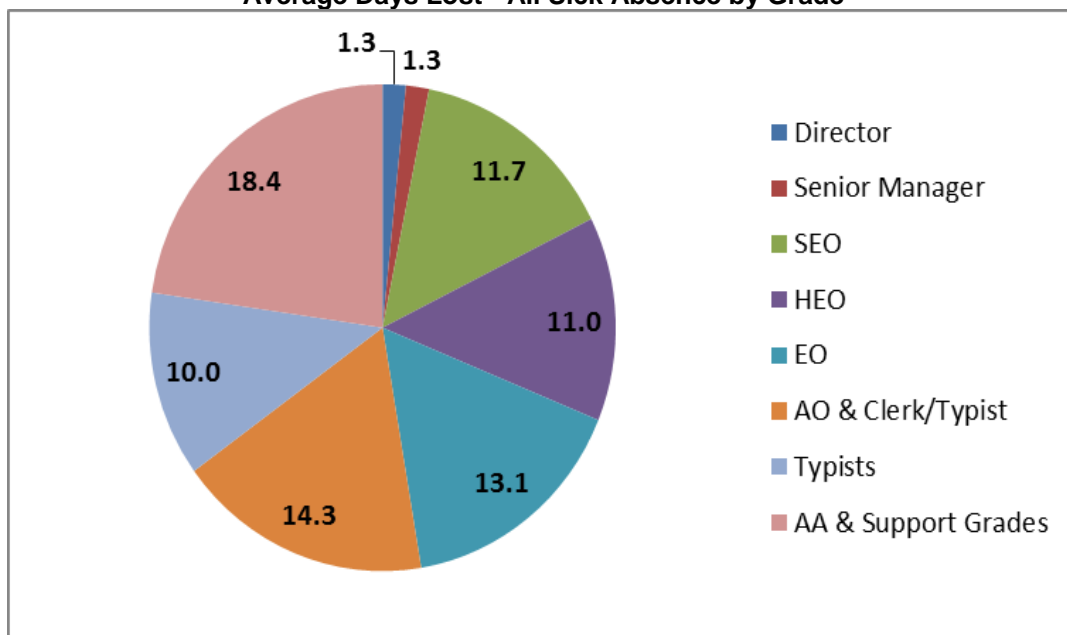
**Section 2: Employee Resourcing**

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

**Table 2.1**

<b>Sick Absence by Grade</b>						
<b>Grade</b>	<b>Avg days lost short term sick absence 2018/19</b>	<b>Avg days lost short term sick absence 2017/18</b>	<b>Avg days lost long term sick absence 2018/19</b>	<b>Avg days lost long term sick absence 2017/18</b>	<b>Avg days lost all sick absence 2018/19</b>	<b>Avg days lost all sick absence 2017/18</b>
Director	1.3	3.3	0.0	0.0	1.3	3.3
Non-Executive Director	0.0	0.0	0.0	0.0	0.0	0.0
Senior Manager	1.2	3.4	0.1	1.1	1.3	4.5
SEO	2.7	3.8	9.0	10.7	11.7	14.5
HEO	3.8	3.2	7.3	3.7	11.0	6.8
EO	4.9	5.7	8.2	7.9	13.1	13.6
AO & Clerk/Typist	5.3	5.3	9.0	6.1	14.3	11.3
Typists	10.0	0.0	0.0	0.0	10.0	0.0
AA & Support Grades	6.2	4.1	12.2	9.9	18.4	14.0
<b>Overall Average</b>	<b>4.8</b>	<b>4.7</b>	<b>8.8</b>	<b>7.1</b>	<b>13.6</b>	<b>11.8</b>

**Average Days Lost - All Sick Absence by Grade**



**Table 2.2**

<b>Sick Absence by Sherifffdom/Unit</b>			
<b>Sherifffdom/Unit</b>	<b>Average days lost through short term sick absence</b>	<b>Average days lost through long term sick absence</b>	<b>Average days lost through all sick absence</b>
Supreme Courts	3.8	8.6	12.4
Grampian, Highland & Islands	4.0	7.1	11.0

Glasgow & Strathkelvin	5.8	12.7	18.5
Lothian & Borders	5.7	5.5	11.2
North Strathclyde	5.8	12.4	18.2
South Strathclyde, Dumfries & Galloway	5.4	11.8	17.2
Tayside, Central and Fife	4.1	5.7	9.8
Office of the Public Guardian	7.2	11.7	18.9
Tribunals Operations	4.3	14.4	18.7
Headquarters	4.4	3.5	7.9
Judicial Office	2.4	0.5	2.8
Education & Learning Unit	2.4	5.0	7.4
Fines Business Unit	3.1	6.9	10.0
<b>Overall Average</b>	<b>4.8</b>	<b>8.8</b>	<b>13.6</b>

**Table 2.3**

Lost Time Rate <sup>4</sup>	Short Term	Long Term	All Absence
All SCTS	1.5%	2.7%	4.2%

<sup>4</sup> Based on ((Absence Days/Calendar Days) x Working Days)/(FTE x Working Days) (Calendar Days = 365 days, Working Days =225 days).

**Table 2.4**

Special Leave	
Reasons	Days
Caring Responsibilities	462
Bereavement	493
Compassionate Care Leave	354
Emergency Family Leave	423
Miscellaneous Special Leave	58
Unpaid Leave	611
Facility Time	133
Study/Examination Leave	75
Parental Leave	65
Domestic	29
Hospital Appointment	18
Other Reasons	269
<b>Total</b>	<b>2,990</b>

**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	15	13	2
HEO	19	17	2
EO	48	37	11
AO & Clerk/Typist	21	16	5
Typists	0	0	0
AA and Support Grades	1	1	0
<b>Total (Headcount)</b>	<b>109</b>	<b>88</b>	<b>21</b>

**Table 2.6**

**Permanent internal promotions by Sheriffdom/Unit promoted to.**

Promotions by Sheriffdom/Unit			
Sheriffdom/Unit	Total	Female	Male
Supreme Courts	5	4	1
Grampian, Highland & Islands	10	7	3
Glasgow & Strathkelvin	17	14	3
Lothian & Borders	12	9	3
North Strathclyde	2	2	0
South Strathclyde, Dumfries & Galloway	2	2	0
Tayside, Central and Fife	10	9	1
Office of the Public Guardian	3	3	0

Tribunals Operations	11	6	5
Headquarters	19	16	3
Judicial Office	7	6	1
Education & Learning Unit	6	6	0
Fines Business Unit	5	4	1
<b>Total (Headcount)</b>	<b>109</b>	<b>88</b>	<b>21</b>

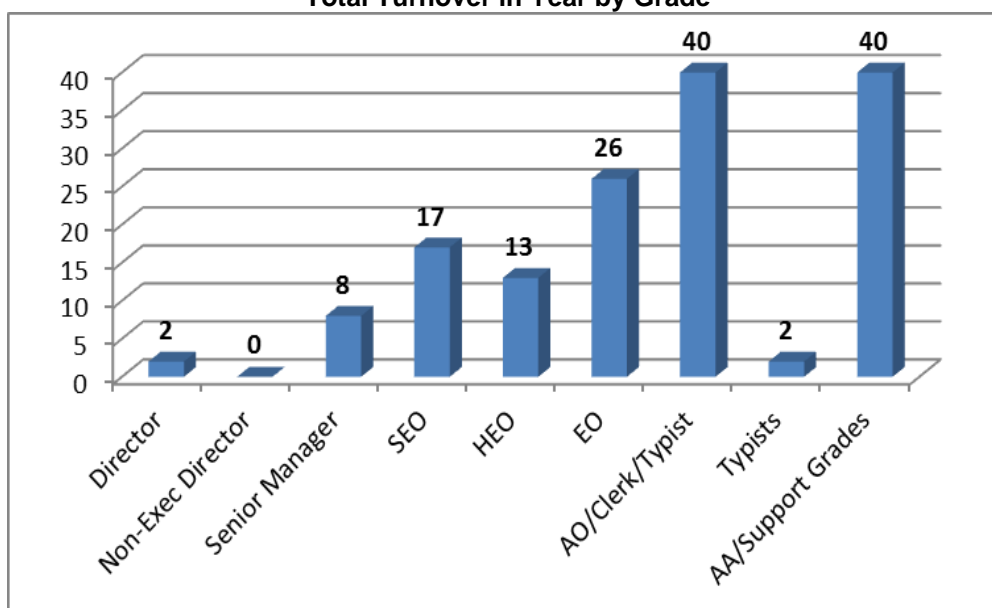
**Table 2.7**

Turnover and Application Rates by Grade										
Grade	<sup>6</sup> Voluntary Turnover		<sup>6</sup> Non-Voluntary Turnover		<sup>6</sup> 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	2	10.5	0	0.0	2	10.5	6	4	0	0
<sup>5</sup> Non-Executive Director	0	0.0	0	0.0	0	0.0	0	0	0	0
Senior Manager	6	11.5	2	3.8	8	15.4	9	11	90	8
SEO	16	12.1	1	0.8	17	12.9	34	30	111	20
HEO	11	6.4	2	1.2	13	7.5	111	43	131	14
EO	25	5.5	1	0.2	26	5.7	183	54	114	15
AO & Clerk/Typist	36	5.8	4	0.6	40	6.4	88	50	1,410	43
Typists	2	50.0	0	0.0	2	50.0	0	0	0	0
AA & Support Grades	32	9.8	8	2.5	40	12.3	20	23	904	20
<b>Total</b>	<b>130</b>	<b>7.2</b>	<b>18</b>	<b>1.0</b>	<b>148</b>	<b>8.2</b>	<b>451</b>	<b>215</b>	<b>2,760</b>	<b>120</b>

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

<sup>6</sup> These figures are calculated by dividing the number of leavers by the head count at 31<sup>st</sup> March 2019

**Total Turnover in Year by Grade**



**Table 2.8**

Turnover and Application Rates by Sheriffdom/Unit									
Sheriffdom/Unit	<sup>6</sup> Voluntary Turnover		<sup>6</sup> Non-Voluntary Turnover		<sup>6</sup> Total Turnover		Total number of applications received for jobs advertised in year		
	No.	%	No.	%	No.	%	Internal	External	
Supreme Courts	11	6.3	5	2.9	16	9.1	44	526	
Grampian, Highland & Islands	18	10.6	2	1.2	20	11.8	30	183	
Glasgow & Strathkelvin	6	3.1	1	0.5	7	3.7	98	119	
Lothian & Borders	13	7.1	1	0.5	14	7.7	34	255	
North Strathclyde	12	7.0	0	0.0	12	7.0	33	290	

South Strathclyde, Dumfries & Galloway	10	5.8	4	2.3	14	8.2	29	39
Tayside, Central and Fife	12	5.7	2	0.9	14	6.6	33	212
Office of the Public Guardian	4	4.3	0	0.0	4	4.3	16	132
Tribunals Operations	6	3.9	0	0.0	6	3.9	57	615
Headquarters	25	13.7	2	1.1	27	14.8	60	235
Judicial Office	10	25.6	1	2.6	11	28.2	11	100
Education & Learning Unit	3	17.6	0	0.0	3	17.6	6	54
Fines Business Unit	0	0.0	0	0.0	0	0.0	0	0
Advertised as 'Various'							0	0
<b>Overall Totals</b>	<b>130</b>	<b>7.2</b>	<b>18</b>	<b>1.0</b>	<b>148</b>	<b>8.2</b>	<b>451</b>	<b>2,760</b>

**Table 2.9**

Recruitment Appointments by Grade					
Grade	Total	Female	Male	'Ethnic Minorities	'Declared Disability
Director	0	0	0	0	0
Non-Executive Director	0	0	0	0	0
Senior Manager	4	2	2	0	1
SEO	11	8	3	1	0
HEO	10	6	4	2	2
EO	9	5	4	1	1
AO & Clerk/Typist	69	46	23	7	2
Typists	0	0	0	0	0
AA & Support Grades	33	23	10	1	0
<b>Total (Headcount)</b>	<b>136</b>	<b>90</b>	<b>46</b>	<b>12</b>	<b>6</b>

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: £2,285.61 per vacancy** (2017/18 = £2,319.88 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: £2,087.62 per vacancy**

**Table 2.11**

<sup>8</sup> **Average Recruitment Journey Length: 53 working days**

<sup>8</sup> 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	1,088	1
I want to work in the justice sector in Scotland	587	2
The job looks interesting	355	3
I want to work for Civil Service	202	4
Company reputation	159	5
Clear career path available in SCTS	141	6
Other	126	7
Job security	64	8
I am looking for my first job	16	9
I need a job	14	10
Overall reward package is attractive	8	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 2018/19	Approx. % of total apps 2017/18
Unclassified	0	0	0	0	0.0	0.1
African	3	4	0	7	0.3	0.9



African British	3	0	0	3	0.1	0.0
African Scottish	1	1	0	2	0.1	0.1
Arab	0	0	0	0	0.0	0.0
Arab Scottish	0	0	0	0	0.0	0.0
Asian	2	5	0	7	0.3	0.3
Asian British	3	3	0	6	0.2	0.2
Black	3	3	0	6	0.2	0.1
Black British	1	1	0	2	0.1	0.2
Black Scottish	0	0	0	0	0.0	0.0
Caribbean	0	0	0	0	0.0	0.1
Caribbean British	0	1	0	1	0.0	0.1
Caribbean Scottish	0	1	0	1	0.0	0.0
Chinese	0	1	0	1	0.0	0.1
Chinese British	0	0	0	0	0.0	0.1
Chinese Scottish	1	4	0	5	0.2	0.1
Indian	9	6	0	15	0.5	0.2
Indian British	1	1	0	2	0.1	0.3
Indian Scottish	0	4	0	4	0.1	0.1
Irish	8	7	0	15	0.5	0.3
Mixed or multiple	5	11	0	16	0.6	0.5
Other Asian	0	0	0	0	0.0	0.2
Other Ethnic Origin	0	9	0	9	0.3	0.2
Other White	41	83	0	124	4.5	4.3
Pakistani	4	2	0	6	0.2	0.2
Pakistani British	1	8	0	9	0.3	0.9
Pakistani Scottish	3	5	0	8	0.3	0.5
Polish	15	32	0	47	1.7	1.7
Prefer not to answer	19	13	0	32	1.2	0.6
Scottish	472	1,041	4	1,517	55.0	54.3
White British	318	597	0	915	33.2	33.4
<b>Total</b>	<b>913</b>	<b>1,843</b>	<b>4</b>	<b>2,760</b>	<b>100.0</b>	<b>100.0</b>

**Table 2.14**

<b>Completed Total Applications Received – Declaring Disability</b>				
<b>Disabled</b>	<b>Male</b>	<b>Female</b>	<b>Other/Not Declared</b>	<b>Total</b>
Declared not disabled	805	1,692	2	2,499
Not declared	19	18	1	38
Declared a disability	89	133	1	223
<b>Total</b>	<b>913</b>	<b>1,843</b>	<b>4</b>	<b>2,760</b>

**Table 2.15**

<b>Completed Total Applications Received – Declaring Age Group</b>		
<b>Age Group</b>	<b>Total Number of Applications</b>	<b>% of Total Applications</b>
16 – 24 years	487	17.6
25 – 29 years	552	20.0
30 – 34 years	329	11.9
35 – 39 years	277	10.0
40 – 44 years	231	8.4
45 – 49 years	257	9.3
50 – 54 years	271	9.8
55 – 59 years	237	8.6
60 – 64 years	99	3.6
65+ years	20	0.7
<b>Total</b>	<b>2,760</b>	<b>100.0</b>

### Section 3: Employee Learning

**Table 3.1**

<b>Sheriffdom/Unit</b>	<b><sup>11</sup>Average Formal Training Days Attended per Employee</b>	<b>Number of staff who completed <sup>10</sup>SVQs/ILMs 18/19</b>	<b><sup>11</sup>% of staff who completed <sup>10</sup>SVQs/ILMs 18/19</b>
Supreme Courts	0.2	2	0.1

Grampian, Highland & Islands	0.6	1	0.06
Glasgow & Strathkelvin	0.3	4	0.23
Lothian & Borders	0.4	3	0.17
North Strathclyde	0.4	1	0.06
South Strathclyde, Dumfries & Galloway	0.4	3	0.17
Tayside, Central and Fife	0.7	4	0.23
Office of the Public Guardian	0.8	0	0
Tribunals Operations	0.1	1	0.06
Headquarters	0.2	2	0.1
Judicial Office	0.2	0	0
ELU	0.7	2	0.1
FBU	0.4	0	0
<b>Total</b>	<b>0.4<sup>9</sup></b>	<b>23</b>	<b>1.3</b>

<sup>9</sup> Excludes all e-learning and ILM Workshops. The CIPD Annual Survey Report, Learning & Development 2015 averages at 3.2 days.

<sup>10</sup> In Tables 1 and 2, SVQs = Scottish Vocational Qualifications and ILM = Institute of Leadership and Management.

<sup>11</sup> Based on headcount of 1,761 (head count minus Non-Executive Directors and zero hour's staff)

**Table 3.2**

Learning Days Profile		
Category	<sup>12</sup> Days	<sup>12</sup> Events
Technical (inc floor walking)	621	149
Desk Training	-	-
General	77	12
IT	81	-
Management	400	49
Personal	7	-
<sup>10</sup> SVQs/ILM	6	12
<b>Totals</b>	<b>1,192<sup>13</sup></b>	<b>222</b>

<sup>12</sup> Days is the total number of training days whereas each course/programme is classed as 1 event

<sup>13</sup> Includes number of learning days of eLearning and Mental Health Awareness manager sessions

**Table 3.3**

<b>Cost per Learning Day: £790.89<sup>14</sup></b>
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<sup>14</sup> Cost per learning day is the overall L&D investment of £752,135 divided by the total number of training days taken from table 3.2. The number of Mental Health Awareness sessions for managers has been removed (241 days) as this did not form part of L&D investment.

**Table 3.4**

<b>L&amp;D Investment as a % of SCTS Pay Bill: 1.4%</b>
---

**Table 3.5**

Number of Learning Days per Grade Recorded for Workshops <sup>15</sup>													
	AA	SGB1/ 2	CLK/ TYP	AO	SM3	EO	HEO	SEO	Gd7	Gd6	Gd5	Gd4	Total
<b>Total</b>	-	3	3	311	1	350	129	63	29	8	4	1	<b>902<sup>16</sup></b>

<sup>15</sup> Gender statistics are removed as this information is not utilised as part of individual Delta profile information and is not extracted from HR data import

<sup>16</sup> Excludes personal learning

## Section 4: Employee Reward

**Table 4.1**

Average Salary: Distribution by Grade <sup>17</sup> (£)	
Grade	Overall Average
Director	72,056
Non-Executive Director	2,177
Senior Manager	52,414
SEO	40,090
HEO	31,474
EO	26,611
AO & Clerk/Typist	20,936
Typists	19,129
AA & Support Grades	18,463

<sup>17</sup> This data does not include Zero Hours contracts

**Table 4.2**

Average Salary Cost <sup>18</sup>	Total (£)	Comparison v Average Salary Cost 2017/18
All SCTS	33,328	4.5% increase on average salary for 2017/18 (£31,903)

<sup>18</sup> 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 2017 & September 2018						
Grade	Total % 2017	Total % 2018	Female % 2017	Female % 2018	Male % 2017	Male % 2018
Director <sup>19</sup>	70.0	60.0	50.0	33.3	100.0	100.0
Non-Executive Director <sup>20</sup>	0.0	0.0	0.0	0.0	0.0	0.0
Senior Manager	50.0	42.6	50.0	52.2	50.0	33.3
SEO	72.4	65.8	69.0	61.0	76.9	74.4
HEO	59.9	59.1	54.6	51.4	70.7	72.6
EO	82.2	81.1	82.2	82.4	82.1	78.1
AO & Clerk/Typist	81.0	86.3	83.3	88.5	74.0	79.7
Typists	100.0	83.3	100.0	80.0	0.0	100.0
AA & Support Grades	87.1	99.7	87.2	99.4	87.0	100.0
<b>Average (Headcount)</b>	<b>78.9</b>	<b>81.8</b>	<b>78.9</b>	<b>81.9</b>	<b>78.9</b>	<b>81.6</b>

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

<sup>20</sup> For Table 4.3, not applicable to Non-Executive Directors who are not on SCTS pay scales

**Table 4.4**

Gender Pay Gap – Mean & Median Hourly Pay		
Gender	Mean Hourly Pay (£)	Median Hourly Pay (£)
Female	12.58	10.68
Male	12.94	10.68
<b>Gender Pay Gap (%)</b>	<b>2.8</b>	<b>0.0</b>

**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	<sup>21</sup> Total Number of Team Awards Issued
Supreme Courts	2,165	67	47	20	110	65	0
Grampian, Highland & Islands	5,645	157	110	42	116	54	5
Glasgow & Strathkelvin	3,185	141	90	51	136	55	0
Lothian & Borders	3,050	105	48	57	104	79	0
North Strathclyde	1,990	51	33	18	126	45.5	0
South Strathclyde, Dumfries & Galloway	1,715	61	48	13	127	44.5	0
Tayside, Central and Fife	1,280	58	46	12	160	51	0
Office of the Public Guardian	830	28	21	7	72	20	0
Tribunals Operations	3,520	192	115	77	91	61	0
Headquarters	7,635	98	66	32	89	93	0
Judicial Office	640	14	6	8	20	19	0
<b>Total</b>	<b>31,655</b>	<b>972</b>	<b>630</b>	<b>337</b>	<b>1,151</b>	<b>587</b>	<b>5</b>

<sup>21</sup> For Tables 4.5 and 4.7 team relates to awards that have been issued out with the MyCompliments system

**Table 4.6**

<b>Instant Rewards (Substitution): Distribution by Sheriffdom/Unit</b>						
<b>Sheriffdom/Unit</b>	<b>Total Value of Awards Issued (£)</b>	<b>Total Number of Awards Issued</b>	<b>Total Number of Awards Issued (Female)</b>	<b>Total Number of Awards Issued (Male)</b>	<b>Total Female Head Count</b>	<b>Total Male Head Count</b>
Supreme Courts	3,275	173	134	39	110	65
Grampian, Highland & Islands	0	0	0	0	116	54
Glasgow & Strathkelvin	9,895	401	351	50	136	55
Lothian & Borders	5,115	268	112	156	104	79
North Strathclyde	2,495	91	76	15	126	45.5
South Strathclyde, Dumfries & Galloway	830	36	29	7	127	44.5
Tayside, Central and Fife	900	49	42	7	160	51
Office of the Public Guardian	455	27	25	2	72	20
Tribunals Operations	5,040	218	141	77	91	61
Headquarters	50	2	0	2	89	93
Judicial Office	0	0	0	0	20	19
<b>Total</b>	<b>28,055</b>	<b>1,264</b>	<b>911</b>	<b>353</b>	<b>1,151</b>	<b>587</b>

**Table 4.7**

<b>Instant Rewards (Special Recognition): Distribution by Grade</b>							
<b>Grade</b>	<b>Total Value of Awards Issued (£)</b>	<b>Total Number of Awards Issued</b>	<b>Total Number of Awards Issued (Female)</b>	<b>Total Number of Awards Issued (Male)</b>	<b>Total Female Head Count</b>	<b>Total Male Head Count</b>	<sup>21</sup> <b>Total Number of Team Awards Issued</b>
Director	0	0	0	0	7	11	0
Non-Executive Director	0	0	0	0	6	8	0
Senior Manager	30	1	1	0	26	24	0
SEO	535	16	13	3	81	50	0
HEO	2,435	70	53	17	105	57	0
EO	6,020	199	133	66	293	124	0
AO & Clerk/Typist	9,370	382	255	127	457	159	0
Typists	90	3	3	0	4	0	0
AA & Support Grades	5,040	196	104	92	172	154	0
Grade not identified	8,135	105	68	32	0	0	5
<b>Total</b>	<b>31,655</b>	<b>972</b>	<b>630</b>	<b>337</b>	<b>1,151</b>	<b>587</b>	<b>5</b>

**Table 4.8**

<b>Instant Rewards (Substitution): Distribution by Grade</b>						
<b>Grade</b>	<b>Total Value of Awards Issued (£)</b>	<b>Total Number of Awards Issued</b>	<b>Total Number of Awards Issued (Female)</b>	<b>Total Number of Awards Issued (Male)</b>	<b>Total Female Head Count</b>	<b>Total Male Head Count</b>
Director	0	0	0	0	7	11
Non-Executive Director	0	0	0	0	6	8
Senior Manager	240	3	2	1	26	24
SEO	455	22	22	0	81	50
HEO	3,510	151	132	19	105	57
EO	7,440	330	232	98	293	124
AO & Clerk/Typist	11,930	513	333	180	457	159
Typists	0	0	0	0	4	0
AA & Support Grades	4,300	240	190	50	172	154
Grade not identified	180	5	0	5	0	0
<b>Total</b>	<b>28,055</b>	<b>1,264</b>	<b>911</b>	<b>353</b>	<b>1,151</b>	<b>587</b>

**Table 4.9**

<b>Overtime: Distribution by Sheriffdom/Unit (£)</b>				
<b>Sheriffdom/Unit</b>	<b>Total (£)</b>	<b><sup>22</sup>Average (£)</b>	<b>Female (£)</b>	<b>Male (£)</b>
Supreme Courts	30,011	171	17,873	12,138
Grampian, Highland & Islands	19,765	116	9,935	9,830
Glasgow & Strathkelvin	18,310	96	12,992	5,318
Lothian & Borders	17,640	96	11,086	6,554
North Strathclyde	39,474	230	27,557	11,917
South Strathclyde, Dumfries & Galloway	36,866	215	22,797	14,069
Tayside, Central and Fife	17,063	81	12,619	4,444
Office of the Public Guardian	170,116	1,849	141,361	28,755
Tribunals Operations	11,560	76	8,291	3,269
Headquarters	80,259	441	24,194	56,065
Judicial Office	4,764	122	996	3,768
Education & Learning Unit	966	57	827	139
Fines Business Unit	2,122	45	1,454	668
<b>Total</b>	<b>448,916</b>	<b>249</b>	<b>291,982</b>	<b>156,934</b>

<sup>22</sup> 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**

<b>Overtime: Distribution by Grade (£)</b>			
<b>Grade</b>	<b>Total (£)</b>	<b>Female (£)</b>	<b>Male (£)</b>
Director	386	386	0
Non-Executive Director	0	0	0
Senior Manager	19,714	17,541	2,173
SEO	42,732	23,358	19,374
HEO	83,089	46,112	36,977
EO	176,795	125,236	51,559
AO & Clerk/Typist	95,226	67,075	28,151
Typists	0	0	0
AA & Support Grades	30,974	12,274	18,700
<b>Total</b>	<b>448,916</b>	<b>291,982</b>	<b>156,934</b>

**Table 4.11**

<b>Payment of Travel Time: Distribution by Sheriffdom/Unit (£)</b>				
<b>Sheriffdom/Unit</b>	<b>Total (£)</b>	<b><sup>22</sup>Average (£)</b>	<b>Female (£)</b>	<b>Male (£)</b>
Supreme Courts	52,970	303	32,539	20,431
Grampian, Highland & Islands	20,197	119	12,359	7,838
Glasgow & Strathkelvin	845	4	533	312
Lothian & Borders	2,786	15	2,146	640
North Strathclyde	9,973	58	3,827	6,146
South Strathclyde, Dumfries & Galloway	14,511	85	6,348	8,163
Tayside, Central and Fife	10,507	50	3,316	7,191
Office of the Public Guardian	19,409	211	16,878	2,531
Tribunals Operations	1,093	7	643	450
Headquarters	15,647	86	4,541	11,106
Judicial Office	853	22	434	419
Education & Learning Unit	7,074	416	7,074	0
Fines Business Unit	269	6	55	214
<b>Total</b>	<b>156,134</b>	<b>87</b>	<b>90,693</b>	<b>65,441</b>

**Table 4.12**

<b>Payment of Travel Time: Distribution by Grade (£)</b>			
<b>Grade</b>	<b>Total (£)</b>	<b>Female (£)</b>	<b>Male (£)</b>
Director	597	597	0
Non-Executive Director	0	0	0
Senior Manager	2,796	2,448	348
SEO	14,130	7,480	6,650
HEO	65,311	40,564	24,747
EO	51,191	28,673	22,518
AO & Clerk/Typist	15,539	8,075	7,464
Typists	0	0	0
AA & Support Grades	6,570	2,856	3,714
<b>Total</b>	<b>156,134</b>	<b>90,693</b>	<b>65,441</b>

**Table 4.13**

<b>Allowances Paid to Staff: Distribution by Allowance</b>		
<b>Allowance</b>	<b>No of Staff</b>	<b>Total (£)</b>
Distant Islands Allowance	4	9,811
First Instance Depute Clerk Allowance	37	64,385
High Work Volume Salary Supplement	8	10,379
Out of Hours Allowance	98	79,143
Recruitment & Retention Allowance	45	61,804
Relief Officer Allowance	22	37,158
<b>Total</b>	<b>214</b>	<b>262,680</b>

**Table 4.14**

<b>Zero Hours Contracts: Distribution by Sheriffdom/Unit<sup>23</sup></b>					
<b>Sheriffdom/Unit</b>	<sup>24</sup> <b>Zero Hours Contract Staff Paid in 2018/19</b>	<b>Cost of Zero Hours Contracts (£)</b>	<sup>24</sup> <b>Total Number of Monthly Payments</b>	<sup>25</sup> <b>Average Monthly Payment (£)</b>	<sup>26</sup> <b>Maximum Single Monthly Payment (£)</b>
Supreme Courts	6	62,849	57	1103	2,722
Grampian, Highland & Islands	9	12,824	42	305	999
Glasgow & Strathkelvin	1	30,859	12	2572	4,062
Lothian & Borders	3	19,735	27	731	2,089
North Strathclyde	2	7,990	15	533	1,382
South Strathclyde, Dumfries & Galloway	1	1,868	7	267	453
Tayside, Central and Fife	2	8,210	15	547	1,766
Office of the Public Guardian	0	0	0	0	0
Tribunals Operations	0	0	0	0	0
Headquarters	0	0	0	0	0
Judicial Office	0	0	0	0	0
Education & Learning Unit	1	22,402	12	1867	3,108
Fines Business Unit	0	0	0	0	0
<b>Total</b>	<b>25</b>	<b>166,737</b>	<b>187</b>	<b>892</b>	<b>4,062</b>

<sup>23</sup> 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.

<sup>23</sup> 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.

<sup>24</sup> 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.

<sup>25</sup> 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.

<sup>26</sup> 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**

<b>Zero Hours Contracts: Distribution by Grade<sup>23</sup></b>					
<b>Grade</b>	<sup>24</sup> <b>Zero Hours Contract Staff Paid in 2018/19</b>	<b>Cost of Zero Hours Contracts (£)</b>	<sup>24</sup> <b>Total Number of Monthly Payments</b>	<sup>25</sup> <b>Average Monthly Payment (£)</b>	<sup>26</sup> <b>Maximum Single Monthly Payment (£)</b>
Director	0	0	0	0	0
Senior Manager	0	0	0	0	0
Non-Executive Director	0	0	0	0	0
SEO	3	39,069	27	1447	4,062
HEO	2	35,441	20	1772	3,108
EO	1	1,587	4	397	587
AO & Clerk/Typist	3	10,205	13	785	2,089
Typists	0	0	0	0	0
AA & Support Grades	16	80,435	123	654	2,170
<b>Total</b>	<b>25</b>	<b>166,737</b>	<b>187</b>	<b>892</b>	<b>4,062</b>

**Table 4.16**

<b>Total Staff Salary Costs: £54,446,027.32 (2017/18 = £50,739,362.78)</b>
--

## Section 5: Employee Relations

**Table 5.1**

<b>2018/19 Data</b>	
Staff Engagement Index from Civil Service Staff Survey 2018 – SCTS	65%
Staff Engagement Index from Civil Service Staff Survey 2018 - Civil Service Median	62%
% of SCTS staff completing Staff Survey	75%
% of SCTS staff who are members of PCS (Payroll Data Only)	35.1%
Days lost to industrial action	0 days
Number of employees who were relevant union officials	17 (16.89 FTE)
% of the total pay bill spent on trade union facility time	0.2%
Number of Formal Grievances Recorded	6 grievances submitted – 3 not upheld, 2 partially upheld, 1 upheld
Number of Formal Disciplinary Warnings issued	17 disciplinary warnings issued (15 First Written Warnings; 2 Final Written Warnings) * 16 of the disciplinary warnings issued were for attendance management
Number of dismissals	1
Number of staff who had probation period extended	17
Number of staff managed under poor performance arrangements as recorded in Final IPR report	1
Number of reported Health and Safety Incidents	277
Number of RIDDOR H&S Incidents	4
<sup>27</sup> Number of reported Security Incidents	41

<sup>27</sup> The Security Incidents figure does not include confiscations, which are recorded separately.

## Section 6: Protected Characteristics

**Table 6.1**

<b>All Staff - Ethnicity</b>	
<b>Ethnicity</b>	<b>No of Staff</b>
White	664
Prefer not to declare Ethnic Origin	389
Unknown	635
White - English/Welsh/Scottish/N Irish	100
<sup>28</sup> Other Ethnicity	14
<b>Total</b>	<b>1,802</b>

<sup>28</sup> 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 6.3**

<b>All Staff - Religion</b>	
<b>Religion</b>	<b>No of Staff</b>
Unknown	1,291
Christian Protestant	186
No Religion	113
Christian Roman Catholic	95
Prefer not to declare Religion or Belief	70
Christian Other	27
<sup>28</sup> Other Religion or Belief	20
<b>Total</b>	<b>1,802</b>

**Table 6.2**

<b>All Staff – Sexual Orientation</b>	
<b>Sexual Orientation</b>	<b>No of Staff</b>
Unknown	1,309
Heterosexual	418
Prefer Not to Declare Sexual Orientation	65
<sup>28</sup> Gay Man/Gay Woman/Bisexual	10
<b>Total</b>	<b>1,802</b>

**Table 6.4**

<b>All Staff – Marital Status</b>	
<b>Marital Status</b>	<b>No of Staff</b>
Married	935
Single	689
Divorced	118
Ex-Married	19
Widow/er	24
Unknown	11
Civil Partner	6
<b>Total</b>	<b>1,802</b>

## Section 7: Data Trends

**Table 7.1**

<b>Key Data Trends Over Last 5 Years</b> (HRU have identified four key corporate indicators below as indicators for trend analysis)						
		<b>18/19</b>	<b>17/18</b>	<b>16/17</b>	<b>15/16</b>	<b>14/15</b>
Headcount	Data	1,802	1,766	1,736	1,742	1,603
	+/- Prev Yr	+2.0%	+1.7%	-0.3%	+8.7%	+3.4%
Turnover (Voluntary)	Data	130	154	111	109	119
	+/- Prev Yr	-15.6%	+38.7%	+1.8%	-8.4%	+29.3%
Average Absence Days	Data	13.6	11.8	14.3	12.6	12.0
	+/- Prev Yr	+15.3%	-17.5%	+13.5%	+5.0%	+12.1%
Training Days	Data	1,192	1,034	2,584.7	3,059.6	3,000.7
	+/- Prev Yr	+15.3%	-60.0%	-15.5%	+2.0%	-19.7%

## Section 8: HR Performance Indicators

**Table 8.1**

<b>Key Indicators of HR Performance</b>	
<b>Indicator</b>	<b>Performance</b>
Payroll: Cost per payslip per employee	£7.90
Payroll Accuracy	99.9%
Ratio – Overall HR Unit compared to all SCTS staff	1:64
HR cost per employee	£608.42
Average Recruitment Cost	£2,285.61
Average Recruitment Journey	53 days
Cost per training day	£790.89
HR Query Tracker April 2018 – March 2019	Overall 97.5% of queries resolved within KPI Time Limits 98.0% of Standard Queries resolved within KPI (3 days) 92.1% 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%

**Human Resources Unit  
Scottish Courts & Tribunals Service  
August 2019**