

Annual People Scorecard 2021-22: Analysis of key data and trends over the last 3 years

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Executive Summary

- The purpose of the Annual People Scorecard is to present a range of Scottish Courts and Tribunals Service workforce information, occurring within a specified time period, to support understanding of what SCTS and its people have encountered in that time, and how it continues to move forward in delivering its purpose of supporting justice for the people of Scotland. This report considers the information of 2021/22 against the data from the preceding two years, highlighting particular trends or issues arising from the data.
- In 2021/22, the impact of the Covid-19 pandemic continued to reverberate across the organisation as we adjusted to and developed new ways of working. The scorecard reflects on this and shows how the people of SCTS have continued to provide the services required with creativity, flexibility and consideration, all the while maintaining a continuing trend of stable performance across its workforce measures.
- The following are high level observations from this year's scorecard:
 - **Headcount increased by c. 5% in 2021/22.** The gender split remains broadly similar, however there was an increase of 7.4% in the number of women employed as compared to an increase of 1.5% in the number of men.
 - **Disclosure of ethnicity and disability increased slightly:** given the importance of equality and diversity at SCTS, efforts to encourage staff to update their personal details within iTrent continues.
 - **The average age of the SCTS staff overall and average length of service both decreased:** the number of younger staff has increased slightly, however we need to remain vigilant about having adequate representation across the age groups.
 - **Short, long and all term sickness absence increased in 2021/22 having decreased in 2020/21; it remains lower than 2019/20.** Sickness absence relating to Covid-19 is not captured in this scorecard.
 - **49% of special leave in 2021/22 was Covid-19 related:** in days the number is down significantly from 2020/21 and is only slightly higher than pre-COVID levels.
 - **Total turnover increased this year by almost 4 points.** The highest rates of turnover are in AO & Clerk/Typist grade, followed by AA & Support Grades and the EO grade; this trend has continued through the last 3 years.
 - **Challenges with recruitment and retention:** like other Government Departments, we are seeking candidates from an ever shrinking talent pool due to Brexit and post COVID-19 an increased number of people not re-entering the workforce. We continued to compete against organisations in the public, private and third sectors around factors of total

reward like pay, flexible and remote working, working hours, wellbeing and learning and development opportunities.

- **Over 2,000 active users logged onto the ELU learning platform showing increased engagement:** the number of formal training courses attended more than doubled.
- **The number of instant awards increased by c.45%, while the value increased only by c. 9%.**
- **Engagement levels** (Civil Service People Survey score) **are slightly lower than last year.** For 2022 they are 62%, down from 64% in 2021 and 66% in 2020. The Civil Service score for 2022 also fell compared to the previous year and for 2022 was 65% against the 66% in 2021.
- Key actions to support the above areas of focus included:
 - **Reinforcing the value and importance of equality and diversity at SCTS:** the introduction of iTrent, the payroll and people systems platform, combined with a commitment to messaging at induction and other corporate moments, the creation of a hub on Delta and mandatory e-learning, inter-faith training and continuing work on the British Sign Language Plan. Staff are informed about the value of the organisation holding information on protected characteristics and are encouraged to complete their protected characteristics information at induction, during training and at other relevant times.
 - **Aging workforce:** a number of activities were developed to address the impact of this, these included: an increased focus on succession planning; better use of various social media platforms to market our brand and showcase our activities as an employer and the various career opportunities we offer. SCTS remained committed to giving young people opportunities through initiatives such as SCTS Life Chances Scheme; partnership working with Learning Providers that assign Modern Apprentices through Skills Development Scotland. It is anticipated that we will develop a specific strategy for Modern Apprenticeships and Graduate Trainee Schemes over the business year 2023/24.
 - **Ongoing support for staff health & wellbeing:** SCTS continues to provide support to staff; our special leave policy continues to reflect categories relating to Covid-19.
 - **Stabilising turnover:** a number of strategies being implemented to assist, including succession planning, reviewing the impact of digitisation on roles, progression of work by ELU on the development of talent management programmes and continuing to commit to addressing differences in our pay scales compared to other comparative Scottish civil service organisations.

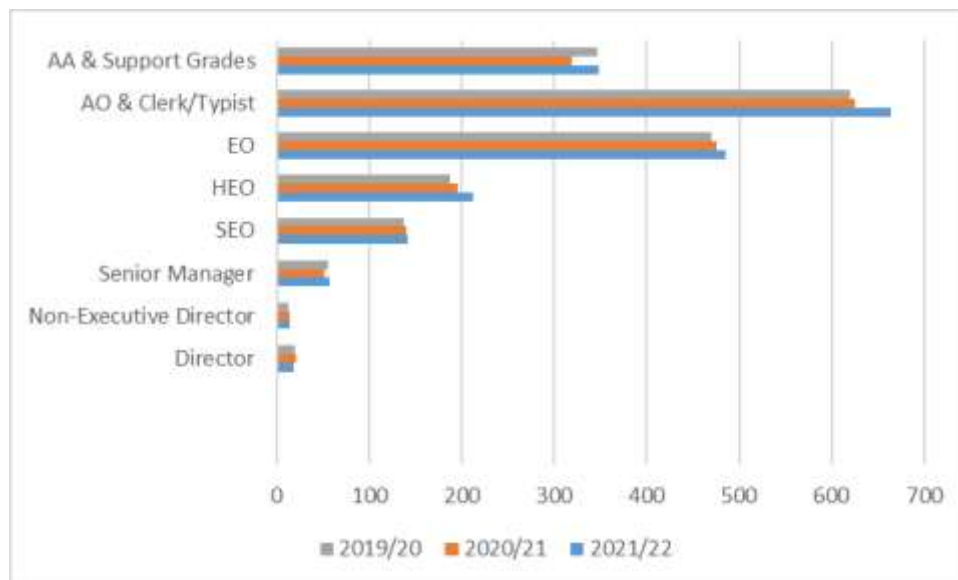
- **Average salary distribution continues its upward trend:** SCTS Pay Awards are aligned to and approved by Scottish Government Pay Policy Unit and continue to focus on the restoration of pay, easing of inflationary pressures on staff and their families and ensuring reasonable increases are provided to our lowest paid staff. We continued to see the positive impact of the pay and reward principles: fairness, transparency, consistency and motivation.
 - The primary focus for SCTS and HRU continues to be in strengthening measures already in place to ensure they continue to be fit for purpose to support staff to ensure services can be delivered successfully.
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1. Introduction

- 1.1 The Annual People Scorecard is designed to provide a range of Scottish Courts and Tribunals Service workforce information. It was first produced for the business year of 2008/09 and continues to be produced on an annual basis. This report considers the information of 2021/22 against the data from the preceding two years, highlighting particular trends or issues arising from the data.
- 1.2 The global Covid-19 pandemic has had a significant impact on SCTS and staff and managers. SCTS have continued to support justice by developing and delivering a more resilient, efficient and flexible system. We have increased criminal court capacity to tackle case backlogs that built up during the early stages of the pandemic. SCTS have run over 1,400 solemn trials with jurors based in remote jury centres, so that the most serious criminal cases continued to be heard in a safe environment using leading edge technology. Over 2,000 custody hearings were held using an entirely virtual model. In the civil courts and tribunals, using secure video solutions and in-person hearings where appropriate, business continued at pre-pandemic levels with no significant backlogs.
- 1.3 A Hybrid Working Policy was developed and put in place in 2022. This is an informal, flexible arrangement, blending workplace and remote working (usually at an employee's home) without formal changes to employees' contracts or terms and conditions of employment. It includes agreeing a practical hybrid working plan between an employee and their line manager and keeping it under review.
- 1.4 Covid-19 continued to impact staff wellbeing with everyone experiencing some level of change to their daily routines which has impacted how they carry out their work.
- 1.5 The People Strategy 2018-2023 sets out our key people themes – Valuing Everyone's Contribution, Our Team, Learning and Realising Potential – and continues to play a significant part in our response to the challenges facing SCTS in these ongoing, unparalleled times.

2. Staff Demographics

- 2.1 Overall headcount in 2021/22 increased by 100 (c. 5%) compared to 2020/21 and 2019/20. The majority of new entrants in 2021/22 were deployed in the Sheriff and JP Courts, HQs and the OPG. The number of Directors fell by 3. There were increases across all other grades, the majority being AO/AA/HEO. In percentage terms Senior Managers increased the most. Overall the shape of organisation remained broadly similar.



This increase in headcount was to support the Respond, Recover and Transform programme as work practices started to return to the new normal. We continued to offer job security and a commitment to no compulsory redundancies. A number of posts remain unfilled so we would expect further growth.

- 2.2 The gender split was c. 68% female to c. 32% male, a slight increase in females in comparison with prior years. Gender balance occurred at Director and Non-Executive Director grades and was closer at AA & Support Grades. The greatest imbalances were at AO & Clerk Typist and EO grades.
- 2.3 Part-time hours were worked across all grades except for at Director level.
- 2.4 We continued to reinforce the value and importance of equality and diversity data and how it shapes and influences inclusivity and decisions on policy and regularly encourage staff to update their details on iTrent, our payroll and people system. A combination of activities are adopted to raise the profile and importance of equality, diversity and inclusivity for example a section of the Induction Day is dedicated to the topic, there is an Equality and Diversity Hub on SharePoint, a short animated film, setting out the importance of equality data and how it is used, was also published and it is compulsory for all staff to complete an annual training update.

As at 31/3/2022 disclosure of ethnicity was up to 0.82% from 0.5% in 2020/21 and 0.6% in 2019/20.

The disclosure rate for disability in the same period was 3.34%, up from the previous year: 0.6%, but down on 2019/20: 4.6%.

A monthly report on disclosure rates is now pulled from iTrent and analysed. As at November 2022 we can note a marked improvement in the percentage of people completing their protected characteristics information on iTrent.

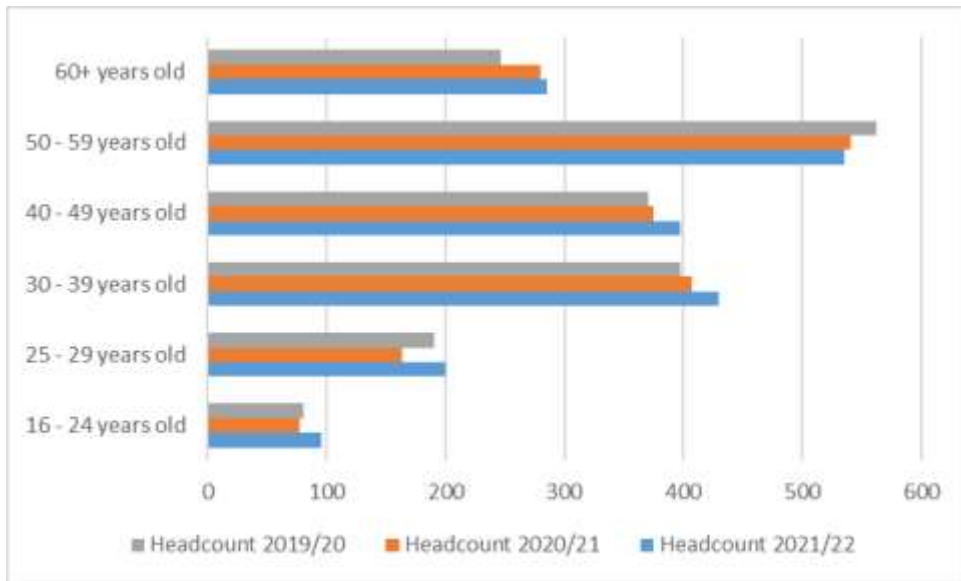
Personal Characteristic Type	Percentage of staff who have completed Personal Characteristics as at November 2022
Ethnicity	37.3%
Religion/Belief	35.9%
Marital/Civil Status	99.0%
Disabled	44.5%
Nationality	48.4%
Sexual orientation	36.1%
Do you have caring responsibilities?	34.5%
What best describes your gender?	34.8%
Total Employees Covered	1956

- 2.4 There was a slight decrease in the average age of SCTS staff overall, down to 45 from 45.7 in 2020/21 and 45.3 in 2019/20. The average length of service also decreased from 13.5 years in 2020/21 to 12.3, this was 12.8 years in 2019/20.

3. Age Profile

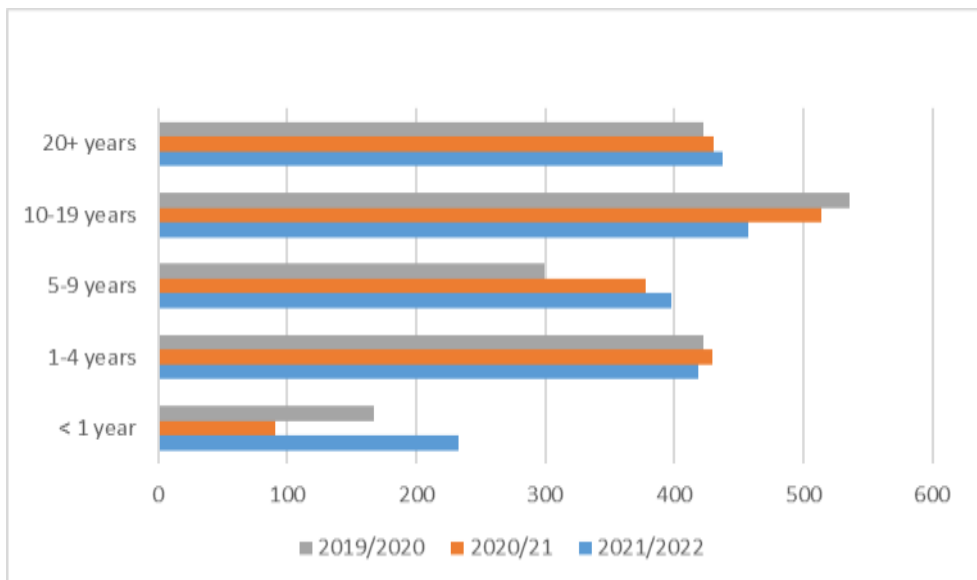
- 3.1 An aging workforce continues to be a concern for many organisations, SCTS included. At the start of the pandemic, rising economic inactivity in the UK was driven by young workers, and by older workers where the rise in not looking for work was related to COVID-19 restrictions and increasingly, long-term ill-health. Since restrictions eased in the second half of 2021, younger people increasingly came out of inactivity, but older workers continued to leave the labour market. In SCTS, of the staff that joined SCTS during the year ending 31/3/2021 and that were still employed at the year end, c.50% were aged 30 or under; this is slightly up from last year and a sign that the work we have done to recruit/retain younger people is starting to bear fruit.
- 3.2 The SCTS Recruitment and Resourcing Strategy 2020/2023 recognises that our approach to recruitment has to produce outcomes that enable us to deliver our business now and in the future. In addition to work on succession planning, we initiated collaborative working conversations with schools, universities and Skills Development Scotland and this work started proper in 2022/23. Information regarding careers with SCTS and our recruitment process was shared by Skills Development Scotland to career advisors over various platforms, including video footage that is still accessible through YouTube.
- 3.3 It is anticipated that we will develop a specific strategy for Modern Apprenticeships and Graduate Trainee Schemes over the business year 2022/23 that will support the Young Person's Guarantee and support our own business needs, our succession planning and our workforce planning. Linked to this is the development of a talent management approach and programme.
- 3.4 In 2023/24 a centralised recruitment function will be created with the aim of streamlining recruitment processes to ensure consistency throughout SCTS and to facilitate workforce planning processes. A new modern e-recruitment module is being implemented which will enhance candidate experiences and will coincide with a refresh of our processes and guidance enabling greater efficiency and clarity for our managers and candidates. The flexibility of the new e-recruitment system and continued use of social media outlets will also assist in attracting a greater diversity of candidates.
- 3.5 The chart below shows the continuing journey of age demographics across the SCTS. The groups remain broadly similar. The youngest age group of 16-24 years has increased slightly in comparison with previous years, reversing an overall downward trend over the previous 2 years period. We had taken action to encourage younger people to join SCTS so this is encouraging. There are increases in numbers across all age groups apart from 50-59, this age-range remains the most numerous

through-out the 3-year period, which is consistent with the trend of older people leaving the workforce.



4. Service Profile

4.1 The overall make-up of the workforce in terms of years of service appears more evenly split over the various categories for the year 2021/22. The most significant differences over the 3-year period are an increase in staff in post for less than 1 year which represents 12% of all staff up from 5% in 2020/21 and 9% for 2019/20 and a 4% fall in the 10-19 years category which represent 24% of the workforce in 2021/22 as against 28% in 2020/21 and 29% in 2019/20.



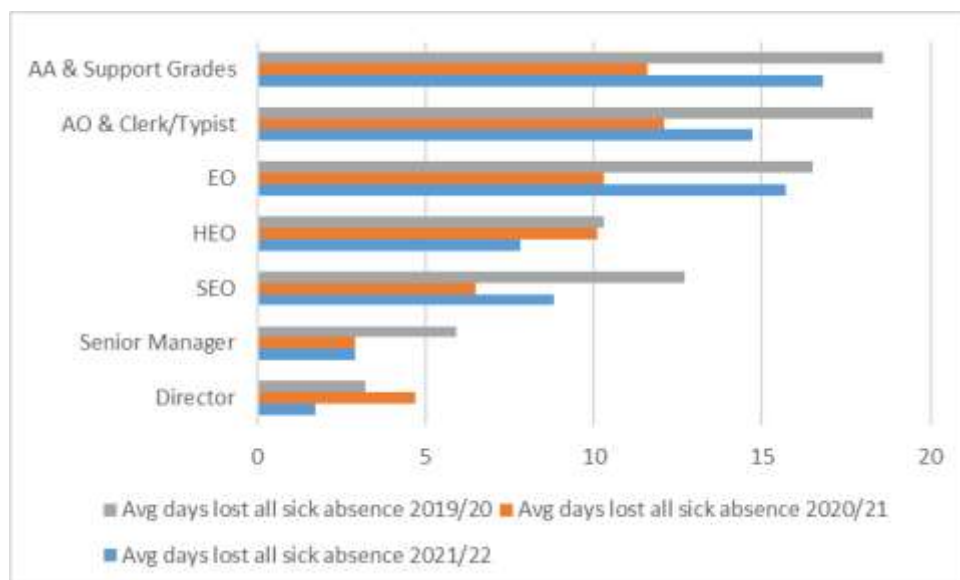
4.2 The average length of service at the SCTS for 2021/22 is 12.3 down from 13.5 years in 2021/20 and 12.8 years for 2019/20. This appears to echo the narrative of people post pandemic feeling more confident to leave a

job either to retire, to be economically inactive or to start a new role. It may represent a loss of knowledge and skills on one hand, but on the other we can see the beginnings of a new talent pipeline.

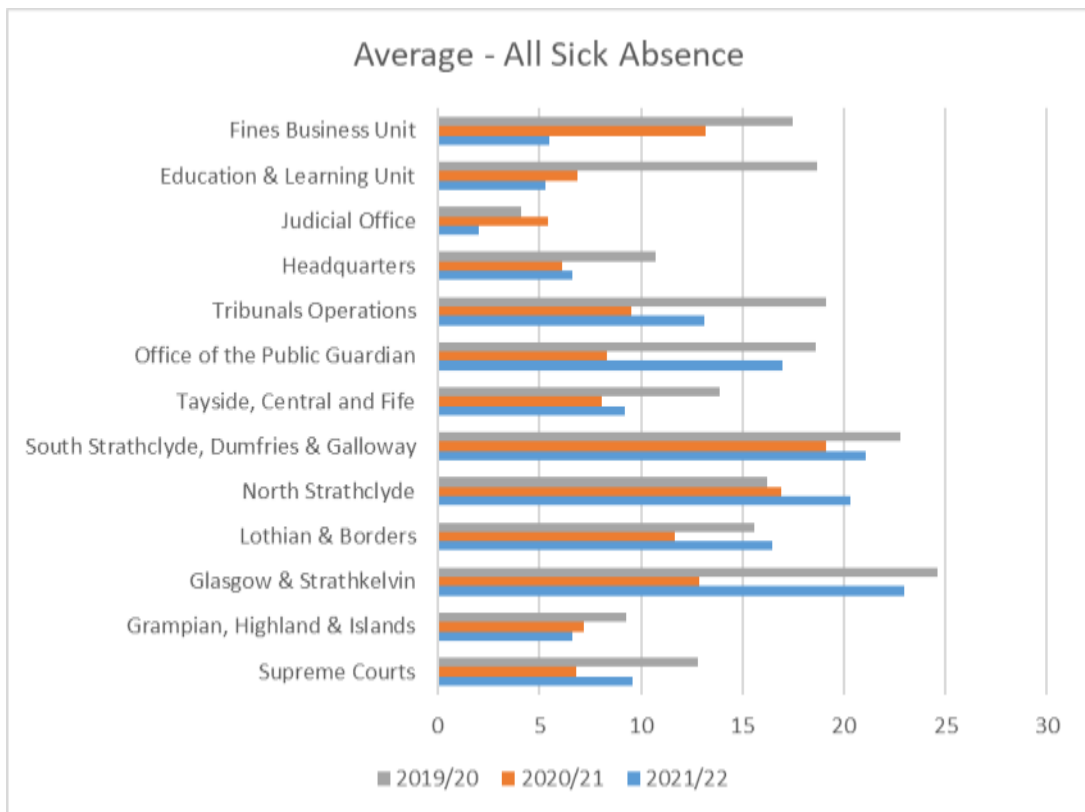
- 4.3 Full time permanent contracts continued to be the main type at SCTS representing c.75.5% of all contracts, up from 72% for the prior 2 years. Part time and job sharing contracts continued to decrease, down to c.22% from 23.8% in 2019/20 and 24.3% in 2019/20. Other types of contract continued their downward trend.
- 4.4 The number of zero hours contracts fell to 26 in 2021/22, down from 28 in 2020/21, but up on the 23 of 2019/20. The cost for 2021/22 was £98,676 down from £191,736 in 2020/21 and £140,272 in 2019/20. The arrangement to make goodwill payments to people on zero hours contracts was reinstated for the period January to April 2021 at which point much of the business resumed. Since May 2021, zero hour contracted staff receive payment for actual hours worked.

5 Sickness Absence

- 5.1 Sickness absence data during 2021/22 and 2020/21 is not fully comparable with 2019/20 and previous years due to the impact of Covid-19, this therefore needs to be taken into consideration when reviewing the data provided. Covid-19 related data in reference to the SCTS' Special Leave policy is dealt with in points 5.7 – 5.9. Covid-19 sickness absence is not addressed in this analysis as it is not contained in the scorecard and has been reported on elsewhere.
- 5.2 In 2021/22 average days lost due to sickness absence, both short and long term, increased in comparison with 2020/21, up to 13.5 from 10.4, however they remained below the average of 16 days as compared with 2019/20.



- 5.3 Above average levels of absence are more predominant in EO/AO/AA Grades. This is consistent with prior years.
- 5.4 Sheriffdoms/business units with the highest number of average days lost of all sickness absence in 2021/22 were in Glasgow & Strathkelvin, Lothian & Borders, North Strathclyde, South Strathclyde, Dumfries & Galloway and Office of the Public Guardian. In 2020/21 North Strathclyde and South Strathclyde, Dumfries & Galloway and the Fines Business Unit were above average while in 2019/20 Glasgow & Strathkelvin, North Strathclyde, South Strathclyde, Dumfries & Galloway, Office of the Public Guardian, Tribunals Operations, Education & Learning Unit and the Fines Business Unit were all above the respective average for the year.



- 5.5 Table 2.3 below shows the changes and trend in the lost time rate across short, long and all term sickness absence. In 2021/22, the main three causes for short term absence were colds, staged returns following long term sick and stress; bereavement had featured last year in the top 3 and not colds. The main three causes for long term absence were anxiety, stress and bereavement, as was the case for 2020/21. We can see lost time rates returning to pre-pandemic levels.

The ONS reports that an estimated 149.3 million working days were lost because of sickness or injury in the UK in 2021, equivalent to 4.6 days per worker or an absence rate of 2.2% in 2021. The absence rate in 2020 was 1.8, a record low for the UK.

Table 2.3

Lost Time Rate ⁴	Short Term	Long Term	All Absence
All SCTS – 2021/22	1.00%	3.10%	4.10%
All SCTS – 2020/21	0.7%	2,5%	3.2%
All SCTS – 2019/20	1.5%	3.4%	4.9%

⁴Based on $((\text{Absence Days}/\text{Calendar Days}) \times \text{Working Days}) / (\text{FTE} \times \text{Working Days})$ (Calendar Days = 366 days, Working Days = 225 days).

- 5.6 Overall, 3,419 were utilised under the umbrella of special leave in 2021/22, of which 1,584 days were Covid-19 related. This was a significant decrease on the previous year's figure of 62,351 days and equates to 49% of the total days used for special leave in 2021/22. 783 days were Covid-19 Stay at Home (51,874 days in 2020/21 and 3,310 days in 2019/20). 698 days were for Covid-19 Quarantine, where staff were self-isolating (and could not work from home) (6,935 days in 2020/21 and 1,879 days in 2019/20). The final Covid-19 category was for Emergency Family Leave – 103 days in 2021/22 (3,542 days in 2020/21 and 343 days in 2019/20).

Table 2.4

Reasons	21/22	20/21	19/20
Covid-19 Emergency Family Leave - Caring for relatives when homeworking is not possible	103	3,542	343
Covid-19 Quarantine - Self-isolating when homeworking is not possible	783	6,935	1,879
Covid-19 Stay at Home - Unable to work from home and office closed or not working on emergency services provision (rota)	698	51,874	3,310
Caring Responsibilities	315	395	467
Bereavement	474	372	442
Compassionate Care Leave	341	154	99
Emergency Family Leave	190	91	305
Miscellaneous Special Leave	122	195	45
Unpaid Leave	208	295	761
Study/Examination Leave	62	28	26
Parental Leave	42	54	94
Domestic	9	15	20
Hospital Appointment	11	17	11
Other Reasons	61	35	133
Facility Time			
Total	3,419	64,002	7,935

- 5.7 We can see the reduced impact of Covid-19 in 2021/22 as measures relaxed. We can note however a rise in sickness absence and this is consistent with ONS hypotheses that homeworking allowed people to work when they were a little unwell, but felt well enough to work from home and the fact that in 2020 because of government restrictions people were less exposed to germs.

6. Turnover

- 6.1 The total turnover rate for 2021/22 has increased to 10.9% (see Table 2.5 below); this reversed the trend in the 2 years prior where economic instability due to the impact of COVID most likely discouraged people from leaving secure employment. This is consistent with trends outside the organisation.
- 6.2 This highest rates of turnover per grade for 2021/22 were at Senior Manager grade (22.8%) and Director grade (16.7%); the most numerous were AO & Clerk/Typist grade (81 people or 12.2%), followed by AA & Support and EO (47 people or 13.5%), in concert with the data of 2019/20 and 2018/19.
- Turnover by Sheriffdom/units shows the higher rates are at Headquarters, North Strathclyde, Lothian & Borders, ELU and Tribunal Operations.

Table 2.5 – 3 Year Turnover Rates

Type/Year	2021/22		2020/21		2019/20	
	No. of Leavers	Turnover Rate	No. of Leavers	Turnover Rate	No. of Leavers	Turnover Rate
Voluntary	191	9.81%	109	5.9%	130	7.0%
Non-Voluntary	21	1.08%	20	1.1%	18	1.0%
Total Turnover	212	10.89%	129	7.0%	148	8.0%

- 6.3 A number of activities are being carried out to assist with addressing turnover within the SCTS for example the introduction of a new performance management approach (MyCareer) which will provide talent and potential ratings and include career conversations. MyCareer will assist with succession planning and talent management in addition to overall workforce planning. We continue to progress with the development and implementation of talent management programmes and leadership development. A review of the impact of digitisation upon court operational roles at SGB2, AO, EO and HEO at grades is being carried out. We remain committed to addressing differences in our pay scales compared to other comparative Scottish civil service organisations and progress continues to be made with our comprehensive review of our total reward package so we can promote all the benefits the SCTS provides to our employees and help our people understand the value of our benefits. As detailed previously we are considering what recruitment and resourcing activities we can develop to ensure we recruit future talent. Both ELU and HRU's current and 2023/24 Business Plans detail objectives that will continue to progress with work to address and respond to turnover and an aging workforce.

7. Recruitment & Internal Promotions

- 7.1 Overall vacancies and responses to those vacancies from applicants was buoyant, 258 jobs were advertised, 239 people were recruited and over 2,300 applications were received.

- 7.2 The ratio of applications to jobs the SCTS is less robust however than for the 2020/21 period. In 2021/22 for internal roles the average number of applicants was 2.5 (4.4 for 2020/21) and for roles advertised externally the average number of applicants was 3.2 in 2021/22 (45 in 2020/21). In 2021/22, overall, there were fewer than average applications for the AA & Support Grades at 0.5; 45.8 in 2020/21, and the EO role had the overall highest number of average applicants in 2021/22 at 5; in 2020/21 there were on average 10 applicants and the highest number of applicants was for the AA and Support Grades, 45.8. Reforms to the way SCTS recruit have been analysed and plans for centralised recruitment using the iTrent platform will be implemented in 2023/24.
- 7.3 Of the 239 positions appointed in the reporting period c.72% were female and c. 28% were males, similar rates to the overall gender split (68/32). From an ethnicity perspective, the highest category declared was Scottish at 77.7%, White British at 8.5%, Other White at 3.3%. The categories with most increase were Mixed or Multiple, Pakistani and Other Ethnic Origins all of which were up c. 1%. Replies are broadly consistent with the previous 2 years.
- 7.4 The top 3 age ranges, in terms of numbers (2020/21 comparison in brackets) of applications to the SCTS, continues to be from the age group of 16-24 years at 26.9% (26.8%), closely followed by 25-29 years at 20.1% (20.5%) and 30-34 years at 10% (13.1%). When comparing to the SCTS' age demographics (point 3.5 above), the youngest age group of 16-24 years for this period reverses the trend of prior years suggesting that we are more open to recruiting from a younger pool of potential and talent.
- 7.5 The average recruitment cost is £2,921.79 per vacancy, up from £2,390.35 in 2020/21 and the previous year of £2,262. The average time to recruit is up by 14 days to 70 working days; in 2020/21 it was 56 days, and for 2019/20, 54 days. The volume of recruitment campaigns combined with the efforts to support the recovery work post-pandemic may have contributed to the increased number of days required to on-board staff.
- 7.6 Internal promotions more than doubled, 147 as against 70 in 2020/21. In 2019/20 there were 110. The promotions were primarily to grades EO (51), to AO & Clerk/Typist (39) and HEO (29). C.63% of the promotions were to females and c. 37% to males. The gender split broadly reflects the general SCTS population demographics, with females and males at 68.2% to 31.8% respectively.
- 7.7 By Sheriffdoms and business units, Glasgow & Strathkelvin, Headquarters and the Supreme Courts saw the largest number of internal promotions.

8. Employee Learning

- 8.1 ELU had reviewed their delivery model in light of the pandemic and training continued to be delivered remotely or replaced with online learning. Table 3.1 shows the learning and development provided by ELU and undertaken within SCTS in the year 2021/22. The percentage of users logging into the learning platform DELTA shows how the move to online has continued to facilitate learning for staff at the SCTS.

Table 3.1

Sheriffdom/Unit	¹⁰ No of Active Learners on Learning Platform	^{11, 13} Formal Training Courses Attended	¹² Number of Staff who Completed a Programme of Learning over 5 days or more
Supreme Courts	165	109	7
Grampian, Highland & Islands	164	116	2
Glasgow & Strathkelvin	221	147	17
Lothian & Borders	224	127	1
North Strathclyde	171	110	1
South Strathclyde, Dumfries & Galloway	192	153	6
Tayside, Central and Fife	236	215	3
Office of the Public Guardian	117	91	3
Tribunals Operations	183	287	6
Headquarters	298	422	3
Judicial Office	56	89	4
Education & Learning Unit	20	155	5
Fines Business Unit	46	8	1
Total	2,093	2,029	59

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

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

12. Includes 7 staff undertaking Scottish Vocational Qualifications

13. Includes training delivered by training team in OPG

- 8.2 Over 2,000 learners participated in events in 2021/22, with higher numbers of staff attending leadership training (441), Technical Training (394) and courses in digital capability underpinning digital transformation (389).
- 8.3 'Annual training investment per head' was £677.24 in 2021/22, up from £486.15 in 2020/21, and from £611.32 in 2019/20. The L&D Investment as a percentage of SCTS pay bill stood at 1.9% as against 1.4% for 2020/21, and 1.6% in 2019/20.
- 8.4 The EO grade continues to hold the highest percentage of learners attending an event at 35.3% (38.7% in 2020/21), followed by AO at 26% (20% in 2020/21) and HEO at 16.7% (23.4% in 2020/21).

9. Employee Reward and Gender Pay Gap

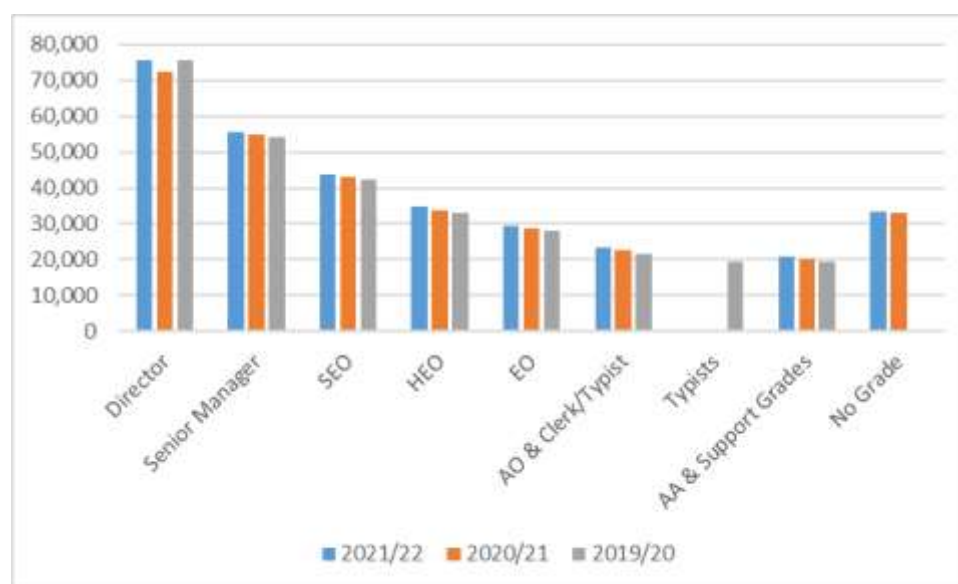
- 9.1 The average salary cost for the SCTS in 2021/22 increased to £38,876 for 2021/22, (an increase of 1.2%). An interim pay award was applied in May 2021 and a final award was implemented in February 2022, backdated to April 2021. PCS did not accept the offer. The average salary distribution at 31/3/2022 continued its upward trend in any case (see Table & Chart 4.1 below) for all grades. SCTS continued to focus on the restoration of pay, easing of inflationary pressures on staff and their families and ensuring reasonable increases are provided to our lowest paid staff, in conjunction with the budget available to SCTS each year. We also continued to see the positive impact of the pay award principles and rules to shorten the progression journey times allowing staff to reach their pay range maximum more quickly.

Table 4.1

Average Salary: Distribution by Grade ¹⁶ (£)	2021/22	2020/21	2019/20
Director	75,790	72,403	75,559
Senior Manager	55,487	54,889	54,090
SEO	43,726	43,185	42,225
HEO	34,711	33,630	33,085
EO	29,413	28,806	27,931
AO & Clerk/Typist	23,201	22,492	21,669
Typists			19,320
AA & Support Grades	20,950	19,995	19,382
No Grade	33,536	32,902	

¹⁶ This data does not include Zero Hours contracts

Chart 4.1



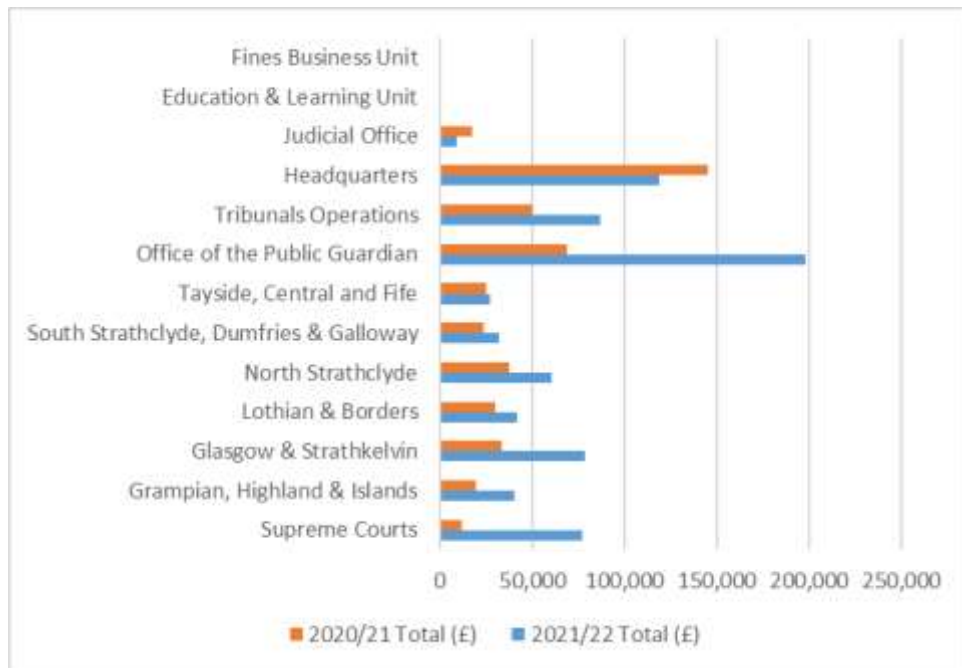
- 9.2 The percentage of staff on the salary maximum in 2021/22 fell across the grades apart from Senior Managers (1.9% increase) and PS (100% increase). This can be explained by joiners and leavers and the policies of people joining SCTS on the entry level, while leavers, potentially that have

been with the organisation for longer so are likely to have been further up the salary scale. The biggest fall was in the percentage of Directors. AA and Support Grades, AO & Clerk/Typist and EO have the highest scores. Drops in percentages are fairly consistent across the female/male split with only a noticeable rise in the percentage of male Senior Managers.

- 9.3 The gender pay gap (mean hourly pay) decreased to 3.4% in 2021/22 from 3.5% 2020/21, returning to 2019/20 levels. The Civil Service reported a 7.8% gender pay gap for 2021. The median hourly rate of pay increased to £11.82 (the same for males and females) from £10.68 in 2020/21, however the mean hourly pay for females was £14.34 (prior year £13.76) in comparison to males, which is £14.84 (prior year- £14.26). The gender split continued to remain steady in SCTS with very little change to the female/male headcount split (c.68% to c.32%).
- 9.4 The utilisation of the 'Instant Rewards' program for special recognition and substitution increased in 2021/22 as the scheme, which had been paused during the worst of COVID-19, was brought back. The total value of the awards given for special recognition rose to £12,620 from £11,610 in 2020/21, but was however lower than the £33,140 of 2019/20. Awards were granted across all genders, grades (the bulk in EO/AO/AA grades as last year) and Sheriffdoms/business units. The number of awards rose to 415 from 284 in 2020/21, the average value fell to c. £30.41 to £40.88.
- 9.5 The total value of the awards given for substitution also increased going up 46% to £28,925 for 2021/22 from £19,800 in 2020/21. This value was comparable with 2019/20 at £28,005. Awards were granted across all genders, grades (except for Directors and Senior Managers, the bulk going to EO/AO/AA grades as happened in 2020/21) and Sheriffdoms/business units. The number of awards rose to 1,052 from 801 in 2020/21, the average value rose to c. £27.50 from £24.72.
- 9.6 Work continues to be undertaken as part of the ongoing review of the reward and recognition portfolio as to the most appropriate way of rewarding and recognising staff for both recognition and substitution purposes within SCTS.

10. Overtime & Allowances

- 10.1 Overtime costs increased by 66% in 2021/22 up to £770,529 from 462,871 in 2020/21 and £486,231 in 2019/20. Most Sheriffdoms and business units saw an increase in overtime costs, only Headquarters, Judicial Office and ELU saw costs decrease. The largest percentage increase was in the Supreme Courts (up to £76,879 from £11,704). In absolute terms the OPG had the largest overtime spend; overtime costs rose to £197,564 from £68,990). This overall increased spend is likely attributable to unfilled posts and increased workloads due to working to reduce backlogs caused by the pandemic. Overall spend reflected the 68/32 gender headcount split, but not in all cases. For example in the Judicial Office it was 14/86 and in Tayside, Central and Fife it was 88/12. Overtime was paid, like last year, across all grades with the bulk being paid to HEO/EO/AO levels.

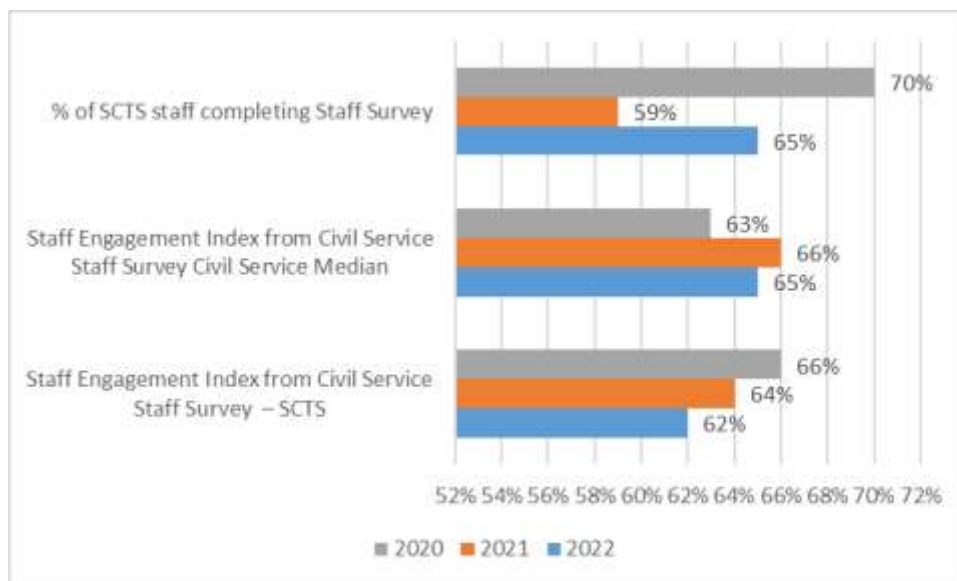


- 10.2 Payment of total travel time increased by 50% attributable to the increased need for travel across the business. The Supreme Court continued to have the largest percentage increase, 48% up on last year, and also the largest spend in absolute terms, £61,536 up from £40,890. The overall gender split in spend was 54% to 46%, the gender spend split in the Supreme Court was 52/48. This allowance was awarded across the grades except for Director level.- The bulk was awarded at HEO/EO level in 2021/22, last year the is HEO/EO/AA.
- 10.3 Allowances paid to staff remained relatively consistent, an increase of 7% on 2020/21 up to £556,698 from £520,103 in 2020/21 and £518,783 in 2019/20. As per point 9.8, all allowances paid in the SCTS also continue to be evaluated as part of the broader reward and recognition portfolio review. The Digital Services Pay Supplement was the largest allowance in absolute terms at £203,442, a 27% increase; the number of people receiving this grew to 75 from 53, a 43% increase.

11. Staff Engagement

11.1 Engagement levels (Civil Service Staff Survey score) continued the downward trend and were slightly lower at 62% for 2022, down from 64% in 2021 and 66% in 2020. The results were published in November 2022 and potentially reflected the difficult economic climate with rising inflation and general industrial unrest also within the public sector. The Civil Service score for 2022 was 65% down from 66% in 2021.

Table 5.1



12. Protected Characteristics

12.1 Section 6 of the Scorecard details Protected Characteristics data. As an integral part of employment law it is unlawful to discriminate against a person because they have one of the "protected characteristics", which are, age, disability, gender reassignment, marriage and civil partnership, race, religion or belief, sex, and sexual orientation. The primary legislation is the Equality Act 2010, which outlaws discrimination in access to education, public services, private goods and services or premises in addition to employment.

12.2 Similar to previous years, non-disclosure rates across the categories of ethnicity, sexual orientation and religion remain high, unlike marital status, which continued to be disclosed. In our 2019 Mainstreaming Report we set out the three equality outcomes that we would focus our efforts on achieving over the period 2019 – 23.

- Equality Outcome 1 – We will promote awareness and understanding of equality and diversity within our organisation.
- Equality Outcome 2 - We will improve the accessibility of our services.
- Equality Outcome 3 - We will improve accessibility to our employment.

Details of our plans to raise awareness about the value of equality and difference have been described at paragraph 2.3.

13. HR Performance Indicators

13.1 Table 8.1 provides details of the HR Performance Indicators over the last 3 years.

Table 8.1

Indicator/ Performance	2021/22	2020/21	2019/20
Payroll: Cost per payslip per employee	£8.05	£7.31	£7.67
Payroll Accuracy	99.5%	99.7%	99.8%
Ratio – Overall HR Unit compared to all SCTS staff	1:49	1:47	1:56
HR cost per employee	£869.96	£853.28	£692.07
Average Recruitment Cost	£2,921.79	£2,390.35	£2,262.79
Average Recruitment Journey	70 days	56 days	54 days
Annual Training Investment	£667.24	£486.15	£611.32
HR Query Tracker April 2021 – March 2022 <ul style="list-style-type: none"> • QR – Queries Resolved within KPI Time Limits • SQR – Standard Queries Resolved within KPI 3 days • CQR – Complex Queries Resolved within KPI of 10 days) 	Overall 95.3% 97.2% of SQR 68.9% of CQR	Overall 97.6% 98.1% of SQR 91.1% of CQR	Overall 96.9% 97.1% of SQR 89.9% of CQR
Number of Complaints	2	3	0
% of staff who received their contract of employment by day 1	55%	100%	99.5%

13.2 In comparing the SCTS HR performance indicators to XpertHR* benchmarks (median used), (SCTS comparative data is in brackets), we can see:

- HR ratio (mean): 1:74 (1:49)
- HR ratio public sector (mean): 1.115 (1:49)
- HR cost per employee (mean): £1,351 (£869.96)
- Voluntary turnover: 12.2% (10.9%)

- Lost time rate due to sickness absence (all - mean): 3.2% (4.1%)
- Lost time rate due to sickness absence (public sector - mean): 4.4% (4.1%)

**XpertHR HR roles & responsibilities 2022 survey: key metrics/Absence rates & costs - XpertHR survey 2022*

14. Conclusion

14.1 The annual People Scorecard 2021/22 provides data which assists in understanding what the SCTS has faced in this post pandemic period. As the organisations commences its journey into supporting justice in a new and flexible way.

14.2 The following high level observations can be made from this year's scorecard:

- Headcount increased in 2021/22 and the gender split remains consistent.
- Disclosure of ethnicity and disability increased slightly, given the importance of equality and diversity at SCTS, efforts to encourage staff to update their personal details within iTrent continues.
- The average age of the SCTS staff overall and average length of service have both decreased; the number of younger staff has increased however we need to remain vigilant about losing valuable skills and knowledge in a difficult labour market and we also need to motivate staff to develop their skills and attract people with the right skills and potential;
- Short, long and all term sickness absence levels have returned to pre-pandemic levels;
- 49% of special leave in 2021/22 was Covid-19 related; this will continue to be monitored as life seeks to return to a level of 'normality';
- Like other Government Departments, we are seeking candidates from an ever shrinking talent pool post-Brexit, post-Covid and the flux that came with the "great resignation" with an increasing number of people choosing to leave their jobs, some deciding to become economically inactive. This last trend is already reversing as we see an increasing number of people looking to be economically active due to a challenging situation with the cost of living. However the public sector has pay rise constraints that the private sector does not so we are also competing against more organisations and a wider range of organisations than ever before.
- The average investment in training per head increased 37% to £677.24. While the number of formal training courses more than doubled, the number of staff attending a programme of learning of a duration greater than 5 days fell from 88 to 59. This may be reflective of a move towards shorter, bite-sized learning.
- Engagement levels remain comparable (Civil Service Staff Survey score); slightly lower at 62% in 2021/22 from 64% in 2020/21 and 66% in 2019/20.

**Human Resources Unit
Scottish Courts & Tribunal Service
January 2023**