

Annex A

YEAR	NUMBER OF FRONTLINE FTE (TRANSPORT SCOTLAND STAFF)	COST OF FRONTLINE FTE STAFF	NUMBER OF OUTSOURCED WORKERS	COST OF OUTSOURCED WORKERS
2009	5.5	£193,018.01	1	Not Available
2010	8.5	£299,113.19	0	N/A
2011	5.9	£300,540.27	0	N/A
2012	3	£102,058.45	2	Not Available
2013	3	£106,845.31	1	Not Available
2014	7	£304,299.53	0	N/A
2015	7	£332,022.54	0	N/A
2016	7	£324,190.39	0	N/A
2017	5	£298,830.25	0	N/A
2018	7	£419,930.93	0	N/A
2019	7	£427,070.46	0	N/A
2020	6	£394,142.75	0	N/A
January 21	6	-	0	N/A