



Learning and Development Update

Date of meeting 26 April 2024

Date of report 16 April 2024

Report by Director of Finance & Corporate Support

1. Object of report

To provide the Committee with an update on SPT's learning and development (L&D) activity during financial year 2023/2024.

2. Background to report

Maintaining and supporting the continued L&D of our workforce remains an SPT priority. This report highlights the importance of staff development to the organisation and the scale of L&D activity required to meet the demands of Subway Modernisation, other business improvement activities and operational challenges. The last update on L&D activity was provided to the Committee on 3 November 2023.

3. Current Position

SPT remains committed to staff development with a focus on Health & Safety and regulatory compliance as well as strengthening staff capability through skills and professional development activities aligned to departmental priorities. This currently includes a focus on readiness for subway modernisation related operational changes. Details of L&D activity are provided below.

3.1 Corporate Support Functions

Staff within Corporate Support functions (Audit & Assurance, Finance & Procurement, HR, Legal & Property) focus on continual personal development to keep up to date with changing legislation and best practice. This type of learning is commonly online conference/webinars (often free of charge) covering such topics recently as Introduction to Public Sector Procurement, Value for Money through Cost Price Analysis, Cyber Security Awareness and attendance at the Internal Audit Scotland Conference.

Since the last Committee, our Head of Finance also delivered Finance for Non-Finance Managers to 10 staff members. Some of the Policy and Planning team attended a 2-day Better Business Cases course, whilst staff within HR have focused on people skills and wellbeing through events including Having Supportive Conversations about Suicide; Workplace Equality; and a Framework for Upskilling Managers.

3.2 Contact Centre

Deafblind Scotland offered free training sessions to help raise awareness of deafblindness. The offer was taken up by our Contact Centre staff in February as part of a continued drive to improve customer service and was conducted online and co-facilitated by a project coordinator and a

deafblind individual. The training session lasted 2 hours and the approach encouraged interactivity by posing questions such as "What is your understanding of deafblindness?" and "How would you communicate effectively with a deafblind person?"

3.3 Bus Strategy and Delivery

The Bus Strategy & Delivery department (Bus Development & Contract Management, Network Analysis & Design/Bus Systems, Schools Agency Services & Compliance) endeavour to create an environment where there are continual internal learning opportunities and resilience. Bus Strategy & Delivery staff have been taking part in various learning opportunities offered across the business such as Leading & Managing Change and Report Writing. In addition, 2 staff members are currently taking part in a 20-week evening lecture series introducing them to the key components of transport planning and traffic engineering.

3.4 Customer Services

As an operational function, a substantial amount of Customer Services training is Health & Safety related, particularly in relation to the Facilities Team. Delivery of the following courses took place over the past 6 months to maintain competency and certification: Asbestos Awareness, PASMA (Prefabricated Access Suppliers and Manufacturers Association (scaffolding), First Aid Requalification and PICTS (Person in charge of Track Safety) for work undertaken within the Subway.

Since the last report, Customer Services staff have also undergone training in Mental Health Awareness, Conflict Resolution, IOSH (Institution of Occupational Safety and Health) Working Safely and a bespoke MS Word Introduction/Intermediate level course.

3.5 Subway Operations, Maintenance and Engineering

Subway Operations (Maintenance) remains an area with significant L&D activity. All Tech Craft Line and Rolling Stock (32 staff members) attended a 3-day PLC (Programmable Logic Controller) course to learn about programmable software to support fault finding activities within the new trains and signalling systems.

Tech Craft Line over the last 6 months have completed training on a number of new systems and infrastructure assets. This training has included the new ATI (Automatic Train Inspection) and new Carriage Wash within Broomloan Depot. Further training has been conducted on the LEU (Lineside Electronic Unit) and Balise (new signalling system) which ties the old signalling system into the new and allows for mixed fleet running. Tech Craft Line have also been trained on the new DOO (Driver Only Operation) Monitors installed at each station.

A continued programme of training is being undertaken for all Tech Craft Rolling Stock and TG2s to achieve competence with new maintenance tasks associated with the new fleet introduction. This is a continued programme which is expected to run until Summer 2024.

As well as continued focus on developing staff for the modernisation implementation competencies associated with the legacy assets continue to be maintained.

Since November 2023, the Operations (Stations) Training team co-ordinated a combination of onsite and online training courses covering the following:

- Station Delivery Assistant Course - for 1 new employee and 3 existing employees
- CPX Module 4b (practical element for new trains, including mentoring) for 20 Drivers
- Fire Evacuation training – 79 employees (Station staff and Drivers)
- SDO2 course for 1 new employee and 3 existing employees, creating flexible workers
- 2 new Senior Controllers courses were delivered prior to control room training

During the training weeks (19 February – 1 March) the training leads managed to capture 99 staff members on both early and late shift. During the 2 weeks they focused on vital safety communications, the de-training procedure for the new trains, and took the opportunity to visit the new trains for a closer inspection. The morning and afternoon training sessions were finished off by fire evacuation refresher and a quiz.

3.6 Other L&D Activity

A Crisis Management Planning course was organised for Subway Operations and Health & Safety to assist live play emergency services exercises. These events are periodically arranged with emergency services to help co-ordinate a response should a crisis happen in the city. The training course was delivered to 11 staff members made up of management and Line Supervisors. The course provides tools and techniques to ensure everyone on the incident team performs in line with expectations and covers the intricacies of managing a team during times of extreme pressure.

Accident Investigation training was also arranged for Heads and Managers within Subway Operations and Health & Safety. This course is informed by the Rail Industry Standard (RIS) for Accident and Incident Investigation and aims to increase understanding of the requirements to fulfil legal obligations for investigations so that system improvements necessary to prevent or reduce the likelihood of recurrence, or mitigate the consequences, are identified and implemented.

Following on from the Wellness sessions last summer we were keen to source another wellbeing session for men, in particular for those on nightshift. Delivery of 3 awareness sessions, one of which was at night, by a supplier which supports men through difficulties in their physical and mental ill health took place in February with 28 male employees attending in total. The topics covered the top 5 preventable killers of men in the UK: Heart Disease, Lung Cancer, Bowel Cancer, Prostate Cancer and Suicide. Anonymous feedback included the following:

“Course was very well delivered, highlighting important life changing statistics for men’s physical and mental health. This course could very easily save lives and could not recommend it enough for other gents to attend.”

4 half-day sessions of Mental Health Awareness were also arranged at 2 locations, with 32 employees attending.

During the last 6 months, as well as our ongoing Health & Safety and regulatory compliance training there have been several soft skills training courses delivered in-house by external providers, all of which were identified through PDP (Personal Development Plan) discussions with staff and offered across the business to make it more cost effective:

- Communication Skills
- Conflict Resolution
- Coping With Change
- Introduction to Project Management Principles
- Leading and Managing Change
- Presentation Skills

All staff were asked to complete a Data Protection module in November 2023 and a Cyber Security Module in March 2024, with 236 employees asked to complete an online DSE (Display Screen Equipment) assessment in January 2024. We continue to roll out our online compliance modules to all new employees, comprising Code of Conduct, Cyber Security Awareness, Equality, Diversity and Inclusion and Social Media Best Practice.

3.7 Further Education

SPT is currently sponsoring 7 staff through further education programmes. This includes our Apprenticeship Programme as well as supporting day release to achieve NC/HNC qualifications. We also have staff members studying online certified distance learning courses for continual professional development.

3.8 Budget

SPT remains committed to staff development with an L&D budget of £200k. We ensure this budget is invested appropriately and that all L&D requests are considered against SPT's overall priorities with an ongoing focus on value for money.

At Period 13, SPT invested £198.8k on development activities over the year to date. This includes £14.6k spend on contractors. Spend in the year to date has increased (30.6%) when compared to this point last year as we endeavour to offer development opportunities to as many employees as possible through personal development discussions.

The highest category of spend captured is for Health & Safety training (£65.7k), with the highest percentage of budget spend on Subway Operations (£111.5k) who make up 56.9% of the workforce. Appendix 1 contains a summary of L&D investment to the end of Period 13, 31 March 2024.

4. Committee action

The Committee is recommended to note the contents of this report and SPT's continued investment in its employees.

5. Consequences

Policy consequences	<i>None identified.</i>
Legal consequences	<i>Investment in appropriate training for staff supports compliance with legal requirements and reduces litigation against SPT.</i>
Financial consequences	<i>None.</i>
Personnel consequences	<i>As outlined in the report.</i>
Equalities consequences	<i>Investment in appropriate training for staff increases awareness of SPT's public sector duties.</i>
Risk consequences	<i>Investment in appropriate training reduces the risk of safety-related incidents.</i>
Climate Change, Adaptation & Carbon consequences	<i>Investment in L&D helps support SPT's commitment to reduce our carbon footprint and promotes wider policies to achieve net zero.</i>

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Name Valerie Davidson
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For further information, please contact Denise Johnston, Learning and Development Officer on 0141 333 3306.

APPENDIX 1

Learning & Development - Budget Summary to Period 13, 31 March 2024

Year to Date Figures										
	Spend		Total Days		Av Spend* Per Day (£)		Av Spend* Per Person (£)		% Delegates Male	% Delegates Female
	23/24 Actual Spend to Date (P13) (£)	22/23 Actual Spend (P13) (£)	23/24	22/23	23/24	22/23	23/24	22/23	23/24	23/24
External	184,218	129,859	1,099.5	868.5	167.5	149.5	378.2	269.9	82%	18%
Internal	0	0	1,212.0	695.0	0	0	0	0	95%	5%
Contractors/ Agency	14,581	22,269	287.5	290.5	50.7	76.6	n/a	n/a	96%	4%
Total	198,799	152,128	2,599.0	1,854.0	218.2	226.1	378.2	269.9	-	-

Spend Per Directorate / Area						
Directorate	23/24 Actual Spend to Date (P13) (£)	22/23 Actual Spend (P13) (£)	Total Days	Directorate Headcount	Ave Spend * Per person (£)	Internal Days
Bus Strategy & Delivery	23,249	8,756	178.0	43	540.66	2.0
Chief Exec Unit	20,245	2,522	114.0	29	698.10	2.5
Contact Centre	2,483	261	19.5	18	137.98	0.5
Corporate	0	0	0	3	0	0
Digital	1,619	7,663	48.5	21	77.07	1.0
Finance, Procurement & Ticketing	6,866	2,797	42.5	23	298.54	1.0
Health & Safety	6,485	787	32.0	3	2,161.58	0
Human Resources	2,413	4,112	24.5	7	344.71	1.5
Ops - Customer Services	7,463	3,626	58.0	50	149.27	0.5
Ops – Subway	111,552	96,140	1,778.0	277	402.71	1,203.0
Projects	1,843	3,195	16.5	13	141.77	0
TOTAL	184,218	129,859	2,311.5	487	378.27	1,212.0

* Note: Average spend excludes internal training provision and contractors' costs as well as free training offered through licence agreements, professional institutes and/or service providers such as seminars and webinars.

Spend Per Training Category					
Category	23/24 Actual Spend to date* (P13) (£)	22/23 Comparison (P13) (£)	Total Days	% of Budget	Internal Days
Health & Safety	65,666	59,541	1,443.0	35.6%	973.50
Continuing Professional Development	50,422	23,375	312.0	27.5%	0
IT/PC Training	32,009	8,690	154.0	17.4%	0
Management Skills	19,762	9,012	134.5	10.7%	8.0
Further Education	9,856	3,665	1.0	5.3%	0
E-learning	3,657	6,320	7.0	2.0%	0
Conference	2,222	2,459	25.5	1.2%	0
Customer Service	395	2,938	1.0	0.2%	0
Core Skills	229	2,924	233.5	0.1%	230.5
Team Development	0	0	0	0%	0
Miscellaneous	0	10,935	0	0%	0
TOTAL £	184,218	129,859	2,311.5	100%	1,212.0

* Note: Spend excludes internal training provision and contractors' costs as well as free training offered through licence agreements, professional institutes and/or service providers such as seminars and webinars.