



Learning and Development Update

Date of meeting 3 November 2023

Date of report 24 October 2023

Report by Director of Finance and 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 28 April 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 the Corporate Support functions such as Audit & Assurance, Finance & Procurement, HR and Legal & Property focus on continual personal development in order 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 Public Transport Cyber Security, Awarding Public Contracts Skilfully and Lawfully, Scottish Local Authority Chief Internal Auditors Conference as well as an FOI Conference.

3.2 Bus Strategy and Delivery

The three functions of 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 Coaching for Professional

Development, Positive Influencing Skills, Time Management, Assertiveness and Microsoft packages.

Through delivery of Personal Development Plans (PDPs) a number of our Compliance Inspectors have also attended Drivers Certificate of Professional Competence (DCPC) courses in order to maintain their bus driver's licence. Our Compliance Inspectors inspect the road worthiness of vehicles used for school transport. Drivers maintain the DCPC by completing 35 hours of periodic training every 5 years.

In addition, the Head of Bus Strategy and Delivery identified the need for his area to have a consistent approach when communicating with external stakeholders, therefore 12 staff members attended training on Effective Writing Skills, with further dates to be arranged.

3.3 Contact Centre

The main focus of learning has been cross skilling between the MyBus section and Concessionary Travel who now make up the Contact Centre. This has now been completed with ongoing competencies reviewed by Team Leaders.

The Team Leaders within the Contact Centre benefitted from attending courses offered across SPT to help with continuous personal development such as Coaching for Professional Development, Positive Influencing Skills and Effective Writing Skills.

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: Forklift, IPAF (cherry picker), Asbestos Awareness, and PICTS (Person in charge of Track Safety) for work undertaken within the Subway.

Since the last report, Customer Services management have undergone Legionella for Responsible Persons. The admin team have undergone MS Excel, with 2 new members of staff becoming First Aiders within the Bus Station having attended the 3-day First Aid at Work course.

3.5 Subway Operations, Maintenance and Engineering

Subway Operations remains an area with significant L&D activity as we progress the Subway Modernisation. Specifically, new rulebook modules designed to equip staff with the knowledge and understanding of revised operating rules and procedures were rolled out to all relevant personnel, with course completion closely monitored to ensure compliance.

Since May 2023, the Operations Training team welcomed two new Training Officers and a Lead Training Officer to guide the team. A combination of onsite and online training courses covering the following were delivered:

- Control Training - required for the introduction of new trains (12 control staff completed)
- Module 3 (New Train) training – for all Drivers
- Hybrid Course Modules 1-3 (New Train) – for new Drivers
- Station Delivery Officer Induction Courses x 2
- Station Delivery Officer Induction Course for Drivers x 1
- Station Delivery Assistant Course - for new employees x1

All staff within Subway Operations and/or based at Broomloan Depot were required to complete ACT (Action Counter Terrorism) modules which supports the guidance for new security legislation for light rail, the Light Rail Security Plan (LRSP).

The two recent Sunday closures at the end of July and August were used as an opportunity to refresh staff on the importance of delivering excellent Customer Service and Conflict Resolution. The training was well received and took a more interactive approach that encouraged group work and classroom participation. 40 staff participated in these training sessions.

Over the last 6 months a dedicated team of Tech Craft Rolling Stock (Team 7) has been working on the verification of New Rolling Stock Work Instructions and being trained on the Rolling Stock with the assistance of ANSTA. Competence assessments are being rolled out for the current members of Team 7 who will be deemed competent before they return to the rotating teams. A new cohort of Maintenance staff starts Team 7 through October.

Tech Craft Line members of staff attended a Power Protection Relay course which builds on the City and Guilds HV Switching course. Training on LEU (Lineside Electronic Unit) and Balise (new signalling system) which ties the old signalling system into the new and allows for mixed fleet running, has also started. An introduction to Linux and Database training will also be rolled out to all Tech Craft Line staff as this will be required for the new signal and monitoring systems.

Personal Development Plans have been carried out with all members of the Maintenance teams. Training needs have been identified and discussed and will be arranged, including technical and soft skills to develop staff within their current and potential future role.

Specific training for PWAY staff has been arranged to eradicate the need of having contractors provide yard and depot maintenance at Broomloan Depot. The training covers ballast replacement/packing and line and level rectification, concrete and timber sleeper replacements and insulated block joints maintenance and replacements. Training will take place during October for the first cohort of staff with further dates to be confirmed for remaining staff.

3.7 Other L&D Activity

Recognising Heads and Managers play a key role in supporting the health and wellbeing of their staff, training on Neurodiversity Awareness, Menopause in the Workplace and Having Quality Conversations is being rolled out, the latter providing guidance on effective listening and questioning skills to overcome workplace barriers to effective communication. This is in addition to training for Heads and Managers on Delivering Sustainable Procurement in Contracts and Frameworks and Cyber Security Awareness.

SPT have also addressed our corporate responsibilities in relation to Equality and Diversity by having all staff complete an Equality, Diversity and Inclusion module. Our Occupational Health provider also delivered pilot Wellness sessions on Menopause Awareness and Men's Health (covering topics such as prostate cancer, nutrition, exercise and mental health) and SPT are considering how best to offer further wellness sessions without impacting on operational requirements.

Staff have also continued to benefit from accessing free webinars and internal training in relation to inductions, Health & Safety work instructions and good practice in HR policies and procedures. Since the last Committee, we have covered topics such as Managing Sickness Absence, Procurement Essentials and Fire Evacuation Drills within Subway Operations.

The Head of Corporate Programme Assurance in conjunction with the Strategy Group identified the need for certain stakeholders involved in corporate project planning to have an awareness of project management. As a result, 6 staff members have attended or booked to attend APM Project Management Fundamentals, a certified course. Staff with less involvement will attend a one-day Project Management Awareness course which will provide a comprehensive introduction to the principles of Project Management.

Since the start of this year we have introduced more Assessors and Verifiers and so far, have supported 8 Assessors and 2 Verifiers to achieve their Awards. The role of an Assessor is to

assess workplace competencies through observation, questioning and witnessing work related tasks being undertaken by staff within their area, and to deem them competent. The Verifier will maintain internal quality assurance by verifying assessments being undertaken by the Assessor. This will allow more resilience when assessing competencies in the workplace, especially as training within Subway Operations is moving quickly in readiness for the introduction of the new trains.

3.8 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.

3.9 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 7, SPT invested £110.4k on development activities over the year to date. This includes £8.5k spend on contractors. Spend in the year to date has increased (94.8%) 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 (£36.2k), with the highest percentage of budget spend on Subway Operations (£57.7k) who make up 59% of the workforce. Appendix 1 contains a summary of L&D investment to the end of Period 7, 14 October 2023.

4. Committee action

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

5. Consequences

Policy consequences	<i>None identified.</i>
Legal consequences	<i>Investment in appropriate training for staff supports compliance with legal requirements and reduces risk of litigation against SPT.</i>
Financial consequences	<i>None.</i>
Personnel consequences	<i>As outlined in 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

Investment in L&D helps support SPT's commitment to reduce our carbon footprint and promotes wider policies to achieve net zero.

Name Neil Wylie

Title **Director of Finance &
Corporate Support**

Name Valerie Davidson

Title **Chief Executive**

For further information, please contact Neil Wylie, Director of Finance & Corporate Support on 0141 333 3380.

APPENDIX 1

Learning & Development - Budget Summary to Period 7, 14 October 2023

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 (P7) (£)	22/23 Actual Spend (P7) (£)	23/24	22/23	23/24	22/23	23/24	22/23	23/24	23/24
External	101,896	44,919	578.0	406	176	111	208.8	97.23	80%	20%
Internal	0	0	765.5	393	0	0	0	0	94%	6%
Total	110,469	56,704	1,494.5	958	233	185	208.8	97.23	-	-
Contractors/ Agency	8,573	11,785	151.0	159	57	74	n/a	n/a	95%	5%

Spend Per Directorate / Area						
Directorate	23/24 Actual Spend to Date (P7) (£)	22/23 Actual Spend (P7) (£)	Total Days	Directorate Headcount	Ave Spend * Per person (£)	Internal Days
Bus Strategy & Delivery	16,279	3,258	113.0	42	387.59	0.5
Chief Exec Unit	10,804	1,380	59.5	26	415.54	1.5
Contact Centre	2,956	0	21.0	19	155.60	0
Corporate	0	0	0	2	0	0
Digital	1,002	6,350	6.5	22	45.54	1.0
Finance, Procurement & Ticketing	2,425	1,325	17.0	24	101.03	0.5
Health & Safety	3,470	125	16.0	3	1,156.56	0
Human Resources	1,795	686	14.5	6	299.21	1.5
Ops - Customer Services	4,691	2,551	38.5	50	93.82	0.5
Ops – Subway	57,773	26,870	1,052.0	285	202.71	760.0
Projects	701	2,374	5.5	9	77.94	0
TOTAL	101,896	44,919	1,343.5	488	208.80	765.5

* 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* (P7) (£)	22/23 Comparison (P7) (£)	Total Days	% of Budget	Internal Days
Health & Safety	36,251	19,089	803.5	35.6%	532.0
IT/PC Training	24,040	5,660	98.0	23.6%	0
Continuing Professional Development	21,093	7,726	132.5	20.7%	0
Management Skills	13,062	5,830	68.0	12.8%	3.0
Further Education	3,043	2,070	0	3.0%	0
E-learning	2,835	3,025	0	2.8%	0
Conference	948	687	7.0	0.9%	0
Customer Service	395	0	1.0	0.4%	0
Core Skills	229	0	233.5	0.2%	230.5
Team Development	0	0	0	0%	0
Miscellaneous	0	832	0	0%	0
TOTAL £	101,896	44,919	1,343.5	100%	765.5

* 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.