



Learning and Development Update

Date of meeting 8 November 2024

Date of report 14 October 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 2024/2025.

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 26 April 2024.

3. Outline of proposals

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 to keep up to date with changing legislation and best practice. This type of learning is commonly online conference/webinars covering such topics recently as the Public Contract Scotland Workshop, Overcoming the Challenges of Poor Air Quality and How AI Can Help Your Business Stay Ahead.

Since our last Committee, staff within these areas took advantage of training events on offer to all departments including Strengthening your Personal Resilience, Technical Writing Skills, Communication Skills, and Assertiveness at Work.

In addition, an Effective Middle Management course was delivered inhouse to 14 staff members, 5 of whom were from Corporate Support. This essential skills programme was designed to equip managers with the tools and techniques necessary to be successful in their role. This 3-day course, spread over 3 months covered:

- Leadership Skills and Qualities
- Managing Your Work and Responsibilities
- Developing High Performing Teams

3.2 Contact Centre

After discussions with the Contact Centre Manager, a bespoke Customer Services course was designed and delivered specifically for Contact Centre staff. Three half-day sessions were delivered for 14 staff, with a particular focus on:

- The importance of customer service excellence
- Recognising and understanding the challenges associated with interacting with people with a disability, older adults, and care givers
- Effective conflict management strategies
- Enhancing empathy skills and listening techniques
- Fostering a culture of inclusivity by incorporating principles of neurodiversity and equality, diversity and inclusion into daily customer service practices

Both Team Leaders within the Contact Centre, have received training on Good Complaints Handling. This training was offered by the Scottish Public Services Ombudsman (SPSO), who are supporting Organisations in improving their complaints handling practices. In total, 19 employees involved in complaint handling across SPT undertook this online training, 17 of those going on to take the more advanced Complaints Investigation Skills course.

3.3 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 Communication Skills, Assertiveness and PowerPoint. In addition, 4 staff members from the 3 areas mentioned above completed Power BI Desktop for Business Users to enhance their knowledge of the product, and to apply it to everyday work through robust reporting using its advanced visualisation capabilities.

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, Abrasive Wheels Safety, Legionella for Responsible Persons, PTS (Personal Track Safety) and First Aid Requalification.

Since the last report, 28 employees within the Bus Station completed a half day Customer Services course. This included Regulators, Customer Services Officers and 4 new Customer Service Administrators from the Ticketing Team. In order to accommodate shift patterns, we had 5 sessions (am and pm) delivered over 2.5 days.

In addition, 2 Bus Station Supervisors are also in the process of gaining a Verifiers Award. This will help maintain internal quality assurance by verifying assessments being undertaken by the Assessors. 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.

A pilot of Prevention and Management of Violence and Aggression also took place within Buchanan Bus Station, due to the high instance of anti-social behaviour at bus stations. Talks are still ongoing about the possibility of rolling it out further.

3.5 Subway Operations, Maintenance and Engineering

Subway Operations remains an area with significant L&D activity. Over the last 6 months there has been 2 Operations Training Weeks, with external training providers called in to supplement mandatory training, such as Fire Evacuation, delivered by our Training Officers.

During our April Training Week, we had Neurodiversity Awareness delivered. We also invited a representative of Strathclyde Pension Fund to come in for a Q&A session. For the October Training Week, we delivered Women's Mental Health, covering stress, anxiety, and menopause as well as a Men's Health session covering topics such as cancer, nutrition, exercise, and mental health. To ensure we targeted the appropriate audience, male and female staff members were divided into separate classes for those sessions.

Subway Operations Training Officers have delivered 21 weeks of induction training over 6 months for new staff and those undertaking flexible duties, as below:

Station Assistant course: 2 weeks (2 staff)
Station Master courses: 11 weeks (13 staff)
Driver's courses: 8 weeks (9 staff)

To help supplement our First Aiders within Subway Operations, we trained a further 20 Station Staff on Emergency First Aid at Work between August and October. Staff identified this one-day course through personal development discussions. All staff recognise the importance of customer service, and in particular, the requirement to come to the aid of our passengers travelling within the Subway system whenever necessary.

Tech Craft Line and Tech Craft Rolling Stock within Maintenance over the last 6 months have completed training and assessments on several Modernisation and Infrastructure Assets.

Tech Craft Line have completed a refresher training programme including Depot Operations (Carriage Wash and ATI (Automatic Train Inspection), DOO (Driver Operator Only monitors), Signalling (LEU & Balise) (Lineside Electronic Unit the new signalling system). Training on Carborne Controller has also taken place. This is the signalling equipment that is onboard the train which controls the automatic operation and protection of the train. It operates the braking, accelerating and the door functions. A number of staff have already been formally assessed on each of the areas detailed and the remaining assessments will be conducted in the coming months.

Alongside completing refresher training and assessments for Modernisation, business as usual has continued for Tech Craft Line (TCL) including TCL 1 - Traction Power, TCL 2 – Signalling, TCL 3 – Electrical and PICOI (Person In Charge of Isolations) reassessments.

Tech Craft Rolling Stock are now competent in all 180-day Maintenance Tasks, as are TG2 staff. Similar to Tech Craft Line, Tech Craft Rolling Stock (TCRS) are attending faults alongside TSSSA to improve fault finding capabilities. Lead Technical trainer for Rolling Stock is currently delivering a Fault-Finding training programme to all TCRS. Training delivered as part of this programme includes Rescue and Doors training. Loco driving and maintenance assessments have also been conducted over the last 6 months.

Supervisors have also completed an introduction to Modernisation Training course which covered both Line and Rolling Stock elements.

Specific training for PWAY took place over the summer to eradicate the requirement for contractors to 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. Two courses were delivered with 8 Infrastructure Technicians taking part.

3.6 Other L&D Activity

During the last six months, in addition to our ongoing health and safety and regulatory compliance training, there have been several soft skills training courses delivered in house by external training providers; identified through PDP (Personal Development Plan) discussions with staff and offered across the business to make it more cost effective. Details are provided below:

- Assertiveness
- Communication Skills
- Effective Middle Management
- Minute Taking
- PowerPoint
- Presentation Skills
- Strengthening Your Personal Resilience
- Technical Writing Skills

As part of our management development programme this year, we focussed on our people and our workforce with the aim of supporting line managers in their role, and to help them effectively support staff who report to them.

We identified a few areas which can be challenging at times as a manager, and for that reason, we invited ACAS in to deliver the following courses which are aligned to SPT Policies and Procedures:

Managing Sickness Absence x 2
Managing Discipline and Grievance x 2
Effective Investigations and Disciplines x 1.

As well as the above, and as previously mentioned in this report, we also arranged 2 Effective Middle Management courses. In total, 33 Managers/Line Supervisors took part in some, or all of the courses mentioned above, at a cost of £8,915 (£270 per delegate).

All new staff continue to undertake our online corporate compliance modules, comprising: Code of Conduct, Cyber Security Awareness, Equality, Diversity and Inclusion, Social Media Best Practice as well as Data Protection.

3.7 Further Education

SPT is currently sponsoring 9 staff through further education programmes. This includes topics such as HNC in Business Management (Open University), Diploma in Contract Management (CIPFA), Diploma in Occupational Safety and Health Leadership & Management (IOSH). In addition, Subway Operations (Maintenance) are supporting day release for 2 employees to achieve an NC in Electrical Engineering. 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 7, SPT invested £107k on development activities over the year to date. This includes £14.3k spend on contractors. Spend in the year to date has reduced slightly (-3%), when compared to the same point in the previous year. Overall spend will remain within budget. 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 (£25.3k), with the highest percentage of budget spend on Subway Operations (£37.2k) who make up 57% of the workforce. Appendix 1 contains a summary of L&D investment to the end of Period 7, 12 October 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 & Development Officer* on 0141 333 3306.

APPENDIX 1

Learning & Development - Budget Summary to Period 7, 12 October 2024

Year to Date Figures										
	Spend		Total Days		Av Spend* Per Day (£)		Av Spend* Per Person (£)		% Delegates Male	% Delegates Female
	24/25 Actual Spend to Date (P7) (£)	23/24 Actual Spend (P7) (£)	24/25	23/24	24/25	23/24	24/25	23/24	24/25	24/25
External	92,638	101,896	541.0	578.0	171.2	176.3	190.6	208.8	74%	26%
Internal	0	0	256.0	765.5	0	0	0	0	80%	20%
Contractors/ Agency	14,358	8,573	244.5	151.0	58.8	56.7	NA	n/a	96%	4%
Total	106,996	110,469	1041.5	1,494.5	230.0	233.0	190.6	208.8	-	-

Spend Per Directorate / Area						
Directorate	24/25 Actual Spend to Date (P7) (£)	23/24 Actual Spend (P7) (£)	Total Days	Directorate Headcount	Ave Spend * Per person (£)	Internal Days
Bus Strategy & Delivery	12,111	16,279	79.0	42	288.35	0.5
Chief Exec Unit	8,161	10,804	51.5	30	272.03	1
Contact Centre	4,225	2,956	20.0	19	222.35	0
Corporate	0	0	0	0	0	0
Digital	8,170	1,002	46.0	22	371.36	0.5
Finance, Procurement & Ticketing	4,596	2,425	27.0	26	176.77	1.5
Health & Safety	4,579	3,470	11.0	3	1,526.24	0
Human Resources	504	1,795	5.5	7	72.07	0
Ops - Customer Services	9,226	4,691	33.5	48	192.21	0
Ops – Subway	37,208	57,773	503.0	276	134.81	249.5
Projects	3,858	701	20.5	13	296.74	3.0
TOTAL	92,638	101,896	797.0	486	190.61	256.0

* 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	24/25 Actual Spend to date* (P7) (£)	23/24 Comparison (P7) (£)	Total Days	% of Budget	Internal Days
Health & Safety	25,321	36,251	365.5	27.3%	212.0
IT/PC Training	24,971	24,040	136.0	27.0%	0
Continuing Professional Development	14,199	21,093	113.0	15.2%	34.0
Further Education	9,688	3,043	5.0	10.5%	0
Management Skills	8,244	13,062	80.5	8.9%	10.0
Customer Service	6,760	395	37.5	7.3%	0
E-learning	2,132	2,835	53.5	2.3%	0
Conference	1,078	948	5	1.2%	0
Miscellaneous	245	0	1	0.3%	0
Core Skills	0	229	0	0	0
TOTAL £	92,638	101,896	797.0	100%	256.0

* 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.