



Learning & Development Update

Committee

Personnel

Date of meeting

28 April 2023

Date of report

5 April 2023

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 2022/2023.

2. Background

Maintaining and supporting the continued L&D of our workforce remains an SPT priority and 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 August 2022.

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.

At P13, SPT has invested £152.1k on development activities (including £22.2k for contractors) over the year to date. Spend in the year to date has increased by 9.8% when compared to this point last year.

3.1 Business 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 Cyber Security and Fraud training, Standards Commission updates and Unconscious Bias & Neurodiversity Awareness.

3.2 Bus Strategy & 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. All three areas have been taking part in various learning opportunities offered across the business such as Unconscious Bias, Climate Emergency training and Emergency First Aid/Defib training. In addition, staff also identified personal development opportunities to enhance their understanding of vital changes affecting public transport today. These included webinars and conferences on topics such as Local Transport for the Future, Future of Accessible Transport and Zero Carbon Commuting.

3.3 Contact Centre

Cross skilling has continued within the Contact Centre, with recruitment also bringing in a new Team Leader. Continuous refresher training continues throughout the department with agents kept abreast of any process changes. Training within this area is focused on vulnerable callers and as a result, staff participated in Dementia Awareness delivered by Alzheimer Scotland as well as taking up the opportunity to go through Emergency First Aid/Defib training offered to staff at Buchanan Bus Station.

3.4 Operations – Customer Services

As an operational function, a substantial amount of Customer Services training is Health & Safety related, particularly in relation to our Facilities Team. This is an ongoing process and listed below are some of the typical training requirements:

- First Aid Refresher
- Forklift
- PASMA for scaffolding/mobile towers

As a consequence of the recent introduction of Mental Health First Aiders to the organisation, two Customer Service staff based at Buchanan Bus Station volunteered. All Mental Health First Aiders attended a two-day course to help support staff experiencing difficult or challenging times and encourage more positive wellbeing amongst staff.

3.5 Subway Operations, Maintenance & Engineering

Subway Operations remains an area with significant L&D activity as we progress the Subway modernisation.

A substantial amount of recruitment has taken place with 27 new staff members (Drivers, Station Masters and Station Assistants) joining Subway Operations since our last report. This equates to 26 weeks of induction training since our last report, delivered by SPT internal training staff. In addition, we are in the process of delivering new rolling stock training to all relevant staff (approx. 60) including Drivers, Line Supervisors, flexi Drivers and Semi-Skilled staff. We are also involved in developing Special Operating Instructions to facilitate the ongoing testing of new trains and signalling systems.

We took advantage of recent Subway Sunday closures to invest in our station staff by arranging delivery of two training courses, Principles of Customer Service and Coping with Change. This enabled us to reach a high volume of staff (86) with no operational impact on rostering.

February training weeks within Subway Operations focused on our Service Delivery Officers within Stations and included new car park barrier training, a modernisation update and refresher training on fire/traction current and detrainning. A Q&A session with managers from Subway Operations, Maintenance and Transformation also took place.

We have taken advantage of funds available through the Flexible Workforce Development Fund (FWDF) to arrange 7 dates with West College Scotland to deliver IOSH Working Safely at our Broomloan Depot. Five of these dates will be delivered during normal working hours, with the other two dates being delivered at night to capture the PWAY and those maintenance teams on permanent nightshift. This course was offered to all managers across SPT to assess whether it would be beneficial for their team. As a result, 85 members of staff from across the organisation will undergo IOSH Working Safely between March and June.

All of our Tech Craft Line within Subway Maintenance have now undergone City & Guilds HV Switching and System Control training, which is vital for any person working in a High Voltage environment especially when preparing and performing switching and isolation of power systems. We are now in the process of arranging the follow up, Power Protection Relays, allowing the same group of staff responsible for the operation and maintenance of power system protection schemes to interpret protection fault indications and appropriate corrective actions along with maintenance of High Voltage and Low Voltage protection relays.

We have also received several training courses for the new trains from ANSTA (the project delivery joint venture) in preparation for the new fleet entering service during 2023. All Semi-Skilled maintenance staff have been trained in driving the new locomotive from ANSTA. In addition to our Semi-Skilled staff receiving training on driving the new Rolling Stock, Managers and Supervisors will undergo familiarisation training. All of our Tech Craft Line will undergo signalling familiarisation in preparation for the new signalling system.

Heads and Managers involved in our modernisation programme attended a three-day Six Sigma course aimed toward improving business processes. There were two cohorts, comprising of 6 delegates in each, with delivery of theory and one-to-one coaching taking place over a 12-week period. Each delegate worked on a specific project relevant to their own area within Subway Operations, Maintenance and Engineering to practice their learning, making the training more meaningful.

3.6 Project Delivery

Delivery of NEC (National Engineering Contract) overview was delivered for Project Managers, and various staff within Procurement, Legal and Engineering to gain a better understanding of contracts designed to manage engineering projects, and in particular the effects of moving from NEC3 to NEC4 form of contracts.

3.7 Other L&D Activity

Staff have continued to benefit from accessing free webinars and internal training delivered by their colleagues in relation to inductions, Health & Safety work instructions and good practice in HR policies and procedures. Since the last Committee report, we have managed to cover topics such as Managing Sickness Absence, Discipline & Grievance, Alcohol & Drug Testing Procedures, Procurement Essentials and awareness of our Complaints procedures.

In addition, we continue to roll out our online compliance modules to new employees, comprising of Code of Conduct, Cyber Security Awareness, Equality, Diversity and Inclusion and Social Media Best Practice.

During the past eight months we have delivered Mental Health First Aid training to 50 volunteers from a number of departments, covering various shift patterns, across each of our premises. This will ensure each of our sites has someone available who has an understanding about mental health. The new Mental Health First Aiders have attended a two-day Mental Health First Aid course which has provided them with the skills needed to support their own and others' positive wellbeing in the workplace. We currently have 50 volunteers in a number of departments, covering various shift patterns, across each of our premises.

We welcomed Alzheimer Scotland into SPT between October 2022 and March 2023 to deliver dementia awareness sessions for staff. They initially provided two sessions per day during Subway Operations' training week in October within Govan Station, with further sessions taking place at Broomloan, Buchanan Bus Station and 131 St Vincent Street, reaching approx. 165 members of staff. This is generally a free service, however given the scale of the commitment by the Dementia Friend Advisors to our Organisation, a donation was made commensurate with other training providers.

Emergency First Aid/Defib training was also organised at Buchanan Bus Station to reach as many front facing staff as possible, training 26 members of staff from Customer Services and Contact Centre, as well as asking for volunteers from our Bus Strategy & Delivery and Subway Maintenance departments.

3.8 Further Education

SPT is currently sponsoring 4 staff through further education programmes including our Apprenticeship Programme, distance learning degree course and professional development such as CILT (Chartered Institute of Logistics and Transport).

3.9 Budget

In order to ensure that this budget is invested appropriately, L&D requests are considered against SPT's overall priorities with an ongoing focus on value for money. SPT remains committed to staff development, with no change to the L&D budget of £160k, despite the current financial challenges.

At Period 13, SPT invested £152.1k on development activities over the year to date. This includes £22.2k spend on contractors. Spend in the year to date has increased (9.8%) 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 (£59.5k), with the highest percentage of budget spend on Subway Operations (£96k) who make up 59% of the workforce. Appendix 1 contains a summary of L&D investment to the end of Period 13, 31 March 2023.

4. Conclusion

There will be a continued focus on increasing our capacity to deliver internal development programmes as well as evaluating all types of L&D activity to help us determine the most appropriate approaches to develop our staff. This will ensure value for money and alignment with organisational priorities.

5. Committee action

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

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

Name Neil Wylie
Title **Director of Finance & Corporate Support**

Name Valerie Davidson
Title **Chief Executive**

For further information, please contact *Valerie Davidson, Chief Executive*, on 0141 333 3298.

APPENDIX 1

Learning & Development - Budget Summary to Period 13, 31 March 2023

Year to Date Figures										
	Spend		Total Days		Av Spend* Per Day (£)		Av Spend* Per Person (£)		% Delegates Male	% Delegates Female
	22/23 Actual Spend to Date (P13) (£)	21/22 Actual Spend (P13) (£)	22/23	21/22	22/23	21/22	22/23	21/22	22/23	22/23
External	129,858	113,538	868.5	723.0	149.52	157.04	269.9	245.7	86%	14%
Internal	0	0	695.0	473.5	0	0	0	0	68%	32%
Total	152,127	138,547	1,854	1,577.5	226.18	222.68	269.9	245.7	-	-
Contractors/ Agency	22,269	25,009	290.5	381.0	76.66	65.64	n/a	n/a	96%	4%

Spend Per Directorate / Area						
Directorate	22/23 Actual Spend to Date (P13) (£)	21/22 Actual Spend (P13) (£)	Total Days	Directorate Headcount	Ave Spend * Per person (£)	Internal Days
Bus Strategy & Delivery	8,755	4,695	96.5	45	194.56	16.5
Chief Exec Unit	2,522	2,347	36.0	21	120.11	7.5
Contact Centre	261	5,186	7.0	18	14.51	4.5
Digital	7,663	4,411	41.5	19	403.32	2.0
Finance, Procurement & Ticketing	2,797	3,394	24.5	23	121.61	5.5
Health & Safety	786	1,594	6.5	3	262.14	0
Human Resources	4,111	4,830	23.0	5	822.38	1.0
Ops - Customer Services	3,629	11,850	44.5	50	72.52	10.0
Ops – Subway	96,139	66,157	1,262.0	286	336.15	646.5
Projects	3,195	9,074	22.0	11	290.48	1.5
TOTAL	129,858	113,538	1,563.5	481	269.98	695.0

* 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	22/23 Actual Spend to date* (P13) (£)	21/22 Comparison (P13) (£)	Total Days	% of Budget	Internal Days
Health & Safety	59,541	31,106	757.0	45.9%	361
Continuing Professional Development	23,375	23,653	109.0	18.0%	0
Miscellaneous	10,935	1,567	56.0	8.4%	0
Management Skills	9,012	10,570	83.0	6.8%	14
IT/PC Training	8,690	7,208	47.0	6.7%	0
E-learning	6,320	5,571	13.5	4.9%	0
Further Education	3,665	7,699	90.0	2.8%	0
Customer Service	2,938	5,267	44.0	2.3%	0
Core Skills	2,923	20,149	325.0	2.3%	320
Conference	2,459	748	25.0	1.9%	0
Team Development	0	0	14.0	0%	0
TOTAL £	128,858	113,538	1,563.5	100%	695

* 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.