



**Learning & Development Update**

**Committee**

**Personnel**

**Date of meeting**

26 August 2022

**Date of report**

16 August 2022

**Report by Director of Finance & Corporate Support**

**1. Object of report**

To provide the Personnel Committee with an update on SPT’s learning and development (L&D) activity during financial year 2022/23.

**2. Background**

Given the scale of L&D activity required over the next few years to meet the demands of Subway Modernisation, other business improvement activities and operational challenges, it was previously advised to the Personnel Committee that L&D progress will be provided to the Committee as an individual report. The last update on L&D activity was provided to the Personnel Committee on 5 November 2021.

**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 includes a focus on readiness for subway modernisation.

At P4, SPT has invested £25.9k on development activities (including £7.8k for contractors) over the year to date. Spend in the year to date has decreased when compared to this point last year (-24%).

**3.1 Business Support Functions**

Staff within most of the Business Support functions such as Audit, 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 (and often free of charge) covering a range of topics e.g. Cyber Security, Fraud training, and Equality Diversity and Inclusion.

**3.2 Bus Strategy & Delivery**

The three functions (Bus Development and Contract Management, Network Analysis & Design/Bus Systems, Schools Agency Services and Compliance) within Bus Strategy & Delivery continue to operate in an environment where there are continual internal learning opportunities, and resilience. A working example of this is the up-skilling of multiple Network

Analysis & Design/Bus Systems staff on Traffic Light Priority (an integrated system of SPT's Real-Time which actively mitigates delayed bus services through live traffic signal control) by the Bus Development Manager. This initiative will allow for more involvement of those staff members and also further support the continued successful expansion of the scheme within the Region.

External training provision for the 3 teams, although limited since the start of this financial year (22/23), have benefitted from attending such courses as Managing Employees Mental Health, Unconscious Bias as well as Equality Impact Assessment training. This type of personal awareness training, primarily targeting Managers and Team Leaders, focusses on improving personal awareness and how decisions and behaviours can contribute to creating a safer, happier and more inclusive culture.

### **3.3 Contact Centre**

Cross skilling has continued within the contact centre, with recruitment also bringing two new agents to the team. Refresher training remains at pace throughout the department, with agents kept abreast of any process changes. Training to assist identifying potentially vulnerable callers was completed in autumn last year, strengthening agent abilities to hold conversations with certain callers.

### **3.4 Operations – Customer Services**

As an operational function, a substantial amount of Customer Services training is health and safety related, particularly in relation to our Facilities Team. There is a competency framework in place which makes sure our employees remain competent when carrying out jobs which carry a potential risk. This is an ongoing process and listed below are some of the typical training requirements:

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

### **3.5 Subway Operations, Maintenance & Engineering**

Subway Operations remains an area with significant L&D activity as we progress through Subway modernisation, and as such with L&D being a vital component of the management of change, we have seconded 3 new Training Officers to support readiness for the modernisation programme.

Continuation of online refresher training for Subway Maintenance and Operations remains in place to maintain the knowledge base for mandatory training. However, delivery of face to face induction training for new staff including Station Assistants, Drivers and Technical grades within Subway Operations and Maintenance continues.

A substantial amount of recruitment leading to the delivery of 9 weeks of induction training for new employees to date. In addition, we have trained a number of drivers to support the new vehicle testing programme and are continuously involved in developing instructions and briefing all relevant staff for test purposes. At the end of August, we commence a 4-module programme in order to train all drivers and flexi staff on the new vehicles to enable readiness for mixed fleet operations in 2023.

We have invested in our Subway Maintenance staff by sending them to a wide range of external courses, such as Electrical Inspection and Testing, Mental Health First Aid and

Managing Performance and Behaviour all funded through the Flexible Workforce Development Fund (FWDF) and delivered by West College Scotland on our behalf.

Additional training needs were identified for all of our Tech Craft Line within Subway Maintenance to undergo City and Guilds HV Switching and System Control training in relation to the management of power systems. This is a 3-day course, with employees scheduled to attend between August and January 2023.

A Safety Critical Communications training course was delivered to all those involved in Live Line Possession (32 including the PWAY and Contractors), who carry out work in the tunnels at night. There is a requirement to communicate with the Control Room using airwave terminals and it was important to enforce a high standard and consistent approach to maintain the high level of compliance and safety in the subway operating system.

We have also received several training courses to support the maintenance of the new fleet from ANSTA (Rolling Stock and Associated Systems Joint Venture) in preparation for the new fleet entering service in 2023. Over the next few months we will be taking this knowledge and transposing it into our own internal training material to enable a roll out to the staff.

### **3.6 Project Delivery**

The Head of Projects identified the need to enhance his team's ability to have the confidence and ability to manage dispute resolution with internal and external stakeholders (contractors). An appropriate course covering his requirements has been identified as Mediation Skills for Facilitated Conversations. We have one team member put forward for this training, with the possibility of other Project Managers to follow.

### **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 and safety work instructions as well as good practice in HR policies and procedures such as Managing Sickness Absence and Discipline and Grievance.

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

Further to the Partnership Report on Climate Change dated 18 June 2021 and on the back of COP26, the Strategy Group along with other senior officers attended Climate Emergency Training provided by Keep Scotland Beautiful. This was in order to develop skills and knowledge in relation to the climate change, climate adaptation and carbon management. This involved self-study and reflection on their own carbon footprint.

A further course is scheduled to take place in September for Managers and Heads of Departments. This event is delivered over 2 half day sessions with the following objectives: -

- Understand the science of climate change.
- Understand how our organisation will be impacted by climate change.
- Appreciate the significant changes ahead as Scotland moves to a low carbon future.
- Identify practical actions SPT can take to reduce emissions and future-proof our business.

To help facilitate our Equality Impact Assessment process, the decision was taken to increase awareness of unconscious bias. The Equality & Diversity Steering and Delivery Groups

attended Unconscious Bias training provided by Age Scotland and Equality Impact Assessment training by Fraser Consultants. This was to highlight how our biases can impact on how we interact with people, and to stress the importance of giving due consideration to protected characteristics and equality prior to policy making decisions or changes.

Further sessions of Unconscious Bias have taken place, with a further session in the planning. We have so far attracted 32 senior officers and team leaders for these awareness sessions.

### **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).

We have seen 5 out of 7 of our apprentices complete their modern/mature apprenticeships and placed in permanent roles within Subway Maintenance. Additionally, they have completed further education beyond their apprenticeships, with all achieving HNC in Electrical Engineering and others being awarded an HND in Engineering Systems.

A further two Mature Apprentices were selected from the Maintenance team to start an engineering apprenticeship in August 2019. They have now achieved an NC in Electrical Engineering and will progress on to an HNC in August 2022.

### **3.9 Budget**

In order to ensure that this budget is invested appropriately, learning and development requests are considered against SPT's overall priorities with an on-going focus on preparing our staff for the future while achieving value for money. SPT remains committed to staff development, with no change to the learning and development budget of £160k, despite the financial challenges posed through 2020-22.

At P4, SPT has invested £25.9k on development activities over the year to date. This includes £7.8k spend on contractors. Spend in the year to date has decreased (-24%) when compared to this point last year, however we have planned training events to take place throughout 2022/23 such as Dementia Awareness and Mental Health First Aider courses. This should address the variation in spend as the year progresses as we endeavour to offer development opportunities to as many employees as possible.

The highest category of spend captured is for Health and Safety (£7.3k), with the highest percentage of budget spend on Subway Operations (£7.7k) who make up 58% of the workforce. Appendix 1 contains a summary of Learning & Development investment to the end of period 4, 23 July 2022.

## **4. Conclusion**

There will be a continued focus on increasing our capacity to deliver internal development programmes as well as evaluating all types of learning and development 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&amp;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 and Development - Budget Summary to Period 4, 23 July 2022

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 (P4) (£)	21/22 Actual Spend (P4) (£)	22/23	21/22	22/23	21/22	22/23	21/22	22/23	22/23
External	18,020	28,761	133.0	183.5	135.49	156.73	38.84	62.66	92%	8%
Internal	0	0	331.5	120.0	0	0	0	0	69%	31%
<b>Total</b>	<b>25,889</b>	<b>34,312</b>	<b>578.5</b>	<b>370.0</b>	<b>204.51</b>	<b>240.21</b>	<b>38.84</b>	<b>62.66</b>	-	-
Contractors/ Agency	7,869	5,551	114.0	66.5	69.02	83.48	n/a	n/a	98%	2%

Spend Per Directorate / Area						
Directorate	22/23 Actual Spend to Date (P4) (£)	21/22 Actual Spend (P4) (£)	Total Days	Directorate Headcount	Ave Spend * Per person (£)	Internal Days
Bus Strategy & Delivery	1,532	229	16.0	44	34.82	2
Chief Exec Unit	204	475	5.5	18	11.33	0
Contact Centre**	0	4,973	0	17	0	0
Digital	5,430	0	21.0	19	285.79	0
Finance, Procurement & Ticketing	999	0	2.5	22	45.43	0
Health & Safety	124	585	1.5	3	41.50	0
Human Resources	139	280	2.0	5	27.80	0
Ops - Customer Services	865	2,551	9.5	52	16.61	1
Ops – Subway	7,698	12,271	401.5	269	28.62	328.5
Projects	1,029	7,397	5.0	14	73.54	0
<b>TOTAL</b>	<b>18,020</b>	<b>28,761</b>	<b>464.5</b>	<b>463</b>	<b>38.92</b>	<b>331.5</b>

\* 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.

\*\* Note: Staff receive regular work coaching from Contact Centre Supervisors.

Spend Per Training Category					
Category	22/23 Actual Spend to date* (P4) (£)	21/22 Comparison (P4) (£)	Total Days	% of Budget	Internal Days
Health & Safety	7,303	5,342	175.0	40.5%	104.5
IT/PC Training	5,069	990	24.0	28.1%	0
Management Skills	3,640	5,030	27.5	20.2%	3.5
E-learning	1,625	3,197	6.0	9.0%	0
Continuing Professional Development	195	8,010	5.5	1.1%	0
Miscellaneous	123	57	0	0.7%	0
Conference	65	718	3.0	0.4%	0
Core Skills	0	150	223.5	0%	223.5
Customer Service	0	5,267	0	0%	0
Further Education	0	0	0	0%	0
Team Development	0	0	0	0%	0
<b>TOTAL £</b>	<b>18,020</b>	<b>28,761</b>	<b>464.5</b>	<b>100%</b>	<b>331.5</b>

\* 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.