

Learning & Development Report

Committee Personnel

Date of meeting 9 February 2018

Date of report 30 January 2018

Report by Assistant Chief Executive (Business Support)

1. Object of report

To provide the Personnel Committee with a detailed update on SPT's approach to learning and development.

2. Background

An update on learning and development activity is included within the Staffing Reports regularly provided to the committee. SPT has maintained its overall level of investment in learning and development over the last 3 years, in a time of budget constraints and whilst the number of staff has steadily decreased. This investment in our people underpins our drive to improve how services are delivered through the adoption of new technology, process improvements and the implementation of good practice as part of our organisational efficiency strategy which has resulted in staff reductions being sustained over the long term.

3. Current position

3.1 General

SPT's learning and development requirements vary widely, reflecting the safety and regulatory frameworks we operate within. Whilst some across the board training is requested corporately by the Strategy Group to ensure that we meet legal and public sector duties such as equalities and GDPR, most training needs are defined by the management team at a departmental and individual level. These requirements are met in a variety of ways whether through internal events or programmes developed and delivered in-house by SPT's subject matter experts or by attendance at external learning events or bespoke training provided in-house by external providers. Webinars and online learning also play a part, often to consolidate learning or to provide awareness of a subject. SPT also sponsors a number of staff through Further Education and professional examinations each year.

Organisational-wide training such as equalities, GDPR, well-being and first aid is coordinated centrally along with management development activity. There has been a focus on improving consistency of practice in relation to SPT's policies and procedures, including governance, finance, procurement and HR. External providers have been commissioned to deliver sessions on Mental Health Awareness, and to strengthen core management skills such as having difficult conversations and building effective teams. A number of managers

have successfully participated in the Scottish Enterprise business improvement programme and further cohorts are planned in the coming year. Complimentary development activity to strengthen our capability to manage change is being scoped and will be a key focus in the year ahead.

3.2 Budget

The learning and development budget was increased to £140k in 2017/18 predominately to strengthen support to operational readiness activities as Subway modernisation continues. In order to ensure that this budget is invested appropriately, learning and development requests are considered against SPT's overall priorities and as well as an on-going focus on value for money, there has been an increased emphasis on evaluating the impact of learning and development activity in terms of performance outcomes.

A proportion of the budget is used to cover the costs of ensuring contractors and agency staff working on our system fully comply with SPT's approach to safety i.e. that they complete Personal Track Safety certification before they are deployed. The level of spend peaked in 2016/17 (£21k or 16.2% of overall budget) as station refurbishment and tunnel improvement works continued and SPT prepared for Ramps and Turnouts activity. The proportion of spend in the current year to date has reduced by half to 8.2%, or £9k.

This change, along with the increased annual budget, has resulted in a higher average level of investment per person at P10, and therefore with 3 further months to go this year, compared to the previous year's outturn. This year's overall number of days training is also forecasted to be higher than in previous years. Details of year-on-year budget trends are included in Appendix 1 for information.

3.3 Competency Assessment

SPT has three roles dedicated to training and competency assessment activity and has seconded an additional three staff within Subway on a temporary basis to support the broad range of delivery required as part of operational readiness plans. This investment in skills development will smooth the transition to new ways of working and is part of our strategy to increase the likelihood that our current staff will have the right skills and knowledge required to operate post-modernisation.

The ROGS requirements for Subway demand that SPT assesses staff competence on a regular basis to a defined standard. Standards must be maintained and verified and to this end, SPT established a City & Guilds Approval Centre in November 2008 under which staff have been trained as qualified Assessors and Verifiers who can, in turn, assess staff for national vocational qualification awards. SPT's centre is subject to an annual audit from the awarding bodies to ensure standards are maintained. Over the last year, 22 staff have attained awards in customer services, rail engineering, rail services and learning and development (assessing) itself. Having these skills in-house reduces costs and, more importantly, means that the assessment process can be more flexibly programmed around operational requirements.

3.4 Apprenticeships

Following a robust recruitment and selection campaign, SPT selected two modern apprentices externally and two mature apprentices from our existing Engineering and Maintenance team to start a broad-based engineering apprenticeship programme in January 2018. The programme will last 3-4 years and the academic elements are delivered through West College Scotland, Paisley and each apprentice will achieve an NC engineering qualification as a minimum.

3.5 Further Education

SPT is currently sponsoring 13 staff through further education programmes including Open University modules, distance learning degree courses and professional development such as CILT, CIPS and CIPFA qualifications.

4. Conclusion

SPT's draft budget proposals include an increased level of investment in learning and development activity in the coming year to underpin Subway modernisation and SPT's on-going organisational efficiency strategy. There will be a continued focus on the evaluation of all types of learning and development activity to help us determine the most appropriate approaches to develop our staff, to ensure value for money and alignment with organisational priorities.

5. Committee action

The Committee is recommended to note the contents of this report.

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>None identified</i> |

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Title **Assistant Chief Executive
(Business Support)**

Name Gordon Maclennan

Title **Chief Executive**

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

APPENDIX 1

Learning and Development - Budget Summary 2016/17 outturn and 2017/18 to Period 10, 6 January 2018

| | Spend* | | Total Days | | Av Spend* Per Person (£) | |
|------------------------|-------------------------------------|--------------------------|-----------------|---------------------|--------------------------|---------------------|
| | 17/18 Actual Spend to Date (P10)(£) | 16/17 (P13) Actual Spend | 17/18 YTD (P10) | 16/17 Outturn (P13) | 17/18 YTD (to P10) ** | 16/17 Outturn (P13) |
| External | 102,982 | 109,706 | 548 | 588 | 208.04 | 206.60 |
| Internal | 0 | 0 | 577 | 720 | 0 | 0 |
| Total £ | 102,982 | 109,706 | 1,125 | 1,308 | 208.04 | 206.60 |
| Contractors/ Agency*** | 9,181 | 21,267 | 123 | 272 | n/a | n/a |

Notes

* Spend and 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.

** Average spend per person to P10 in 2017/18 already exceeds the annual outturn figure last year.

*** The no. of contractors/agency personnel deployed is dictated by our on-going works; 2016/17 was particularly high as station refurbishment and tunnel works continued and as SPT prepared for Ramps & Turnouts activity.

| Spend Per Training Category | | | | |
|-------------------------------------|--------------------------------------|-------------------------|-------------------|-------------------|
| Category | 17/18 Actual Spend to date* (P10)(£) | 16/17 Outturn (P13) (£) | % of Budget 17/18 | % of Budget 16/17 |
| Continuing Professional Development | 53,353 | 53,252 | 51.8% | 48.5% |
| Health & Safety | 26,130 | 23,575 | 25.4% | 21.5% |
| IT/PC Training | 8,349 | 18,661 | 8.1% | 17.0% |
| Further Education | 10,036 | 10,057 | 9.7% | 9.2% |
| Conference | 3,135 | 3,975 | 3.0% | 3.6% |
| Miscellaneous | 1,979 | 186 | 1.9% | 0.2% |
| Customer Service** | 0 | 0 | 0.0% | 0.0% |
| TOTAL £ | 102,982 | 109,706 | 100% | 100% |

Notes

* 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.

**On-going programme of customer service training to frontline staff delivered in-house in 2016/17 and 2017/18 hence no external spend incurred.

| Average Spend* per person by Department/Area | | |
|---|---|---|
| Directorate/Area | Average spend per person 17/18 (P10)(£) | Average spend per person 16/17 Outturn (P13)(£) |
| Business Support | 637.85 | 328.38 |
| Cabinet | 4.17 | 41.46 |
| Corporate ** | 216.04 | - |
| Customer Services | 134.48 | 374.34 |
| Digital | 311.28 | 299.95 |
| Finance & HR | 340.37 | 551.87 |
| Health & Safety | 163.87 | 71.67 |
| Legal & Property | 498.67 | 212.72 |
| Marketing & Comms *** | - | 1,286.62 |
| Operations – Bus | 45.19 | 156.04 |
| Operations – Subway **** | 233.61 | 165.45 |
| Projects | 230.81 | 239.28 |
| TOTAL £ | 208.05 | 206.60 |

Notes

* Average spend per person does not include the employee costs relating to dedicated training roles.

** Includes all staff displaced as a result of organisational change.

*** Marketing and Communications are now included in Digital within Subway

**** Average spend does not include the employee costs of two dedicated training roles (or temporary secondments) embedded within Subway delivering training for operational (frontline) staff and for the engineering and maintenance team.