



Learning and Development Update

Date of meeting 25 April 2025

Date of report 7 March 2025

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 Personnel Committee on 8 November 2024.

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 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 Audit Security Information, Cyber Security 2025, Artificial Intelligence, Friend or Foe and Scotland's Public Services Crisis: Addressing Funding and Reform.

Since the last Personnel Committee, staff within these areas took advantage of training events on offer to all departments including MS 365, Effective Notetaking, Power BI as well as MS Excel Intermediate and Advanced Level.

3.2 Bus Strategy and Delivery

The three functions of the Bus Strategy & Delivery department (Bus Development, Network Analysis & Design and 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 Complaints Investigation Skills and MS 365.

In addition, one staff member undertook a 7-day Managing People for Growth course, designed to support managers by giving them the tools and influencing attitudes to continue the development throughout their career.

3.3 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: Manual Handling, Working at Height and Forklift Refresher.

Since the last report, 4 Bus Station Supervisors have completed a one-day Complaints Investigation Skills course delivered by Scottish Public Services Ombudsman. Four Customer Services staff attended the 2-day First Aid at Work requalification which helps maintain a consistent level of First Aiders across SPT premises.

Following on from a pilot session of Prevention and Management of Violence and Aggression, 7 half day courses within Buchanan Bus Station will take place in May and June. This is due in part to the increasing levels of anti-social behaviour taking place within and around bus stations.

3.4 Subway Operations, Maintenance and Engineering

Subway Operations remains an area with significant L&D activity. Over the last 6 months there have been 2 weeks of Operational Training between 17 - 28 February. During those 2 weeks 112 staff had the opportunity to attend Mental Health Awareness, delivered by an external training provider, as well as have an update on the Operational Readiness Programme and refresher training on Traction Current, delivered by our internal trainers.

Subway Operations Training Officers have delivered 18 weeks of induction training over 5 months for new staff and those undertaking flexible duties - Station Assistant 2-week course (6 staff) and 16-week Driver's courses(10 staff).

In addition, Line Supervisors within Subway Operations have delivered Fire Evacuation training to 63 Station staff.

To equip Line Managers with skills to manage safety responsibilities a 3-day IOSH Managing Safely course was delivered in house with 8 staff members attending, 6 of whom were from Subway Operations.

Tech Craft Line and Tech Craft Rolling Stock within Maintenance continue to receive training and assessments on a number of Modernisation and Infrastructure Assets. Tech Craft Rolling Stock are undertaking re-assessments on Maintenance Tasks as their initial 12-month competences near expiry.

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) and Carborne Controller. As we become more familiar with this equipment and understand the full extent of its capabilities, this identifies the need for further training for Maintenance staff in a number of areas which we have been working closely with our suppliers on.

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 – this will be an ongoing process, and these modules will be updated as we move forward through our next series of Control Periods.

Tech Craft Rolling Stock (TCRS) continue to attend faults alongside the TSSSA to improve fault finding capabilities and general system knowledge. The Lead Technical trainer for Rolling Stock has recently delivered a series of bespoke training programmes to our Maintenance Teams to cover Doors, Bogies & Underframes and Doors & Passenger Systems. Loco driving and maintenance assessments have also been conducted over the last 6 months to both TG2 and Infrastructure employees.

Preparations are well underway as we wait to receive the next batch of training from Hitachi for CP4+, this is expected to be an intense training programme as we finalise our preparations to be ready for CP4+ and beyond, this training will primarily be delivered to our Tech Craft Line.

Tech Craft Rolling Stock are gaining familiarisation with yearly and two-yearly maintenance tasks with assessments on these tasks to commence in the coming weeks.

Specific refresher training on Oxy- Acetylene Burning for PWAY took place in March. This allows Infrastructure Technicians to cut rail using a burning method as opposed to a disc cutter which can be problematic to use in tight spaces.

3.5 Other L&D Activity

Since the last Personnel Committee, as well as our ongoing health and safety and regulatory compliance training, there have been several 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. 74 employees attended the following courses as a result:

- IOSH Managing Safely
- Interview Skills
- Leadership Session
- MS 365
- MS Excel Intermediate and Advanced
- Power BI
- Speedwriting
- Supervisory Skills
- Visio

In addition to the above, internal briefing sessions were delivered to 50 staff members by colleagues within Digital, HR, and Procurement on the following:

- Managing Sickness Absence
- Procurement Essentials
- Axiom (A platform providing essential processing capabilities and management of information to help facilitate SPT's ability to provide our services).

Furthermore, Procurement Assistants created guidance notes and delivered training sessions across the business on the upgrade to the SPT Finance/Procurement software system (Technology One (T1)). This platform is used to raise requisitions, generate purchase orders as well as receipt and pay invoices. A total of 81 staff members were trained.

We offered Line Managers the opportunity to attend a briefing session with our account manager with PAM (Employee Assistance Programme) during January. It had been a few years since we have had this opportunity and in that time, PAM has increased its services on offer to business

and staff. Awareness of EAP services helps equip Line Managers with vital information and allows them to signpost staff to relevant help, especially when managing sickness absence. We had 17 Line Managers accessing this update.

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

We have also rolled out our annual refresher training for Cyber Security Awareness to all staff. This allows staff to keep informed about the latest cyber threats such as phishing and ransomware and helps mitigate potential risks proactively.

3.6 Further Education

SPT is currently sponsoring 9 staff through further education programmes. This includes HNC in Business Management (Open University), Diploma in Contract Management (CIPFA), and 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. Staff members are also studying online certified distance learning courses for continual professional development.

3.7 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 13, SPT invested £200.2k on development activities over the year to date. This includes £22.4k spend on contractors. Spend in the year to date has increased slightly (0.5%) 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 (£54.7k) with the highest percentage of budget spend on Subway Operations (£80.9k) who make up 57% of the workforce. Appendix 1 contains a summary of L&D investment to the end of Period 13, 31 March 2025.

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

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

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Title **Director of Finance &
Corporate Support**

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 13, 31 March 2025

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 (P13) (£)	23/24 Actual Spend (P13) (£)	24/25	23/24	24/25	23/24	24/25	23/24	24/25	24/25
External	177,838	184,664	1079.0	1,099.5	164.8	167.9	357.8	379.2	61%	39%
Internal	0	0	627.5	1,212.0	0	0	0	0	74%	26%
Contractors/ Agency	22,412	14,581	355.0	287.5	63.1	50.7	n/a	n/a	96%	4%
Total	200,250	199,245	2,061.5	2,599.0	227.9	218.6	357.8	379.2	-	-

Spend Per Directorate / Area						
Directorate	24/25 Actual Spend to Date (P13) (£)	23/24 Actual Spend (P13) (£)	Total Days	Directorate Headcount	Ave Spend * Per person (£)	Internal Days
Bus Strategy & Delivery	17,519	23,736	121.0	41	427.29	6.0
Chief Exec Unit	15,273	20,245	109.5	33	462.82	11.5
Contact Centre	4,310	2,484	23.0	18	239.43	2.0
Corporate	125	0	2.0	0	0	0
Digital	10,290	1,619	73.0	22	467.72	2.5
Finance, Procurement & Ticketing	16,972	7,313	192.5	27	628.61	30.0
Health & Safety	4,779	6,485	14.5	3	1,592.91	1.5
Human Resources	1,651	2,413	20.5	7	235.81	3.0
Ops - Customer Services	17,359	7,463	68.5	49	354.27	5.5
Ops – Subway	80,940	111,064	1,047.0	284	285.00	559.5
Projects	8,620	1,842	35.0	13	663.11	6.0
TOTAL	177,838	184,664	1,706.5	497	357.82	627.5

* 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	24/25 Actual Spend to date* (P13) (£)	23/24 Comparison (P13) (£)	Total Days	% of Budget	Internal Days
Health & Safety	54,779	65,666	850.5	30.8%	511.5
IT/PC Training	33,216	32,009	249.0	18.7%	57.5
Continuing Professional Development	27,821	50,422	195.0	15.6%	38.5
Management Skills	25,734	19,762	138.0	14.5%	20.0
Further Education	20,304	10,302	151.0	11.4%	0
Customer Service	8,375	395	56.5	4.7%	0
E-learning	4,382	3,657	51.0	2.5%	0
Conference	2,982	2,222	14.0	1.7%	0
Miscellaneous	245	0	1.0	0.1%	0
Core Skills	0	229	0.5	0	0
Team Development	0	0	0	0	0
TOTAL £	177,838	184,664	1,706.5	100%	627.5

* 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.