



## Learning & Development Update

### Committee

### Personnel

### Date of meeting

30 April 2021

### Date of report

20 April 2021

### Report by Assistant Chief Executive

#### 1. Object of report

To provide the Personnel Committee with an update on SPT's learning and development activity during financial year 2020/21.

#### 2. Background

An update on learning and development (L&D) activity was previously included within the Staffing Report provided regularly to the Committee. Given the scale of learning and development activity required over the next few years to meet the demands of Subway Modernisation, other business improvement activities and operational challenges, L&D progress will now be provided to the committee as a separate report.

Due to the coronavirus pandemic, planned learning and development activities were significantly impacted across SPT. Despite best efforts of the organisation to maintain its overall commitment of investment of £160K, the various lockdowns and public health protection restrictions has meant that the actual spend on investment in our people did not meet the targeted spend when compared to last financial year results. Further details of spend achieved is set out in Appendix 1 for information.

SPT is motivated to strengthen staff capability through skills growth and professional development activities to meet the various business demands. Our aim is to ensure staff have the appropriate knowledge, skills and competency to meet the changing demands of modernisation through our business improvement strategy. Continued improvements in how our services are delivered through the adoption of new technology, processes and procedures as well as cross functional knowledge sharing to develop our staff.

#### 3. Current position

##### 3.1 General Health and Safety

SPT's learning and development requirements vary widely, reflecting the safety and regulatory frameworks we operate within. Health and safety is central to our organisational culture, and is considered at each point in an employee's journey with SPT from recruitment and selection into induction and then as part of their ongoing personal development and competency management.

For all the reasons already stated, the delivery of mandatory training requirements for Subway Operations staff has proven to be problematic this year. The current approach is to provide refresher training to help maintain knowledge and competence on a regular basis. With our main training providers placing many staff on furlough, face to face delivery of training was not an option for the majority of the year. In order to address the reduction in mandatory training it was necessary to adopt a different method of delivery.

It was agreed the best approach would be to purchase accredited, off the shelf online training which would be externally hosted as an interim measure to maintain the knowledge base for mandatory training. This would be used in conjunction with witness testimonies, and coaching if necessary, by qualified assessor/verifiers within Subway Operations (Maintenance).

A substantial amount of health and safety training is normally delivered in-house during scheduled training weeks for frontline, customer facing staff. This training has also been affected due to Covid-19 restrictions, with two full training weeks in April 2020 and one in October 2020 cancelled. However, the continuation of the biannual roll out of Fire Evacuation awareness sessions has continued throughout, targeting approximately 150 Subway operational staff. As part of February 2021 training weeks, all Subway drivers and station staff completed online Fire Prevention and Traction Current refresher courses.

One of the main focusses for 2021 will be the roll out of Emergency First Aid and Defib training to Bus Station staff within our Customer Services department. We aim to deliver this training in-house as soon as Covid restrictions have been eased allowing instructor-led delivery.

In addition, Bus Station staff are currently undergoing ACT (Action Counters Terrorism) online awareness training as part of their development and health and safety awareness for 2021. This will introduce them to, or refresh their knowledge on the importance of vigilance, especially with the planned events taking place in and around Glasgow in 2021. We also plan to include contractors (cleaners and security) operative within the Bus Stations as part of this roll-out. Frontline Subway station staff undertook this training in 2020.

SPT require to be satisfied that all staff are competent to operate within our system and facilities, and that the same standards apply to those contracted for services. The volume of contractors and agency staff has fluctuated over the last few years reflecting the type of modernisation activity being undertaken in Subway. A proportion of the budget (on average £17K per year) is used to cover the costs of ensuring contractors and agency staff working on our system fully comply with SPT's approach to safety, for example, they complete Personal Track Safety certification before they are allowed access to the system and sites. This training has continued to be delivered throughout 2020/21, with an online solution also available for future use to allow for a blended learning approach, reducing the challenges faced when unable to deliver training face-to-face. This will ensure subway modernisation works continue with minimal impact.

### **3.2 Other L & D Activity**

During this challenging year we have taken the opportunity to revise our approach and look at ways to do things differently, allowing us to make progress by adopting new ways of learning. We have taken advantage of new technologies needed to work and learn anytime, anyplace which has supported learning during the flow of everyday work. Staff have benefitted from free webinars and online courses, been involved in knowledge sharing across departments, as well as accessing online briefing sessions by colleagues in relation to good practice. In addition, we have continued to roll out Equality and Diversity training to meet our legal and public sector duties.

During the early stages of lockdown, the MyBus service was suspended and customer demand reduced to a handful of calls per day. This remained the case throughout the first few

months of the pandemic. Meanwhile, although Travel Card Unit (TCU) remained fully operational, a national suspension of concessionary travel card production was imposed. As restrictions eased in Summer 2020, concessionary travel enquiries increased, and, released pent-up demand built earlier in lockdown, coupled with the usual seasonal increase resulted in unprecedented volumes.

The challenge was to process the workload employing under-utilised MyBus resource. This required a programme of cross-skilling to train MyBus colleagues on concessionary travel tasks. The training had to be conducted remotely as the team had moved to home-working. This was achieved through one-to-one sessions via MS Teams, utilising the screen-sharing function and having a tiered approach to the training. This meant starting the training on some of the more basic tasks and supporting this before moving on to ever more complex activities.

Following the restructure of the TCU cross-skill training has continued. Almost all previous MyBus team members are able to process some concessionary travel tasks and further development will increase their skills. This will continue as the team are trained in all aspects of concessionary travel. Ex-TCU team members will also be developed on MyBus tasks at which point all Contact Centre Agents will be fully multi-skilled and flexible across MyBus and concessionary travel tasks. During this time the team has also supported schools transport enquiries and the corporate enquiries and complaints mailboxes

We are also in the process of developing a programme of online corporate courses, such as Employee Code of Conduct, Social Media Best Practice and Information & Records Management amongst others with our updated e-learning software - Articulate 360. This will also help reduce the reliance on instructor-led training.

In the February 2021 training weeks, Subway Service Delivery Officer training focused on an online course on Incident Management - classroom work was not possible due to COVID restrictions. This concentrated on the role of the Service Delivery Officer (Stations) in managing incidents. This will be followed up by desktop exercises and discussion when in-person group training can be facilitated again, and become a standing refresher topic in all training weeks.

All station staff completed an online course in Conflict Management; train drivers received a refresher on Fault Finding and an introduction to the structure and purpose of the new Defect In Service Instruction booklet, delivered by training staff at Broomloan. All Subway drivers and station staff completed a short online Equality and Diversity course, which will also become a standing component of future training weeks. In 2020, four SDO1s completed training to work flexibly as SDO2s and five new Station Assistants commenced training on 8<sup>th</sup> March 2021. Training staff are also currently undertaking personal training in Coaching and Mentoring.

Eleven Train Drivers have now had some experience and familiarity in basic driving of the new test trains. This has been facilitated by our driver trainers undergoing a Train the Trainer course: this type of training will help make the workplace the main arena for learning.

The uptake of external learning activities has progressed in recent months through a combination of training providers offering face-to-face delivery as well as online solutions with staff becoming more receptive to different methods of delivery. The majority of external training has been IT or Health and Safety related, such as MS Office packages and First Aid courses. The biggest spend at year end has been on IT/PC training.

### **3.3 Further Education**

SPT is currently sponsoring 11 staff through further education programmes including our Apprenticeship Programme, Open University modules, distance learning degree courses and professional development such as CILT and CIPS.

### 3.4 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 value for money. SPT remains committed to staff development despite the challenges posed through 2020/21.

At P13 SPT has invested £79K on development activities over the year to date. This includes £27K spend on contractors, a slight increase on the normal average spend of £17K. This increase reflects additional spend this year on the continuation of PTS training for contractors as well as the sourcing of our new wheel lathe and subsequent requirement for operators to be trained in-house. Spend in the year to date has significantly reduced (-51%) when compared to this point last year. The highest category of spend captured is for IT/PC training (£20.4K), with the highest percentage of budget spend on the Digital department (£16.2K). Appendix 1 contains a summary of Learning & Development investment to the end of period 13, 31 March 2021.

### 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>

<b>Name</b>	Valerie Davidson	<b>Name</b>	Gordon Maclennan
<b>Title</b>	<b>Assistant Chief Executive</b>	<b>Title</b>	<b>Chief Executive</b>

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

## APPENDIX 1

### Learning and Development - Budget Summary to Period 13, 31 March 2021

Year to Date Figures										
	Spend		Total Days		Av Spend* Per Day (£)		Av Spend* Per Person (£)		% Delegates Male	% Delegates Female
	20/21 Actual Spend to Date (P13)(£)	19/20 Actual Spend (P13)(£)	20/21	19/20	20/21	19/20	20/21	19/20	20/21	20/21
External	52,188	145,857	377.5	982.5	138.25	148.46	111.5	292	76%	24%
Internal	0	0	508.5	1108	0	0	0	0	58%	42%
<b>Total £</b>	<b>79,100</b>	<b>163,049</b>	<b>1097.5</b>	<b>2457</b>	<b>265.49</b>	<b>195.37</b>	<b>111.5</b>	<b>292</b>		
Contractors/ Agency	26,912	17,192	211.5	366.5	127.24	46.91	n/a	n/a	100%	0%

Spend Per Directorate / Area						
Directorate	20/21 Actual Spend to Date (P13)(£)	19/20 Actual Spend (P13)(£)	Total Days	Directorate Headcount	Average Spend * Per person (£)	Internal Days
Bus Strategy & Delivery	6,241	6,862	63.5	43	145.15	0
Business Support	0	1,809	14.0	3	0	0
Cabinet	0	2,753	0	4	0	0
Contact Centre	800	655	14.5	16	50	0.5
Corporate (Displaced)	0	265	0	1	0	0
Digital	16,237	8,478	96	19	854.61	0
Finance & Procurement	3,444	5,270	16.5	25	137.77	1.5
Health & Safety	1,087	3,462	9.5	3	362.62	0.5
Human Resources	3,950	4,672	31.0	5	790.00	0.5
Legal & Property	1,143	558	14.0	5	228.60	1
Ops - Customer Services	2,297	12,022	35.5	51	45.05	1
Ops – Subway	13,894	73,971	565.5	271	51.27	503
Projects	3,095	25,080	26.0	22	140.56	0.5
<b>TOTAL</b>	<b>52,188</b>	<b>145,857</b>	<b>886.0</b>	<b>468</b>	<b>111.51</b>	<b>508.5</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.

<b>Spend Per Training Category</b>					
Category	20/21 Actual Spend to date* (P13)(£)	19/20 Comparison (P13)(£)	Total Days	% of Budget	Internal Days
IT/PC Training	20,439	20,618	112	39.2%	0
Further Education	12,320	5,324	34	23.6%	0
Continuing Professional Development	6,052	27,308	74	11.6%	0
Health & Safety	5,988	32,319	569.5	11.5%	506
E-learning	3,542	3,124	54	6.8%	0
Management Skills	2,322	41,998	20.5	4.4%	2.5
Conference	1,367	5,388	21	2.6%	0
Miscellaneous	158	4,113	1	0.3%	0
Core Skills	0	4,465	0	0%	0
Customer Service	0	0	0	0%	0
Team Development	0	1,200	0	0%	0
<b>TOTAL £</b>	<b>52,188</b>	<b>145,857</b>	<b>886.0</b>	<b>100%</b>	<b>508.5</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.