



## Learning & Development Report

**Committee**          Personnel

**Date of meeting**    14 September 2018

**Date of report**    4 September 2018

### Report by Assistant Chief Executive

#### 1. Object of report

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

#### 2. Background

An update on learning and development activity is included within the Staffing Reports regularly provided to the committee. As previously reported in February 2018, 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 and plays a fundamental role in ensuring that our primary objective of delivering safe and secure services is met.

#### 3. Current position

##### 3.1 General

SPT's learning and development requirements vary widely, reflecting the safety and regulatory frameworks we operate within. When developing resource plans, the management teams must consider both the number of staff and the skills and competence required to deliver services. This is particularly important in terms of health and safety where regulatory requirements must be met as part of ensuring safe systems of work, and within Subway meeting our obligations under our safety certification and safety authorisation under the Railways and other Guided Transport Systems (Safety) Regulations 2006 (ROGS) as assessed by the Office of Rail and Road (ORR).

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 on-going personal development and competency management. The Health and Safety team are involved in the employee induction process and work closely with Learning & Development and Training colleagues to develop, commission and ensure delivery of quality training to staff across SPT. A substantial amount of health and safety training is

delivered in-house; indeed, approximately 90% of all internal training days across SPT are focused on health and safety matters. In Subway Operations frontline, customer-facing staff attend a session as part of each of the 3 training weeks organised each year where the focus is on refresher safety-based training as well as on customer service.

Line managers are expected to attend regular update sessions on health and safety matters to ensure that they are aware of duties outlined in the Health & Safety at Work Act 1974 and other relevant regulations that apply to their specific department. Equality matters are also included as part of the induction process; an online refresher programme is planned for later this year following on from sessions specifically aimed at raising awareness of mental health issues in 2017/18.

In regulated areas, the standards and frequency of training is specified and closely managed to ensure compliance. The frequency of training/qualification varies depending on the subject matter – further details of regulatory training undertaken in the course of the last 2 years are set out in appendix 1 for information. We anticipate that these requirements may change as part of our operational readiness activity as modernisation progresses over the next few years. In addition, and as part of SPT's focus on serving the public, customer-facing staff in both Customer Services and Subway receive defibrillator and emergency first aid training. Arrangements are in place to include this as part of the induction and on-going refresher training programmes.

SPT must be satisfied that all staff are competent to operate in our system, and the same standards apply to those contracted for services. The number of contractors and agency staff has fluctuated over the last few years reflecting the type of modernisation activity being undertaken in Subway in particular, with costs associated for Personal Track Safety (PTS) training increasing in the run up to Ramps and Turnouts in 2016/17 and expected to increase again in 2018/19 with the appointment of new suppliers by ANSTA for Stabling Shed, Operational Control Centre and test track works on site at Broomloan Depot.

Training and competency assessment activities are, of course, integral to SPT's Safety Management System; the results of which have seen a reduction in the number of accidents year-on-year as reported in SPT's Annual Safety Performance Report.

### **3.2 Budget**

Expenditure on Health and Safety training has accounted for approximately a quarter of our annual budget over the last few years in relation to staff; and around a third of our overall expenditure if we include contractors and agency staff. Further details of spend is set out in Appendix 2 for information.

As previously reported, 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 2017/18 reduced by half to 7.9% of the overall budget, but is expected to increase again this year as a result of the volume of new suppliers/contractors on site.

### **3.3 Competency Assessment**

Training is only part of ensuring safety; as important is the on-going development and assessment of competency of skilled staff by our qualified Assessors and Verifiers. SPT complies with ORR guidance on developing and maintaining competence to a defined

standard. The specialist training colleagues embedded in the Subway departments (Technical Trainer & Competence Manager and Operations Delivery Officer in the Engineering & Maintenance and Operations departments respectively) remain focused on ensuring that the risk-based Competence Management System assesses all of the relevant tasks assessed as high risk. A similar competency management approach is adopted in Customer Services and is actively managed by the Bus Stations Officer.

#### 4. Conclusion

SPT continues to ensure that staff receive an appropriate level of health and safety training on a regular basis as part of our mission to place safety at the core of our culture. Staff are encouraged to report all health & safety incidents, including near-misses, in order that lessons can be learned on an on-going basis. The Health and Safety representatives meet the management teams on a regular basis and are encouraged to actively discuss trends and related action plans as well as to propose, and or consider, improvements to ways of working to ensure that SPT's record on health and safety matters remains strong.

#### 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; H&amp;S training is managed within the overall agreed budget.</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; encourages near-miss reporting and helps embed the safety-first culture.</i>

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**Title** Assistant Chief Executive

**Name** Gordon Maclennan

**Title** Chief Executive

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

## APPENDIX 1

### Regulatory Training Requirements (A-Z)

<b>Course Description</b>	<b>Course Duration*</b>	<b>Frequency</b>
Abrasive Wheel	1 day	3 years
Cherry Picker/Scissor Lift	1 day	5 years
Confined Space	2 days	3 years
Craning & Slings	1 day	3 years
First Aid	3 days; 2 day refresher	3 years
Forklift Driving	3 days; 1 day refresher	3 years
IOSH Managing Safely	5 days	n/a
IOSH Leading Safely	1 day	3 years
Iron Man Rail Handling	1 day; 0.5 day refresher	3 years
Manual Handling	0.5 day	3 years
PASMA (Scaffolding)	1 day	5 years
Person in Charge of Track Safety (PICTS)	1 day	2 years
Personal Track Safety (PTS)	4 hours	5 years

\* Refresher course is the same duration as original course unless otherwise stated

## APPENDIX 2

### Learning and Development - Budget Summary 2016/17 and 2017/18 outturn and 2018/19 Year to Date to Period 5, 18 August 2018

	Spend*			Total Training Days		
	16/17 (P13) Actual Spend (£)	17/18 (P13) Actual Spend (£)	18/19 YTD (P5)	16/17 Outturn (P13)	17/18 Outturn (P13)	18/19 YTD (P5)
External – H&S only	23,575	36,776	23,862	213	336	159.5
Internal – H&S only	0	0	0	637	628	322.0
External - All	109,706	149,356	46,368	588	811.5	325.5
Internal - All	0	0	0	720	698	369.0
<b>Total Staff only</b>	<b>109,706</b>	<b>149,356</b>	<b>46,368</b>	<b>1,308</b>	<b>1,509.5</b>	<b>694.5</b>
Contractors/Agency**	21,267	12,740	5,616	272	166	93.5
<b>H&amp;S Total – Staff &amp; Contractors/Agency</b>	<b>44,842</b>	<b>49,516</b>	<b>29,478</b>	<b>1,122</b>	<b>1,130</b>	<b>575.0</b>
H&S activity as % of all training (Staff & Contractors/Agency)	34.2%	30.5%	56.7%	71.0%	67.4%	73.0%

#### 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.
- \*\* The no. of contractors/agency personnel deployed is dictated by our on-going works; 2016/17 activity was particularly high as station refurbishment and tunnel works continued and as SPT prepared for Ramps & Turnouts activity; we anticipate a similar profile in 2018/19 as experienced in 2016/17.

**Learning and Development Spend per Training Category - Budget  
Summary 2016/17 and 2017/18 outturn and 2018/19 Year to Date to Period  
5, 18 August 2018**

<b>Spend* Per Training Category</b>						
Category	16/17 Outturn (P13) (£)	17/18 Outturn (P13) (£)	18/19 YTD (P5) (£)	% of Budget** 16/17	% of Budget** 17/18	% of Budget** YTD 18/19 (P5)
Continuing Professional Development	53,252	73,377	8,928	40.7%	45.3%	17.2%
Health & Safety Total	44,842	49,516	29,478	34.2%	30.5%	56.7%
<i>H&amp;S – Staff only</i>	23,575	36,776	23,862	18.0%	22.7%	45.9%
<i>H&amp;S Contractors</i>	21,267	12,740	5,616	16.2%	7.9%	10.8%
IT/PC Training	18,661	16,362	12,685	14.2%	10.1%	24.4%
Further Education	10,057	15,618	748	7.7%	9.6%	1.4%
Conference	3,975	4,294	145	3.0%	2.6%	0.3%
Miscellaneous	186	2,929	0	0.1%	1.8%	0.0%
<b>TOTAL including Contractor/Agency £</b>	<b>130,973</b>	<b>162,096</b>	<b>51,984</b>			

**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.

\*\* Budget based on total spend including Staff plus Contractors/Agency workers.