

Learning and Development Update

Date of meeting 7 November 2025

Date of report 15 October 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 2025/2026.

2. Background to report

Maintaining and supporting the continued learning and development 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 Committee on 25 April 2025.

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 the Rail Cyber Security Summit, Workplace Adjustments for Neurodivergent Employees, Cycling Scotland Conference and FOI in Scotland: best practice, new practices.

Since our last Committee, staff within these areas took advantage of training events on offer to all departments including Successful Communications, Implementing Change in the Workplace, Having Difficult Conversations and Time Management.

3.2 Bus Strategy and Delivery

The three functions of the Bus Strategy & Delivery department (Bus Development & Contract Management, Network Analysis & Design/Bus Systems, Schools Agency Services & Compliance) endeavour to create an environment where there are continual internal learning

opportunities and resilience. Bus Strategy & Delivery staff have also taken part in various learning opportunities offered across the business such as Building Resilience, Supervisory and Leadership Skills, and Better Business Writing.

In addition, 8 members of staff from the Bus Strategy & Delivery team participated in Route and Timetable Planning training as part of preparations for bus reform activities. To ensure effective learning and accommodate all participants, the training was delivered in two separate sessions during August. Each session spanned four days.

3.3 Customer Services

As an operational function, much of Customer Services training—particularly for the Facilities Team—focuses on Health & Safety. Over the past six months, key courses delivered to maintain competency and certification included Manual Handling, Working at Height, Forklift Refresher, and Asbestos and Legionella Awareness.

Since the last report, five sessions of Prevention and Management of Violence and Aggression took place at Buchanan Bus Station. Attendees included 16 Customer Services staff, 7 Subway Operations Line Supervisors, and 3 Contact Centre staff based at Buchanan Bus Station. The training was prompted by the need to respond to increased anti-social behaviour in and around Bus Stations.

3.4 Subway Operations, Maintenance and Engineering

Subway Operations continues to be a key focus area for Learning & Development. Over the past six months, a dedicated Operational Training Week took place in October. During this week, staff received updates on the implementation of contactless gates across Subway Stations and were introduced to Intrax, the new Learning Management System (LMS). Senior Operations Management also delivered updates on modernisation developments.

Over the past six months, Subway Operations Training Officers have delivered a total of 26 weeks of induction training to support both new staff and those undertaking flexible duties. This included:

Station Assistant and Officer Courses

Duration: 10 weeks

Participants: 7 staff

Driver's Courses

Duration: 16 weeks

Participants: 14 staff

In addition, Line Supervisors within Subway Operations have delivered Fire Evacuation Training to 105 Station staff, ensuring continued focus on safety and emergency preparedness.

Tech Craft Rolling Stock are now fully competent in carrying out annual Maintenance Tasks and are completing the associated Maintenance Exams as planned and in good time to minimise unit downtime and help protect revenue service.

Technicians continue to work closely with ANSTA colleagues on fault finding investigations and remedial works. In recent periods, SPT have been able to take the lead in fault finding investigations for repetitive defects and in turn have helped to reduce unit downtime due to failures. Additional workstreams are underway to further strengthen SPT's resilience in fault finding, with a greater focus on knowledge transfer from the TSSSA. This will include the delivery of bespoke training packages informed by performance data and historical trends.

Tech Craft Line continue to undergo reassessment on legacy competencies:

- Substation & Traction Power
- Signalling Systems
- Electrical Systems
- Depot Equipment

As we move towards CP4, Tech Craft Line have also received a range of modernisation training courses from ANSTA. To date, this includes:

- 6 Signalling Courses
- 5 Telecoms Courses
- 2 iVencs Courses

Further training is planned with Hitachi in the coming months, covering additional Telecoms and iVencs modules, as well as Passenger Screen Doors.

Finally, competence assessments for Train and Loco Driving continue to be completed on time, ensuring that all relevant competencies remain current and valid.

3.5 Other L&D Activity

Since the last Committee, as well as the ongoing health and safety and regulatory compliance training, a programme of in-house training events has taken place. A number of courses below were identified through personal development plans as well as discussions with Subway Operations Management to address organisational change. 130 employees attended or are booked to attend the following courses as a result:

Course	Date(s)
Successful Communications	May
Supervisor and Leadership Skills	May/September/December
Implementing Change in the Workplace	June
Having Difficult Conversations and Providing Feedback	July
Building Resilience	August
Time Management	August
Assertiveness	September
Better Business Writing	October
Defib Training	September/October/November
Effective Problem Solving	October
Coaching Skills	October
Performance Management	November
Coping With Change	November

Recently, Automated External Defibrillator (AED) training sessions were delivered across several sites, with 58 staff members participating in the 2½ hour programme. To accommodate different working patterns, one session was arranged specifically for the PWAY team who work permanent night shifts. Sessions were held at Buchanan Bus Station (2), St Vincent Street (2), and Broomloan Depot (3), including the dedicated PWAY session.

While AED usage is already covered in standard first aid training for designated First Aiders within SPT, this life-saving equipment can be operated by anyone in an emergency. These sessions provided a valuable opportunity for staff to build confidence and familiarity with using a defibrillator, ensuring they feel prepared should they ever need to respond in a critical situation.

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.

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

3.6 Further Education

SPT is currently sponsoring 5 staff through further education programmes. This includes an MSc in Transport Planning & Engineering, CIPS Level 4 in Procurement & Supply, and a Diploma in Occupational Safety and Health Leadership & Management (IOSH). In addition, Subway Operations (Maintenance) are supporting day release for one employee to achieve an NC in Electrical Engineering.

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.

As of Period 7, SPT has invested £96.1k in development activities year to date, which includes a £9.7k spend on contractors. While overall spend has seen a slight decrease of 10% compared to the same point last year, there has been a significant increase of 71.5% in internal training days. This rise is largely driven by the demands of our Modernisation Programme, reflecting our continued focus on upskilling and organisational development.

The highest category of spend captured is for Health & Safety training (£33.4k), with the highest percentage of budget spend on Subway Operations (£44.8k) who make up 57% of the workforce. Appendix 1 contains a summary of L&D investment to the end of Period 7, 11 October 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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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 7, 11 October 2025

Year to Date Figures										
	Spend		Total Days		Av Spend* Per Day (£)		Av Spend* Per Person (£)		% Delegates Male	% Delegates Female
	25/26 Actual Spend to Date (P7) (£)	24/25 Actual Spend (P7) (£)	25/26	24/25	25/26	24/25	25/26	24/25	25/26	25/26
External	86,372	92,638	548.5	541.0	157.5	171.2	174.8	190.6	64%	36%
Internal	0	0	439.0	256.0	0	0	0	0	85%	15%
Contractors/ Agency	9,765	14,358	157.0	244.5	76.9	58.7	n/a	n/a	97%	3%
Total	96,137	106,996	1144.5	1,041.5	234.4	229.9	174.8	190.6	-	-

Spend Per Directorate / Area						
Directorate	25/26 Actual Spend to Date (P7) (£)	24/25 Actual Spend (P7) (£)	Total Days	Directorate Headcount	Ave Spend * Per person (£)	Internal Days
Bus Strategy & Delivery	13,019	11,955	76.5	42	309.97	0.5
Chief Exec Unit	11,802	8,161	94.5	38	310.58	1.0
Contact Centre	0	4,225	1.5	16	0.00	0
Digital	2,393	8,170	54.0	20	119.65	0.5
Finance, Procurement & Ticketing	6,742	4,596	67.0	24	280.90	1.5
Health & Safety	442	4,579	8.5	3	147.22	0.5
Human Resources	1,201	504	8.5	7	171.64	0
Ops - Customer Services	2,462	9,226	28.5	49	50.26	0.5
Ops – Subway	44,870	37,364	631.5	282	159.12	434.5
Projects	3,441	3,858	17.0	13	264.68	0
TOTAL	86,372	92,638	987.5	494	174.84	439.0

* 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	25/26 Actual Spend to date* (P7) (£)	24/25 Comparison (P7) (£)	Total Days	% of Budget	Internal Days
Health & Safety	33,478	25,321	625.0	38.8%	404.0
Continuing Professional Development	21,431	14,199	158.0	24.8%	0
IT/PC Training	14,525	24,971	105.0	16.8%	31.0
Further Education	6,043	9,688	47.5	7.0%	0
Management Skills	5,707	8,244	20.0	6.6%	4.0
Conference	2,061	1,078	8.5	2.4%	0
E-learning	1,707	2,132	17.5	2.0%	0
Miscellaneous	1,420	245	6.0	1.6%	0
Customer Service	0	6,760	0	0.0%	0
TOTAL £	86,372	92,638	987.5	100%	439.0

* 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.