



## Learning & Development Update

### Committee

### Personnel

### Date of meeting

5 November 2021

### Date of report

11 October 2021

### Report by Acting Chief Executive

#### 1. Object of report

To provide the Personnel Committee with an update on SPT's learning and development (L&D) activity during financial year 2021/22.

#### 2. Background

Given the scale of L&D activity required over the next few years to meet the demands of Subway Modernisation, other business improvement activities and operational challenges, it was previously advised to the Personnel Committee that L&D progress will be provided to the Committee as an individual report. The last update on L&D activity was provided to the Personnel Committee on 30 April 2021.

#### 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 invariably includes readiness for modernisation.

At P7, SPT has invested £66.8k on development activities (including £11.5k for contractors) over the year to date. Spend in the year to date has significantly increased from this point last year (279%) which reflects the easing of Covid restrictions as well as an increase in demand and appetite for learning and development.

##### 3.1 Business Support

Staff within most of the Business Support functions such as Audit, Finance & Procurement, HR and Legal & Property continue to focus on personal development in order to keep up to date with changing legislation and best practice. This type of learning is commonly online conference/webinars (and often free of charge at the point of use) covering such topics as:

- Cyber Security Conference;
- Scottish Local Authorities Chief Internal Auditors Group (SLACIAG) – Business Resilience;
- Unconscious Bias for Managers;
- Gender and Sexuality Awareness;

- Data Protection Conference;
- FOI Practitioner's Conference; and
- Contract Management.

As SPT's Digital Strategy continues to be delivered, so does the requirement to support the development of our Digital department. The investment in our Service Desk and Product teams provides SPT with confidence and trust in their ability not only to deliver the fundamentals but drive our business transformation forward. Our investment of £15.5k at the start of this year supports delivery throughout 2021, focusing on our Digital Service Team who have been pivotal in delivering, monitoring and maintaining efficient technical services to allow home and hybrid working during the past 18 months.

### **3.2 Bus Strategy & Delivery**

The three functions (Bus Development and Contract Management, Network Analysis & Design, Schools Agency Services and Compliance) within Bus Strategy & Delivery endeavour to create an environment where there are continual internal learning opportunities. Cross-skilling and up-skilling regularly happens between the Network Planners and the Bus Systems team and forms an important part of each team member's monthly one to ones with their Team Leader, and importantly allows for resilience and contingency planning. This ensures a more targeted and effective method of learning for this department which involves no external cost.

External training provision, although limited, has impacted positively making sure our team leaders have a better understanding of the functionality of the MS Power BI analytical reporting tool. This allows for comprehensive, visually engaging, and interactive reporting on various data strands.

In addition, a few team members have enrolled for the 20 week PTRC (Principles of Traffic and Transport) lecture series, which will equip them with a good base understanding in the key components of transport planning and traffic engineering. This will benefit not only our employees but SPT in the long term.

### **3.3 Contact Centre**

The Contact Centre continues to mature with much of their focus on cross-skill training following on from the restructure and coming together of the Travel Card Unit and MyBus teams. To help enable this process, the Team Leaders have been provided with training on Managing People for Growth, which enables managers of people to become fully effective in their role.

All staff within the Contact Centre participated in training provided by The Samaritans to get a better understanding of how to have conversations with vulnerable people. This took place over two 3-hour sessions. On a daily basis, SPT Contact Centre staff speak with some of the most vulnerable and isolated people in our society. The training helped equip staff with the skills and confidence to handle challenging conversations in a sensitive and professional way, and covered the following key elements:

- Why people become vulnerable;
- how to assess vulnerable people;
- the value of active listening;
- how best to manage a conversation with a vulnerable person, and
- how to end conversations and signpost people to support.

### **3.4 Operations – Customer Services**

As an operational function, a substantial amount of Customer Services training is health and safety related, particularly in relation to our Facilities team. As in Subway Operations, there is a competency framework in place which makes sure our employees remain competent when carrying out jobs which carry a potential risk. This is an ongoing process and listed below is some of the training which has taken place this year:

- Asbestos Awareness;
- PASMA for scaffolding/mobile towers;
- First Aid;
- Forklift; and
- IPAF – Cherry Picker.

The main focus for Bus Station staff including Bus Station Supervisors, Regulators and Customer Services Officers has been undergoing ACT (Action Counters Terrorism) online awareness training as part of their development and health and safety awareness for 2021. This introduced them to, or refreshed their knowledge, the importance of vigilance especially with the planned events taking place in and around Glasgow in 2021.

We currently have four employees within the Bus Station undertaking City and Guilds Level 3 and 4 NVQ Assessor/Verifier Awards as well as two staff members working towards achieving the full NVQ Level 2 Award in Customer Service.

### **3.5 Subway Operations, Maintenance & Engineering**

Subway Operations remains an area with significant activity as we progress through Subway modernisation, with L&D being a vital component of the management of change.

Continuation of online refresher training for Subway Maintenance remains in place for the time being to maintain the knowledge base for mandatory training. However, for new employees it is important that they initially attend a face to face delivery, demonstrating the ongoing requirement for external training providers.

PICOI (Person in Charge of Isolations) training was delivered in house targeting Supervisors, Team Leaders and Tech Craft Line who would carry out the PICOI role. This supports the new isolation procedures within the tunnels to meet regulatory requirements to make it a safe isolation and ensure the safety of persons working near or on the tracks.

Needs analysis, risk assessments and work instructions were developed to support new train recovery and re-railing procedures and the delivery of training took place over 3 weeks during July and August, targeting approximately 30 staff members including Tech Craft Rolling Stock, Supervisors, Semi-Skilled and Apprentices.

Prerequisite training for the underfloor wheel lathe took place during August. Two cohorts of 4 were identified and Lathe and CNC (Computer Numerical Control) Introduction was delivered by West College Scotland and funded through the FWDF (Flexible Workforce Development Fund).

A substantial number of briefing sessions targeting PTS (Personal Track Safety) card holders and PICTS (Person in charge of Track Safety) commenced in October and will continue throughout November. The purpose of the briefings is to make everyone working in the system aware of the new hazards, how these have been controlled, and explain the changes in our rules, processes and procedures.

In order to expand our maintenance and fault-finding skillset amongst staff we arranged for three cohorts over 3 days to undertake Battery Loco Repair and Maintenance training during

August. This was delivered inhouse by an external trainer from the Company who supplied the locomotives.

In preparation for the wheel lathe training, we arranged for some managers and engineers to be made more aware of the high-level requirements for wheel/rail interface, including understanding best practice.

Huddersfield University are leaders in research on wheel/rail interface and the latest development in wheel turning. To that end, we asked them to deliver three 1-hour lectures to allow our management team and engineers get up to speed with the latest advancements. Two sessions took place in October, with one planned November date.

In addition, the new rulebook modules have been rolled out to all relevant personnel via Moodle (a technology tool), and course completion was monitored over a 3-week period to ensure staff were fully briefed prior to the rulebook going live on 1st August. A knowledge audit of the new rulebook was also carried out in September.

Control staff were trained in the new Isolations and possessions procedures through individual blended learning sessions, table-top exercises and support on shift as PICOP (Person in Charge of Possessions). They were also briefed in the new Isolations procedure by Engineering staff, which has proven to be beneficial.

Ten drivers and 3 maintenance staff have been trained to drive the new trains in preparation of mainline testing, as part of subway modernisation. The training was undertaken on the 3 new trains which were delivered to the non-operational area of our Broomloan Depot, which is where the Contractor has their test site.

Two further Assistant Controllers have been trained as Senior Controllers, and an opportunity to train as a flexi Assistant Controller was advertised to station staff and drivers.

In addition, a number of new Operations staff have recently been recruited: 13 Subway Train Drivers and 2 flexi station staff, and all have successfully completed a 4-week driver training course during August and September.

Configuration Point 1 (CP1) is the point in the Modernisation programme when the new trains will be approved for being allowed to commence testing in the Subway system. In preparation of this, new PICTS (Person in Charge of Track Safety) and Secure Access courses are being developed and rolled out during October training week; these are required due to the change in working practices during engineering hours (non-passenger service hours) when we will have a new train being tested on one circle and maintenance or project work being undertaken on the other circle.

### **3.6 Projects**

As we have most of our Project Delivery Team located in Broomloan Depot, they too have Health and Safety considerations and undergo PTS and Site Management Safety Training Scheme (SMSTS) refresher certification when required. This year we have had 3 of the Projects team go through the 5-day SMSTS course and 3 have undergone online PTS refresher. This type of training highlights processes and procedures and identifies hazards to allow them safe access to our subway system and sites.

As well as the above, the decision was taken for the team to undergo Stress Management Awareness. The aim was to enable them to examine the causes of stress and its impact on their own productivity, and to consider a range of techniques which would help them manage their own stress positively.

### **3.7 Other L&D Activity**

Staff have continued to benefit from accessing free webinars, online modules and internal training delivered by their colleagues in relation to health and safety work instructions as well as good practice in HR policies and procedures such as Managing Sickness Absence and Discipline and Grievance. In addition, we have continued to roll out online Equality and Diversity training as part of the new employee's induction, and are in early stages of planning for refresher training in this area.

We have also introduced our new Code of Conduct module to all staff this year, with only 16 staff members outstanding from a 460 headcount, made up primarily of those who are either long term sick, on maternity leave or who are new in to the business and have yet to complete it. This module will also be part of the induction process for new starts.

We are also in the process of developing other SPT compliance modules such as Social Media Best Practice, Data Protection and Cyber Security, which we hope to incorporate in a rolling programme of events.

### **3.8 Further Education**

SPT is currently sponsoring 12 staff through further education programmes including our Apprenticeship Programme, Open University modules, distance learning degree courses and professional development such as CILT (Chartered Institute of Logistics and Transport).

### **3.9 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 continued challenges posed through 2021/22.

At P7 SPT has invested £66.8k on development activities over the year to date. This includes £11.5k spend on contractors, a slight decrease on the normal average spend of £17k. This would suggest, although vastly improved in comparison to last year, we continue to feel the effects of the pandemic. Spend in the year to date has significantly increased (279%) when compared to this point last year, which reflects the easing of social distancing and restrictions. When we compare the average spend at P7 between 2017-2020 prior to Covid, we are slightly under (-£13k).

The highest category of spend captured is for Continual Professional Development (£12.5k), with the highest percentage of budget spend on Subway Operations (£46.6k) who make up 57.5% of the workforce. Appendix 1 contains a summary of Learning & Development investment to the end of period 7, 9 October 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>

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**Title** Director of Finance

**Name** Valerie Davidson  
**Title** Acting Chief Executive

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

## APPENDIX 1

### Learning and Development - Budget Summary to Period 7, 9 October 2021

Year to Date Figures										
	Spend		Total Days		Av Spend* Per Day (£)		Av Spend* Per Person (£)		% Delegates Male	% Delegates Female
	21/22 Actual Spend to Date (P7) (£)	20/21 Actual Spend (P7)(£)	21/22	20/21	21/22	20/21	21/22	20/21	21/22	21/22
External	55,282	15,047	325.5	107.5	169.84	139.98	120.1	31.42	80%	20%
Internal	0	0	164.0	335.0	0	0	0	0	73%	27%
<b>Total £</b>	<b>66,862</b>	<b>17,632</b>	<b>661.0</b>	<b>480.5</b>	<b>237.36</b>	<b>208.01</b>	<b>120.1</b>	<b>31.42</b>		
Contractors/ Agency	11,580	2,585	171.5	38.0	67.52	68.03	n/a	n/a	95%	5%

Spend Per Directorate / Area						
Directorate	21/22 Actual Spend to Date (P7)(£)	20/21 Actual Spend (P7)(£)	Total Days	Directorate Headcount	Average Spend* Per person (£)	Internal Days
Bus Strategy & Delivery	2,227	1,500	18.5	43	51.80	2.5
Business Support	125	0	7.5	3	41.67	0
Cabinet	0	0	0	3	0	0
Contact Centre	4,974	0	28.5	15	331.56	0.5
Corporate (Displaced)	0	0	0	1	0	0
Digital	0	2,617	4.5	20	0	4.5
Finance & Procurement	2,434	2,222	10.0	24	101.42	0
Health & Safety	585	705	5.0	3	195.00	0
Human Resources	4,230	3,950	28	5	846.00	0
Legal & Property	775	898	3	5	155.00	0
Ops - Customer Services	6,826	470	79.0	51	133.85	17.5
Ops – Subway	25,769	1,454	265.0	265	97.24	139.0
Projects	7,337	1,231	40.5	22	333.51	0
<b>TOTAL</b>	<b>55,282</b>	<b>15,047</b>	<b>489.5</b>	<b>460</b>	<b>120.18</b>	<b>164.0</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	21/22 Actual Spend to date* (P7)(£)	20/21 Comparison (P7)(£)	Total Days	% of Budget	Internal Days
Continuing Professional Development	12,587	1,398	59	22.8%	0
Health & Safety	12,194	1,090	224.5	22.0%	120
Core Skills	6,934	0	61	12.5%	32
Further Education	6,643	4,500	34	12.0%	0
Customer Service	5,267	0	38.5	9.5%	0
Management Skills	5,030	1,522	28.5	9.1%	2.5
E-learning	3,195	2,482	24.5	5.8%	9.5
IT/PC Training	2,685	3,407	10	4.9%	0
Conference	747	648	9.5	1.4%	0
Miscellaneous	0	0	0	0%	0
Team Development	0	0	0	0%	0
<b>TOTAL £</b>	<b>55,282</b>	<b>15,047</b>	<b>489.5</b>	<b>100%</b>	<b>164</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.