



## SPT Corporate Plan 2024 - 2028

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**Date of meeting** 15 March 2024

**Date of report** 26 February 2024

### Report by Chief Executive

#### 1. Object of report

To inform the Partnership of the proposed SPT Corporate Plan 2024-2028, attached at Appendix 1.

#### 2. Background to report

Members have previously been advised of an interim plan<sup>1</sup> which was developed during the RTS production process and received an update on the key deliverables from that Plan in December 2023<sup>2</sup>.

#### 3. Outline of proposals

A clear and robust corporate plan sets out the priorities of the organisation and the resources required to support delivery of the stated organisational objectives. Notwithstanding the ongoing financial challenges facing all parts of the public sector and the continuing dialogue with regard to capital expenditure support, it is important that SPT sets out clearly its ambitious priorities, noting that all are dependent upon securing resources.

An opportunity has now been taken to reflect on the approved RTS objectives and the various workstreams that are underway that are targeted at delivering those objectives and incorporate these within a 4 year Corporate Plan. This plan will be used to steer the work of the organisation and identifies those areas which require priority action.

Many of the work streams have phases to delivery and key milestone dates – these form the basis of future reporting to the Partnership on progress.

This Corporate Plan will be shared with all staff and key stakeholders as well as available on SPTs website.

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<sup>1</sup> [https://www.spt.co.uk/media/5llnry4l/p300922\\_agenda8.pdf](https://www.spt.co.uk/media/5llnry4l/p300922_agenda8.pdf)

<sup>2</sup> [https://www.spt.co.uk/media/03nhxyvl/p151223\\_agenda5.pdf](https://www.spt.co.uk/media/03nhxyvl/p151223_agenda5.pdf)

#### 4. Partnership action

The Partnership is recommended to note the SPT Corporate Plan 2024-2028 attached at Appendix 1.

#### 5. Consequences

Policy consequences	<i>The new Corporate Plan reflects the priorities of the new RTS.</i>
Legal consequences	<i>None directly.</i>
Financial consequences	<i>Aligns deliverables with SPTs budget setting process and priorities.</i>
Personnel consequences	<i>None directly.</i>
Equalities consequences	<i>None directly.</i>
Risk consequences	<i>None directly.</i>
Climate Change, Adaptation & Carbon consequences	<i>None directly.</i>

<b>Name</b>	Lesley Aird	<b>Name</b>	Valerie Davidson
<b>Title</b>	<b>Director of Finance &amp; Corporate Support</b>	<b>Title</b>	<b>Chief Executive</b>

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



Strathclyde Partnership  
for Transport

# Corporate Plan 2024-2028



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## Foreword by Valerie Davidson Chief Executive, SPT



### *Your Journey Is Our Journey*

All public services face an incredibly challenging time ahead as we strive to deliver the services citizens expect or need, with increased expectations, reducing resources and challenges in the skills market. At the same time we are also putting huge efforts into the recovery from a once-in-a-century seismic event with the Covid-19 pandemic. In reality this could be considered to be the perfect storm for public services – however that does not eliminate or reduce expectations, and we need to ensure that we use what resources we have wisely and to best effect.

SPT and transport is certainly no different – if anything, the importance of good public transport is now widely recognised as a key contributor to regional economic stimulant, as well as contributing to a vast array of other policy objectives such as access to healthcare, employment and education.

With so many moving parts and limitations to the available resources, it is essential that SPT considers how best to deploy all available resources to meet these challenges head on. We need to plan for the future and recognise where the pinch points are going to be. We need a plan to ensure our staff and customers know what we are expected to deliver, and how. We also need to be honest about what we cannot do, while continuing to make the case for more resources, more powers and better alignment with all stakeholders.

SPT is governed by a board of 27 members representing councils plus seven appointed members who are professionals from a wide range of backgrounds. They will consider whether our policy drive aligns with their political commitment.

This Corporate Plan 2024-2028 outlines what the priorities are for the executive officers of SPT, to ensure we deliver to those agreed policies. At our core, we are aiming to drive improvements, champion better transport and to be an open and honest organisation, while at the same time setting out bold ambitions for change.

*Valerie Davidson*

**Valerie Davidson**  
Chief Executive, SPT





## Delivering transport today

### About SPT: Who we are, What we do

Strathclyde Partnership for Transport (SPT) is the Regional Transport Partnership for the west of Scotland, established by the Transport (Scotland) Act 2005. SPT has an area covering 11 full council areas and part of one other, with a population of 2.14million people.

SPT has a wide range of responsibilities, including development of the statutory Regional Transport Strategy; operation of the Subway and bus stations including the biggest in Scotland, Buchanan Bus Station; project development and delivery of; socially necessary bus services and Demand Responsive Transport (MyBus); schools transport; ticketing; bus stops and shelters; plus much more. Further information on SPT's current activities is available at [www.spt.co.uk](http://www.spt.co.uk).

### Governance and Accountability

The work of SPT is directed by our Partnership Board, which is made up of 20 councillors from across the west of Scotland, plus seven Appointed Members. There are various documents which explain the robust processes SPT has in place in respect of governance and accountability; these are publicly available at: [www.spt.co.uk/spt-across-the-region/about-spt/standards-responsibility/corporate-governance/](http://www.spt.co.uk/spt-across-the-region/about-spt/standards-responsibility/corporate-governance/).



## Organisational Structure

The organisation is built upon four pillars of responsibility under the guidance of the Chief Executive who, along with the other senior staff, form its senior leadership team. Notwithstanding the specific areas of expertise the senior team brings, all contribute to the wider strategic aims and corporate governance of the organisation. Each is supported by a range of discipline specific experts in our Heads and Managers group. This collective team leads development of the organisation's policies and plans for delivering SPT services and manages all activities, including directing how resources are utilised. Further information on the roles and responsibilities of Strategy Group members and their directorates is noted below, and a wider organisational chart is attached at Appendix 1.

## Chief Executive's Unit

Led by Valerie Davidson, Chief Executive

Valerie is responsible for the overall management and direction of SPT and is the key contact for strategic interface with SPT stakeholders.

In addition, Valerie also maintains the role of Partnership Secretary, supported by the Depute Secretary, Senior Solicitor Jim Griffin.

Valerie leads the Chief Executive's Unit which is responsible for leading and maintaining SPT's governance framework and stewardship, ensuring that such matters are aligned and integrated in supporting SPT's strategic aims, objectives and policies.

Valerie directly oversees the following services:

- Audit and Assurance
- Corporate Communications
- Legal and Property
- Corporate Programme Assurance
- Partnership Support and interface with the Partnership Board.

## Finance & Corporate Support

Led by Lesley Aird, Director of Finance and Corporate Support

Lesley, as Chief Financial Officer and Section 95 Officer, is responsible for the effective operation of SPT's central Finance team, upholding financial stewardship across the organisation, as well ensuring that all operational activities take into account best practice in matters of Procurement. Lesley also ensures that SPT's financial resources are utilised in line with agreed policy, best practice and regulatory requirements, along with overseeing the following operational teams:

- Financial Services
- Procurement
- Digital Services
- Integrated Smartcard Ticketing
- Human Resources.





## Transport Operations

Led by Richard Robinson, Director of Transport Operations

Richard provides leadership and direction on all aspects of the operation and maintenance of the Subway, leading the Subway Modernisation programme, and for the management and operation of SPT bus stations.

He leads the Subway modernisation and infrastructure projects team and associated transformation activities and ensures governance and controls are in place to deliver a Subway service which is safe, customer driven, and environmentally efficient.

Working with a management team, Richard ensures a safe working environment across all our transport operations for the public, staff and other operators with a strong customer focus in all those facilities. Richard's teams include:

- Subway Engineering and Projects
- Subway Service Availability and Maintenance
- Subway Operations and Security
- Subway Transformation
- Bus Station Operations and Security
- Health and Safety .

## Policy & Planning

Led by Bruce Kiloh, Head of Policy & Planning

Bruce, in partnership with internal and external stakeholders, leads on the Regional Transport Strategy and Delivery Plan development; transport planning, analysis and modelling; development planning and management; Capital Programme development and project monitoring; engagement with councils, the public and local communities on transport planning, community transport and policy issues; policy development; project development; development of bids for external funding; consultation responses; Transport Outcome Reports for councils; equality issues; environmental issues including Climate Change adaptation and carbon management. Bruce's teams cover:

- Transport Planning
- Regional Transport Strategy
- Environment and Climate Change
- Active Travel.

## Bus Strategy & Delivery

Led by Gordon Dickson, Head of Bus Strategy & Delivery

Gordon is responsible for SPT's work in the Bus Network Planning & Delivery activity, including the development of the Strathclyde Regional Bus Strategy and its future implementation. This ranges across many different areas including network analysis and assessment of subsidised services and MyBus; school transport and compliance; bus development projects; bus infrastructure; and bus information. Gordon's role also covers policy, funding, planning and coordination of bus infrastructure projects (including SPT's Regional Real Time Passenger Information (RTPI) system) as part of the Regional Bus Strategy delivery plan. Gordon's teams include:

- Bus Development
- Network Analysis and Design
- Schools Agency Services and Compliance.



## How we are funded

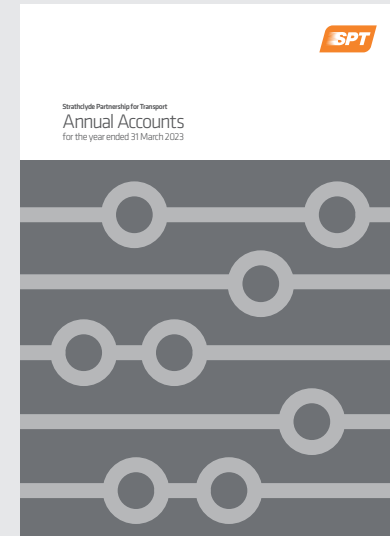
Information on how SPT is funded is available in our annual Budget Book and Financial Statements which are available at: [www.spt.co.uk/spt-across-the-region/about-spt/documents/finance](http://www.spt.co.uk/spt-across-the-region/about-spt/documents/finance).

In summary SPT has a purchase power (capital and revenue) of more than £100m per annum - a net revenue budget of circa £36.9m per annum funded by the 12 local authorities in our area, plus a further circa £45m of revenue funding is spent delivering the local concession scheme, school transport and bus stops / shelters.

In delivering transport improvements across the region, SPT seeks to secure capital funding from a range of sources. In recent years, up to and including 2023-2024, SPT received approx. £15.3m of general capital funding (for delivery of projects by SPT and our constituent councils), and further specific capital funding for Subway Modernisation from the Scottish Government. However, for the year 2024-2025, this funding has been withdrawn, and SPT is currently in dialogue with Transport Scotland with a view to this being reinstated, emphasising the direct impacts of the withdrawal on transport users across the west of Scotland. Notwithstanding these discussions SPT has commitments either contractually or from an asset integrity perspective of at least £32.8m in 2024-2025, and draft plans for future years of circa £50m per annum.

SPT does, however, continue to receive £649k pa revenue funding from the Scottish Government in organisational support, and is currently in discussion with Transport Scotland about securing funding for active travel, behavioural change and access to bikes through its new People and Place Programme. At the time of writing it is understood that circa £7m to support this programme will be channelled through SPT, and looking ahead this is expected to be a revised approach to the distribution of this funding.

Further, as lead partner taking forward the Clyde Metro project, SPT will utilise funding from Glasgow City Region to deliver the Case for Investment over 2024-2026 for this transformational regional project.



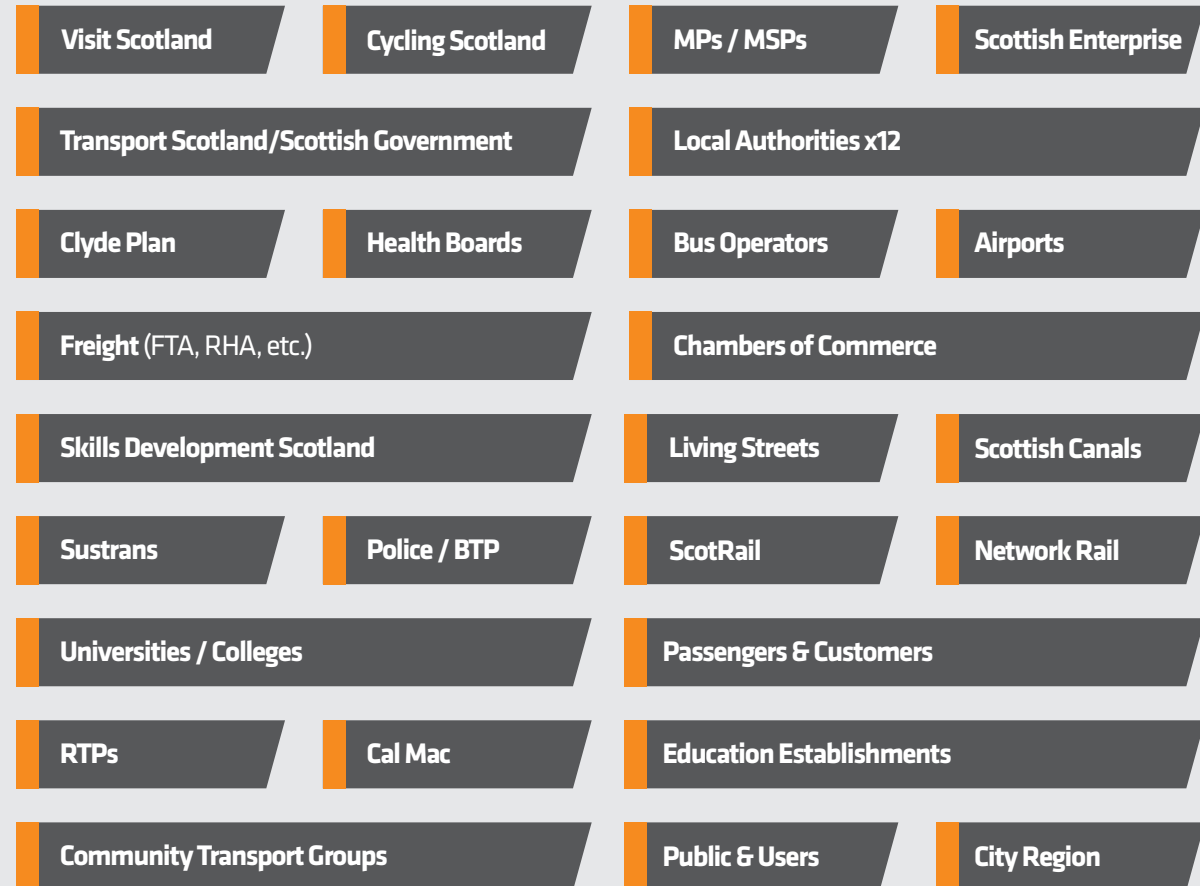


## Working in Partnership

A key part of SPT's role is to bring together partners from across the transport sector and beyond in order to seek alignment on policies, plans, strategies, projects, and transport services. The following diagram highlights some of our key stakeholders:

It is essential that SPT aligns its transport plans and aspirations with the many stakeholders in our region – we can only do this by being open and collaborative. The role that we play is often one of bringing parties together to recognise the benefits of joint working. SPT's leadership team will each take an active role in that stakeholder engagement, at all levels. We will bring our professional and technical expertise and deliver messages in an easily understandable and honest way – we will consider what is the desired outcome from stakeholders and assess how it can be delivered. We will utilise the strength of collaborative working with other organisations to achieve common objectives.

### Stakeholder Engagement



# Planning for the future

## The new Regional Transport Strategy

In March 2023, SPT's Partnership Board approved a new Regional Transport Strategy (RTS) for the west of Scotland: "A Call to Action: The Regional Transport Strategy for the west of Scotland 2023-2038". The Strategy was subsequently approved by the Transport Minister in July 2023, upon which it became a statutory document, and is therefore now required to be taken into account by all those taking forward transport strategies, projects and initiatives across the west of Scotland. The new RTS is available at: [www.spt.co.uk/vision](http://www.spt.co.uk/vision).

The next step in delivery of the new RTS will be the development of the RTS Delivery Plan 2024-2028, which will show how SPT and partners will take forward projects and initiatives to achieve the bold ambition of the new Strategy. The RTS Delivery Plan will be presented to SPT's Partnership Board for approval in summer 2024 and key deliverables will be consistent with this plan.



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### **A Call to Action:**

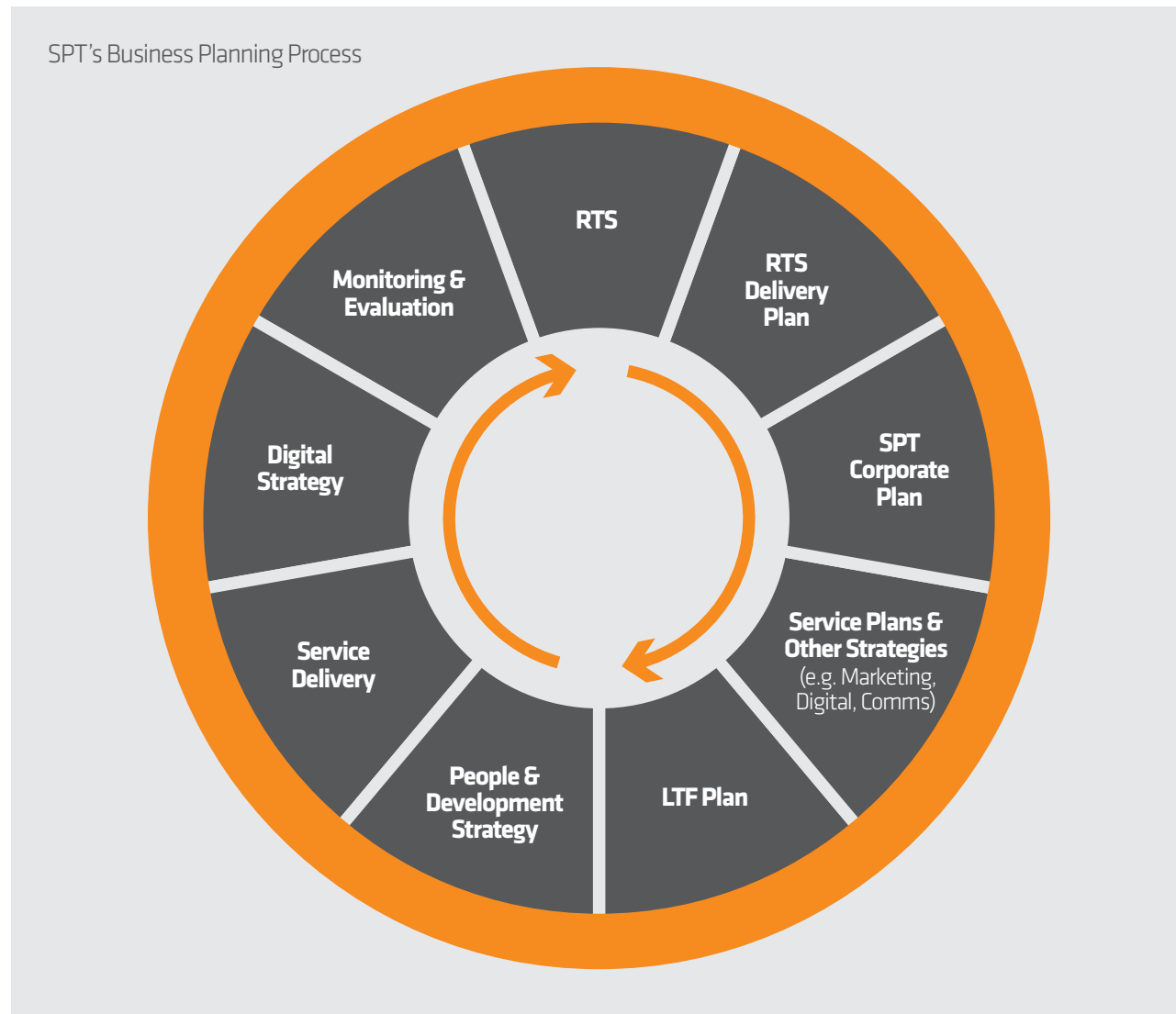
The Regional Transport Strategy for  
the west of Scotland 2023-2038

## About the Corporate Plan 2024-2028

In seeking to deliver the new RTS, and in the operational delivery of our services, SPT continually monitors the external business and economic environment and wider societal trends in order to ensure what we are doing remains relevant, meaningful and attractive to the travelling public and our stakeholders.

Climate change and carbon emissions, the impact of the Covid-19 pandemic on the local and regional economies, the sector-wide decrease in public transport patronage, the cost of living crisis, the implications of political elections and change in priorities, and challenges in public sector funding and potential future recession are the key issues SPT is monitoring for business implications at present.

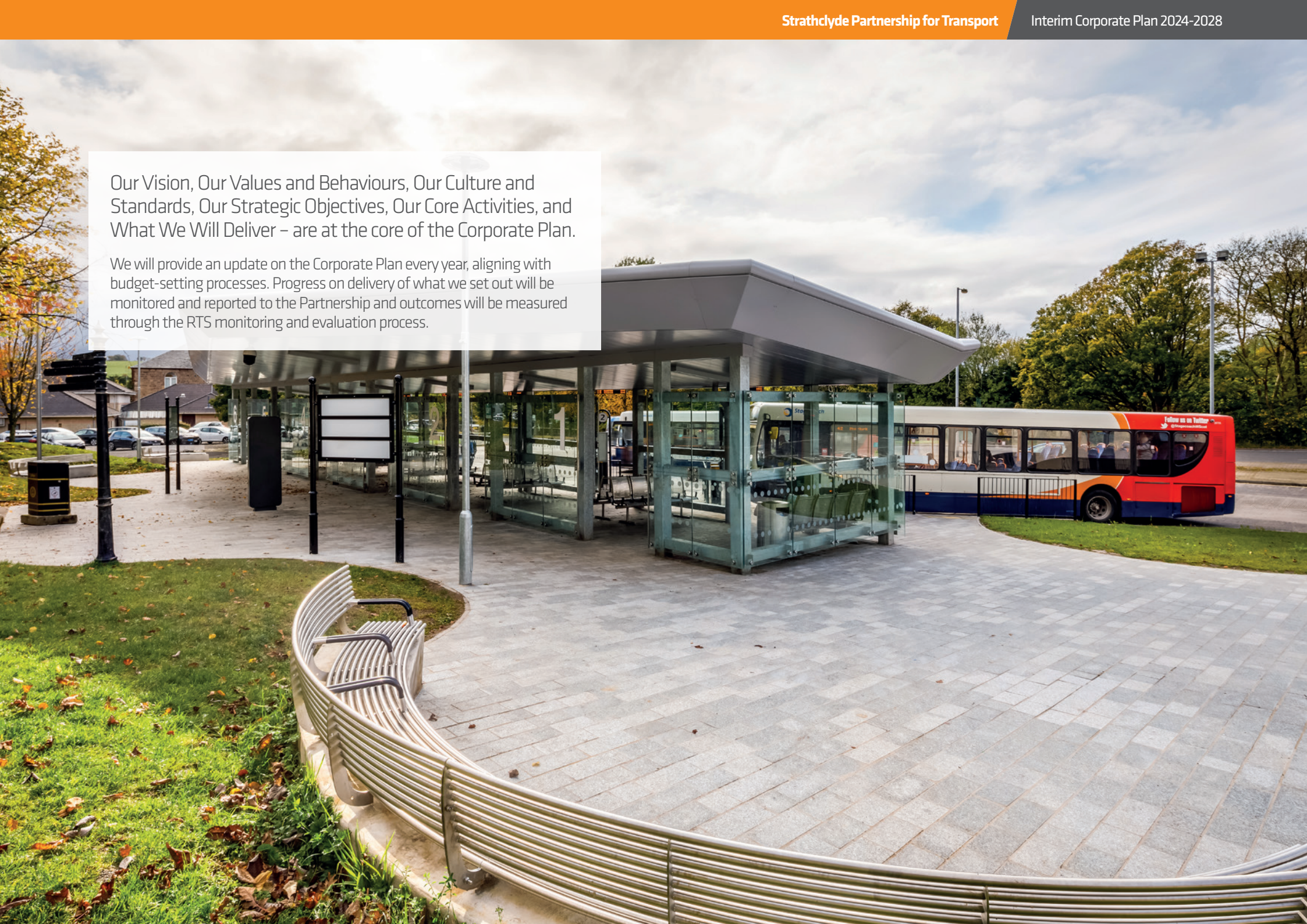
The Corporate Plan 2024-2028 sets out the key workstreams. SPT is focused on delivering as a business over the next four year period but recognises that some deliverables will be sooner than others. The following diagram shows where the Corporate Plan sits within SPT's wider business planning processes:





Our Vision, Our Values and Behaviours, Our Culture and Standards, Our Strategic Objectives, Our Core Activities, and What We Will Deliver – are at the core of the Corporate Plan.

We will provide an update on the Corporate Plan every year, aligning with budget-setting processes. Progress on delivery of what we set out will be monitored and reported to the Partnership and outcomes will be measured through the RTS monitoring and evaluation process.





## Our Vision

“A Call to Action: The Regional Transport Strategy for the west of Scotland 2023-2038” provides the catalyst for all of our activities, and so SPT has adopted the Vision of the new RTS as our organisational vision:



*“The west of Scotland will be an attractive, resilient and well-connected place with active, liveable communities and accessible, vibrant centres facilitated by high quality, sustainable and low carbon transport shaped by the needs of all.”*



## Our Values & Behaviours

SPT's Values and Behaviours are the core of what we do, who we are, and how we go about our business. We ask all staff and members to endorse and live by these core values.

*Delivering a customer focused service to passengers.*

*Openness, transparency and honesty, both individually and collectively.*

*Acting with integrity and respect, treating everyone how we expect to be treated.*

*Respecting alternative views, without fear or favour, and learning from others.*

*Working collaboratively, with internal colleagues and external stakeholders.*

*Being a high-performing, solution-focused organisation.*

# Our Culture & Standards

At SPT, we strive to create a positive working environment and culture, believing that is how to bring out the best in people. Our Standards reflect this ambition, and all employees are expected to uphold them in everything we do:

## **Duty**

We have a duty to uphold and act in accordance with the law and the public trust placed in us. We have a duty to act in the interests of SPT in accordance with its core functions and duties.

## **Selflessness**

We have a duty to take decisions solely in terms of public interest. We must not act in order to gain financial or other material benefit for ourselves, family or friends.

## **Integrity**

We must not place ourselves under any financial, or other, obligation to any individual or organisation that might reasonably be thought to influence us in the performance of our duties.

## **Objectivity**

We must make decisions solely on merit and in a way that is consistent with the functions of SPT when carrying out public business including making appointments, awarding contracts or recommending individuals for rewards and benefits.

## **Accountability and Stewardship**

We are accountable to the public for our decisions and actions. We have a duty to consider issues on their merits, taking account of the views of others and we must ensure that SPT uses its resources prudently and in accordance with the law.

## **Openness**

We have a duty to be as open as possible about our decisions and actions, giving reasons for our decisions and restricting information only when the wider public interest clearly demands.

## **Honesty**

We have a duty to act honestly. We must declare any private interests relating to our public duties and take steps to resolve any conflicts arising in a way that protects the public interest.

## **Leadership**

We have a duty to promote and support these principles by leadership and example, and to maintain and strengthen the public's trust and confidence in the integrity of SPT in conducting public business.

## **Respect**

We must respect our colleagues in and the role they play, treating them with courtesy at all times.



# Our Strategic Objectives

We have seven Strategic Objectives, based on the RTS, and these will guide the development of our policies, plans and projects:

## Objective 1:

To improve accessibility, affordability, availability and safety of the transport system, ensuring everyone can get to town centres, jobs, education, healthcare and other everyday needs.

## Objective 2:

To reduce carbon emissions and other harmful pollutants from transport in the region.

## Objective 3:

To enable everyone to walk, cycle or wheel and for these to be the most popular choices for short, everyday journeys.

## Objective 4:

To make public transport a desirable and convenient travel choice for everyone.

## Objective 5:

To improve regional and inter-regional connections to key economic centres and strategic transport hubs for passengers and freight.

## Objective 6:

To provide effective and efficient management of the Partnership's people and resources.

## Objective 7:

To provide a high level of service based on the needs and expectations of customers.



## Our Core Activities

Within the resources made available to it, SPT has a wide range of roles and responsibilities, and the following summarises the day-to-day activities we are focused on delivering.

- Delivering a first class customer service to passengers
- Making journeys safer
- Connecting communities and making travel possible
- Delivering on the Regional Transport Strategy outcomes
- Promote and deliver projects, including through our capital programme, directly or in partnership with councils and other partners
- Operate the Subway
- Support bus services
- Provide bus infrastructure
- Provide demand responsive transport
- Deliver school transport
- Promote sustainable transport, integration, and active travel
- Provide travel information
- Work with other public transport providers
- Deliver smart and integrated ticketing
- Promote equality and diversity.



# Ensuring organisational effectiveness

## *Being the Best We Can Be*

To be the best we can, we will keep our services under continual review through our Service Plan development process and regular specific service reviews. The organisation must have the resources – people, skills and financial resources – to do this and we will continue to engage with our partners at national and local level to achieve this. Currently with a headcount of circa 490, it is necessary to ensure we have access to increased resources with the correct skills – the marketplace is a challenge, and therefore we will look to develop our own where it makes sense. SPT will encourage apprenticeships, graduate trainees and in-workplace development to recruit and importantly retain key staff. We will ensure our staff have access to learning and development opportunities to ensure they are the best they can be.





## Conclusion

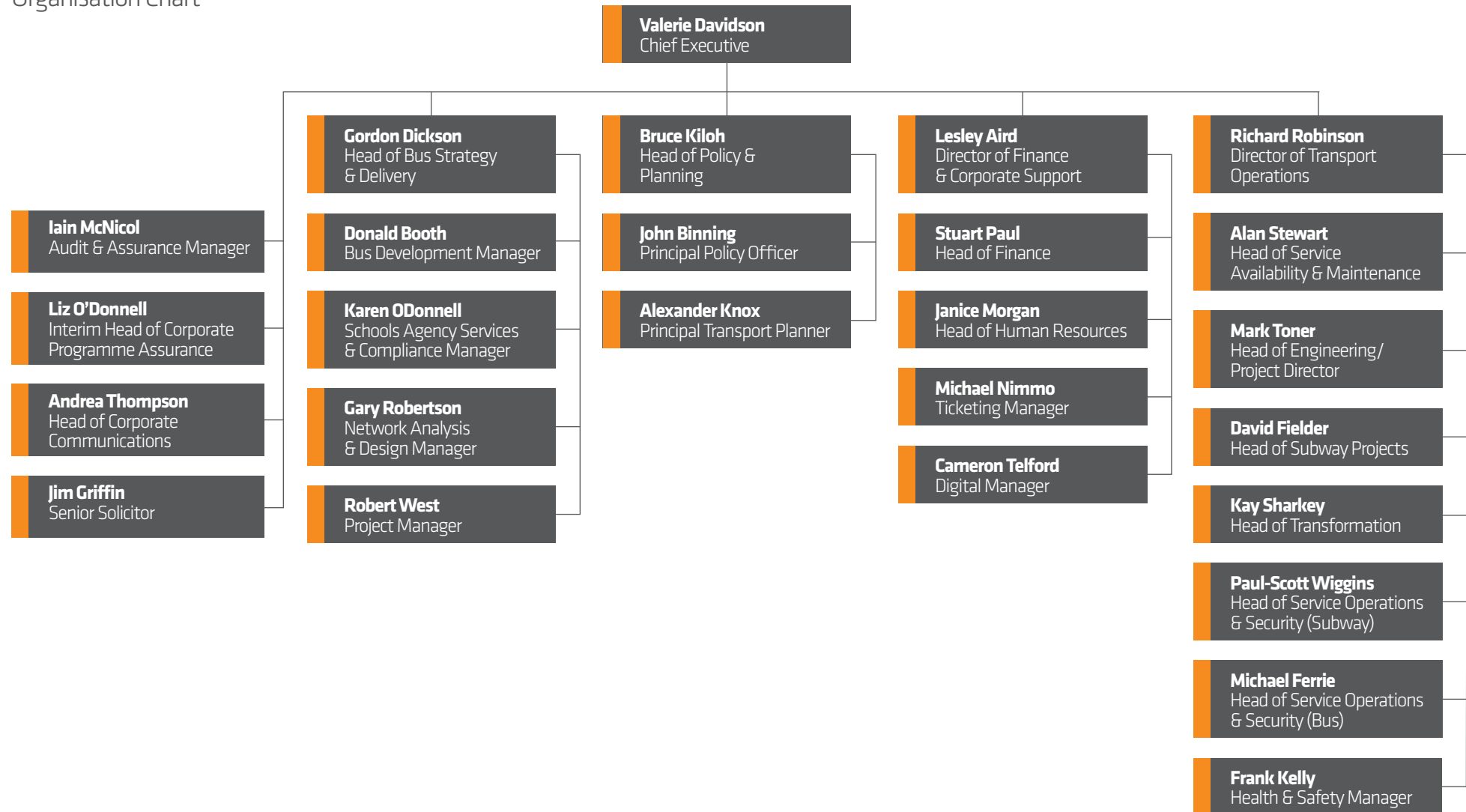
Delivering within public services is never easy and the challenges continue – fewer resources, conflicting demands and expectations, and an ever changing political and commercial landscape. However, it is important that SPT continues to drive the ambition for what public transport can do – with adequate resource and focus, public transport can change peoples lives, it will reduce carbon emissions and it will underpin the regional and local economies. The SPT leadership team and Partnership are committed to continue to face these challenges and work to achieve the deliverables set out in this plan.





# Appendix 1

## Strathclyde Partnership for Transport Organisation Chart



## Appendix 2

### Corporate Plan key deliverables 2024–2028

Planned Action	Lead	Date Due	Current RAG Status	Notes
Continued service delivery of our core activities	ALL	Ongoing		SPT will continue to deliver services – as examples <ul style="list-style-type: none"> <li>• Maintain subway patronage and grow by 4%,</li> <li>• Deliver on core technology upgrades supporting supported bus services and bus asset management</li> <li>• Maintain bus stations.</li> </ul>
Development and delivery of contractually committed and operational necessary projects and initiatives in the SPT Capital & Revenue Programmes	ALL	Ongoing		
Review of Transport Governance across the Region Phase 1 – Review of current position Phase 2 – Way forward	VD/BK	Outline work programme – Jun 2024		
RTS Delivery Plan – present for approval to Partnership.	BK	Jun 2024		
Ongoing business improvement through service reviews	LA	Ongoing		Ongoing work to deliver service reviews and business improvement across the organisation .
Regional Active Travel Strategy & Action Plan	BK	Mar 2024		

Planned Action	Lead	Date Due	Current RAG Status	Notes
Subway Modernisation: <ul style="list-style-type: none"> <li>• Completion of new fleet introduction</li> <li>• Decommission legacy fleet</li> <li>• Introduce new signalling</li> <li>• Implement OCC</li> <li>• Launch of Platform Screen doors</li> </ul>	RR	Jun 2024 Oct 2024 Jan 2026 Jan 2026 Jan 2026		
Development of a modernised Target Operating Model (TOM) for Subway <ul style="list-style-type: none"> <li>• Implement phase 1</li> <li>• Implement phase 2</li> </ul>	RR	Jan 2026 Dec 2026		
Adoption of modernised maintenance regime to support new fleet and signalling system	RR	Jan 2026		
Completion of MyBus Service Review	GD	Apr 2025		
Undertake review of Framework for Supported Local Bus Services	GD	Aug 2024		
Bus Development <ul style="list-style-type: none"> <li>• Scope</li> <li>• Develop phase 2 of SPT's Transport Data Project</li> <li>• Mainstream Bus Infrastructure Asset Management System</li> </ul>	GD	Dec 2024 TBC Jul 2024		Dependent on outcome of above.
Future of School Transport Review	GD	Aug 2024		

Planned Action	Lead	Date Due	Current RAG Status	Notes
Clyde Metro – Case for Investment <ul style="list-style-type: none"> <li>Stage 1A – Case for Change and Initial Option Generation</li> <li>Stage2 – Programme Business Case .</li> </ul> Clyde Metro Early Projects <ul style="list-style-type: none"> <li>West Street Interchange Technical Feasibility Report.</li> </ul>	BK	Jun 2024  May 2024		
Strathclyde Regional Bus Strategy (SRBS) and Action Plan <ul style="list-style-type: none"> <li>Consultation on Recommendation from Option Development and Appraisal Stage</li> <li>Finalise SRBS and Delivery Plan</li> <li>Strategic Business Case</li> </ul>	BK/GD	Apr-May 2024  Mar 2025 Jun 2025		
Workforce Systems Transformation Project Phase 1 – Requirement/Shortlisting Phase 2 – Procurement/Implementation	LA	Jun 2024 TBC		This project will enhance the workforce systems and thus improve efficiency and effectiveness of the processes
Review SPT's approach to Leadership Succession Planning.	VD/LA	Mar 2024		SPT People and Development Strategy 2023-2026 was presented to November 2023 Personnel Committee and a Leadership Team Succession Plan is in development.
Internal Staff Communications Strategy & Action Plan	VD/AT	Sep 2024		
Delivery of the Smart Zonocard ticketing solution	LA / MN	Jun 2024		
Contactless Payment on Subway Gates – Launch	LA/MN/PSW	Mar 2025		



Planned Action	Lead	Date Due	Current RAG Status	Notes
Buchanan Bus Station (BBS) Masterplan Phase 1 – Scope Phase 2 – Masterplan options Phase 3 – Option design	BK	Dec 2026 Apr 2024 TBC TBC		
Delivery of actions from SPT Climate Change Strategy	BK	Ongoing		Specific plan to be shared, monitored for impacts



**Strathclyde Partnership  
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