



SPT Corporate Plan: Interim Corporate Plan 2022/2023

Date of meeting 30 September 2022

Date of report 20 September 2022

Report by Chief Executive

1. Object of report

The object of this report is to inform the Partnership of the publication of the SPT Corporate Plan: Interim Corporate Plan 2022/2023.

2. Background

Members will be aware that SPT has well established business planning and reporting processes to ensure an appropriate and robust framework in which the organisation can operate and develop. From the Regional Transport Strategy (RTS) through to Service Plans, Personal Development Plans, Annual Reports, Service Reviews, Audit reports, Annual Accounts and more, SPT seeks to ensure that it conducts its business in a professional and accountable way at all times.

With the development of the new Regional Transport Strategy, an opportunity to prepare a five-year Corporate Plan was identified. This new Corporate Plan will provide the key link between the policies and decisions of the Partnership and how the business, services and operations of the organisation are run, and to ensure their alignment. As an interim stage, the SPT Corporate Plan: Interim Corporate Plan 2022/2023 has been prepared, in readiness for the preparation of the SPT Corporate Plan 2023-2028 in 2023.

3. Outline of proposals

Attached at Appendix 1 is the SPT Corporate Plan: Interim Corporate Plan 2022/2023. The plan is structured as follows:

- Foreword
- Delivering transport today
 - About Strathclyde Partnership for Transport (SPT): Who we are, what we do
 - Governance
 - Organisational structure
 - How we are funded
 - Working in Partnership
 - Current context
- Preparing for the future
 - About this plan
 - Our Vision
 - Our Values and Behaviours

- Our Culture and Standards
- Our Strategic Objectives
- Our Core Activities
- What we will deliver
- Ensuring organisational effectiveness
 - Being the best we can be
 - Measuring success
- Conclusions

4. Conclusions

The publication of the SPT Corporate Plan: Interim Corporate Plan 2022/2023 at Appendix 1 and the forthcoming preparation of the five-year SPT Corporate Plan 2023-2028 is a positive step for SPT in seeking to be an outward-facing, accountable and transparent organisation in the way in which it conducts its business on behalf of the Partnership.

5. Partnership action

The Partnership is recommended to note this report and the publication of the SPT Corporate Plan: Interim Corporate Plan 2022/2023 attached at Appendix 1.

6. Consequences

Policy consequences	<i>The corporate plan supports the current RTS and will be in line with the new RTS.</i>
Legal consequences	<i>None at present.</i>
Financial consequences	<i>None at present.</i>
Personnel consequences	<i>None at present.</i>
Equalities consequences	<i>None at present.</i>
Risk consequences	<i>None at present.</i>
Climate Change, Adaptation & Carbon consequences	<i>None at present.</i>

Name Neil Wylie
Title Director of Finance & Corporate Support

Name Valerie Davidson
Title Chief Executive

For further information, please contact *Bruce Kiloh, Head of Policy and Planning* at bruce.kiloh@spt.co.uk



Strathclyde Partnership
for Transport

Corporate Plan

Interim Corporate Plan 2022-2023



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Foreword



All public services face an incredibly challenging time ahead as we strive to deliver the services citizens expect or need, with reducing resources and challenges in the skills market. At the same time we are also putting huge efforts into the recovery from the once-in-a-century seismic event that is the Covid-19 pandemic.

SPT and transport is certainly no different – if anything, the importance of good public transport was highlighted even more during the pandemic, in getting key workers to where they needed to be, and furthermore illustrated clearly how public transport is a key contributor to a vast array of other policy objectives such as access to healthcare, employment and education. SPT plays a key role in all of these, and in ensuring that the region's economy is vibrant.

With so many moving parts, it's 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 professionals from a wide range of backgrounds. They consider whether our corporate drive aligns with their political commitment.

This Interim Corporate Plan 2022/2023 outlines what the priorities are for the leadership team of SPT and our colleagues, 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.

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 2.14 million people.

SPT has a wide range of responsibilities, including development of the statutory Regional Transport Strategy; operation of the Glasgow Subway and bus stations including the biggest in Scotland, Buchanan Bus Station; project development and delivery; 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.

Governance

The work of SPT is directed by our Partnership Board, which is made up of 20 councillors from across the west of Scotland, plus 7 Appointed Members. There are various documents which explain the robust processes SPT has in place in respect of governance; these are available at: www.spt.co.uk/spt-across-the-region/about-spt/standards-responsibility/corporate-governance/.



Organisational Structure

The organisation is built upon 4 pillars of responsibility, under the guidance of the Chief Executive. These senior staff plus the Chief Executive form the senior leadership team. This team develops the organisation's policies 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:

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 Jim Griffin, Senior Solicitor.

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:

- Audit and Assurance
- Media and Public Affairs
- Legal and Property Services
- Partnership Support and interface with the Partnership Board, and
- Transport Policy & Planning (see Bruce Kiloh).

Finance & Corporate Support

Led by Neil Wylie, Director of Finance and Corporate Support

Neil, 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. Neil 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:

- Bus Stations
- Customer Services
- Digital Services
- Ticketing
- Contact Centre
- HR.



Subway

Led by Antony Smith, Director of Subway

Antony provides leadership and direction on all aspects of the operation and maintenance of the Subway, leading the Subway Modernisation programme 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. Antony is also supported by a management team responsible for the delivery of a safe and customer-focused railway.

In addition, Antony is responsible for SPT's Projects team and Project Management office which provide support across SPT, and organisational and operational 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; 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.

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. 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.

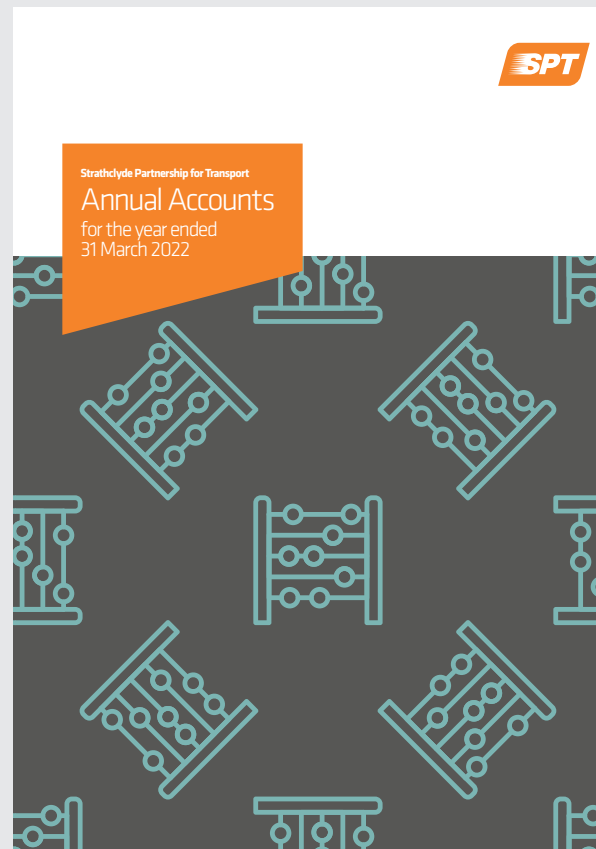
How we are funded

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.

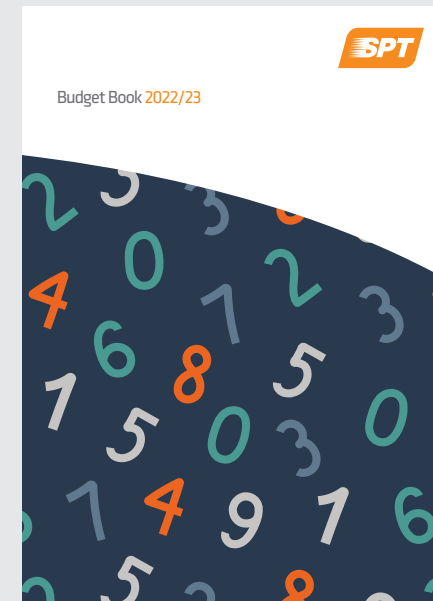
In summary SPT has a net revenue budget of approx. £36.5m per annum funded by the 12 local authorities in our area. In addition, a further circa £35m of revenue funding is spent delivering the local concession scheme, school transport and bus stops / shelters.

SPT's capital spend varies annually, and is dependent upon the value of capital grant available from the Scottish Government mainly. In recent years approx. £15m of capital grant has been made available, and this is supplemented by specific project funding for key projects. SPT always actively seeks out additional capital support from other sources to complement its resource plans.

Financial Statements



Budget Book



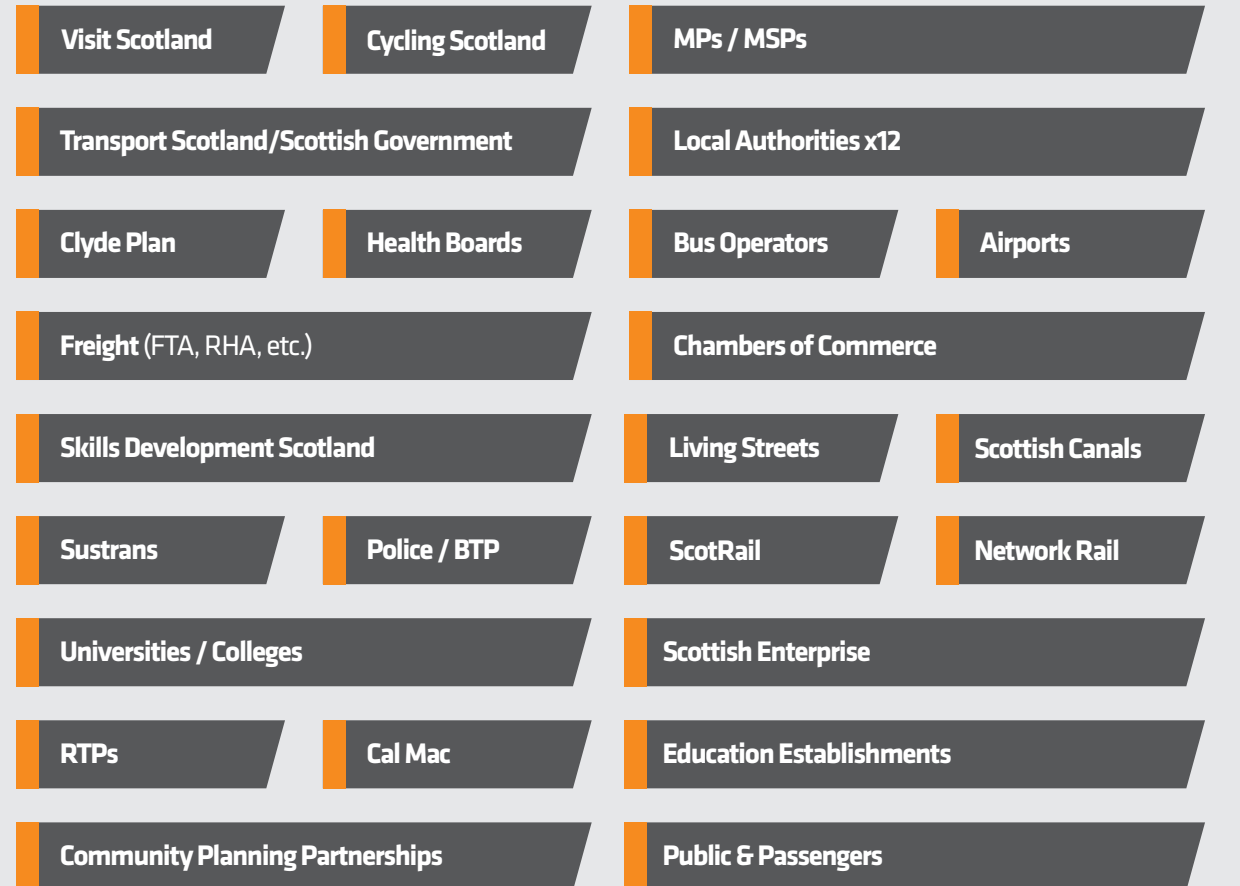


Working in Partnership

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 diagram across 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. The SPT 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 other organisations where it makes sense to do so to achieve a common objective.

Stakeholder Engagement



Current Context

In preparing our policies, plans and projects, and in the operational delivery of our services, SPT continually monitors the external business 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, the sector-wide decrease in public transport patronage, the cost of living crisis, and potential future recession are the key issues SPT is monitoring for business implications at present.

The recently published Draft RTS and earlier RTS Case for Change provide a broad summary of the current wider societal context in which SPT operates:

Context section of Draft RTS: Pages 10-23 - www.spt.co.uk/media/152mcnxa/p240622_agenda10a.pdf

RTS Case for Change: www.spt.co.uk/media/afccz0gi/spt-regional-transport-strategy-case-for-change-report-for-consultation-april-2021.pdf

← Platforms 



Outer

- Kelvinhall This Station
- Hillhead 2 mins
- Springburn 4 mins
- St. George's Cross 6 mins
- Cowcaddens 8 mins
- Buchanan Street 10 mins
- St. Enoch 12 mins
- Bridge Street 14 mins



Inner

- Kelvinhall This Station
- Partick 2 mins
- Govan 4 mins
- Ibrox 6 mins
- Cessnock 8 mins
- Kinning Park 10 mins
- Shields Road 12 mins
- West Street 14 mins

Preparing for the future

About This Plan

This Interim Corporate Plan 2022/2023 summarises the key workstreams SPT is focused on delivering as a business over the current financial year. A 5 year Corporate Plan will be developed over the next year and presented to our Partnership Board in line with our business planning processes. The diagram opposite shows where the Corporate Plan sits within SPT's wider business planning processes:

On completion, SPT will report on the progress of the Corporate Plan 2023-28 every year to the SPT Partnership Board, and update it as necessary.

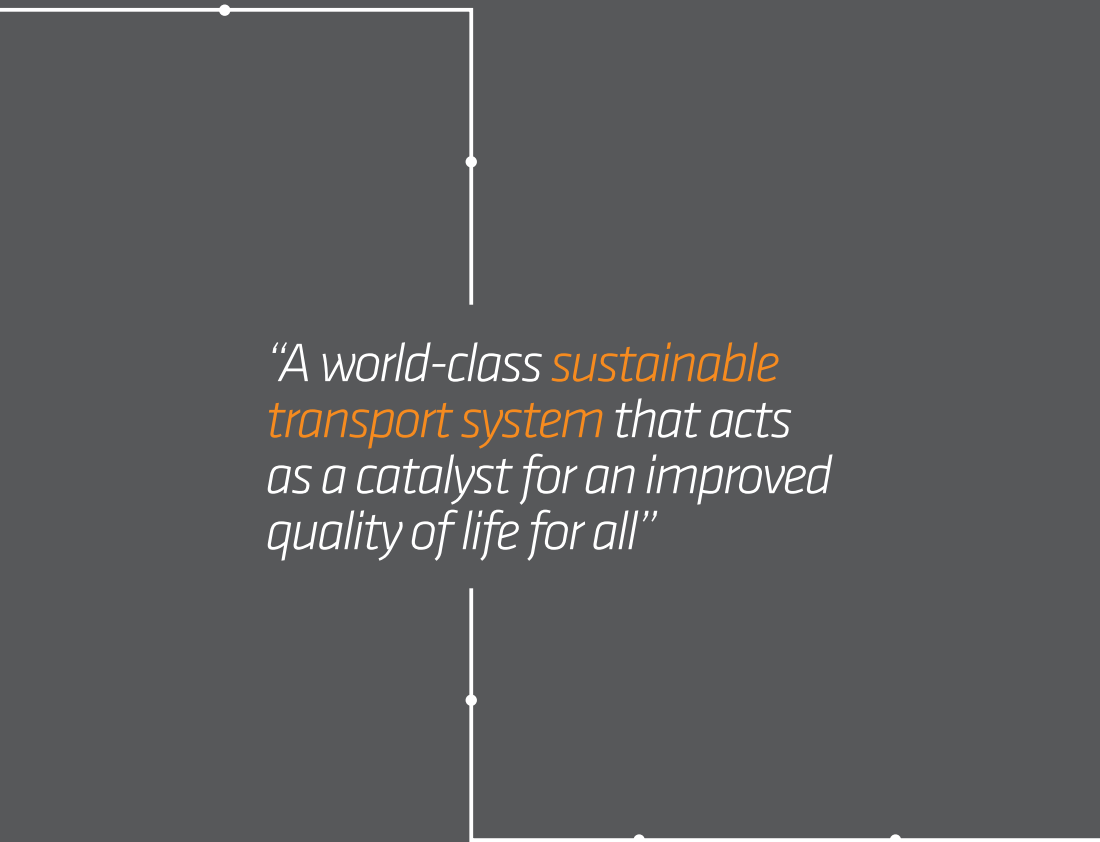
SPT's Business Planning Process



Our Vision

The current Regional Transport Strategy (RTS) for the west of Scotland, “A Catalyst for Change” provides the framework for all SPT activities. A new RTS is currently in development and, at the time of writing, is out to public consultation. The new RTS, when approved, will form the basis of development for future Corporate Plans.

SPT has adopted the Vision of the current Regional Transport Strategy as its organisational vision:



*“A world-class **sustainable transport system** that acts as a catalyst for an improved quality of life for 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:

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

*Treating customers
and colleagues
how we expect to
be treated.*

*Respecting
alternative views,
without fear or
favour.*

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:

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 SPTs in conducting public business.

Respect

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

Our Strategic Objectives

Our Strategic Objectives, based on the Regional Transport Strategy, guide the development of our policies, plans and projects:

Safety and Security

To improve security and personal safety on the transport system.

Modal Shift

To increase the proportion of trips undertaken by walking, cycling and public transport.

Excellent Transport System

To enhance the attractiveness, reliability and integration of the transport network.

Effectiveness and Efficiency

To ensure the provision of an effective and efficient transport infrastructure and services to improve connectivity for people and freight.

Access for All

To promote and facilitate access that recognises the transport requirements for all.

Environment and Health

To improve health and protect the environment by minimising emissions and consumption of resources and energy by the transport system.

Economy, Transport and Land-use Planning

To support land-use planning strategies, regeneration and development by integrating transport provision.

Corporate Management

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

Pursuit of Excellence

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

Addressing Inequality

Support that access to transport is a key contributor to reducing the equality gap in health, employment and education.



Our Core Activities

SPT has a wide range of roles and responsibilities, and the following list summarises the day-to-day activities we are focused on delivering:

- Regional Transport Strategy
- 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
- Develop smart and integrated ticketing
- Make journeys safer
- Promote equality.

What we will deliver

SPT is focused on delivering the following over 2022/2023:

Continued service delivery of our core activities

Development and delivery of projects and initiatives in the SPT Capital Programme and Revenue Programme

Ongoing business improvement through service reviews

New Regional Transport Strategy (RTS) – present for approval to Partnership by December 2022.

RTS Delivery Plan – present for approval to Partnership by March 2023.

SPT Corporate Plan 2023-28 – present for approval to Partnership by June 2023.

Subway – introduce new rolling stock into service by summer 2023.

Development of a modernised Target Operating Model (TOM) for Subway by Summer 2023

Adoption of modernised maintenance regime to support new fleet and signalling system by summer 2023

MyBus Review of Service Design and Operation – deliver Stage 1 of the review by December 2022.

Future of School Transport Review (stage 1) – in partnership with North and South Lanarkshire Councils, present outcomes of review to Partnership by December 2022.

Future of School Transport Review (stage 2) – a fundamental review of school transport that takes account of emerging policy areas including the drive to increase active travel and implementation of U22 scheme across the region – December 2023

Regional Bus Strategy and Action Plan – present programme for development to Partnership by December 2022.

Public Affairs Strategy and Action Plan – present for approval to Partnership by March 2023.

Review SPT's approach to Leadership Succession Planning – by March 2023.

Stakeholder Engagement Strategy – developed by 31 December 2022.

Internal Staff Communications Strategy – developed by 31 December 2022.

Delivery of the Smart Zonocard ticketing solution by December 2023

Development of Bus Station Plan that supports the drive to be a world class facility and aligns with changes within the city centre – Plan to be complete by September 2023

Creation of a robust plan and action plan to drive the transition to net zero for SPT own services but also to influence other market players by end of 2023.



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 480, it is necessary to ensure we have access to increased resources with the correct skills – the market place is a challenge, and therefore we will look to develop our own where it makes sense. SPT will ensure apprenticeships, graduate trainees and in-workplace development to recruit and importantly retain key staff.

Measuring Success: Our Performance Indicators

Through the development of the Corporate Plan 2023-28 over coming months, we will develop a robust set of indicators, based on those in the new Regional Transport Strategy and our existing operational Key Performance Indicators, which will form the basis of how we measure our performance.

Conclusions

A plan is the start of the journey, and needs to be refreshed frequently to take account of shifting trends.

We want to deliver more and better – we need resource and support to do this. We need to deliver for the rural areas as well as the urban. We need to give people a suitable alternative to cars to have any chance of achieving net zero.

We will be accountable for the resources we do use, treating colleagues and customers as we expect to be treated.





**Strathclyde Partnership
for Transport**

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