

Partnership report

**SPT Annual Report 2019/2020**

Date of meeting 26 June 2020

Date of report 11 June 2020

Report by Assistant Chief Executive**1. Object of report**

To provide the Partnership with a draft of the SPT 2019/2020 Annual Report, seeking feedback from members prior to the report being published.

2. Background

SPT is required to prepare an Annual Report on an annual basis, providing an overview of the key activities and outcomes delivered in the preceding financial year.

The Annual Report, once approved, is submitted to the Cabinet Secretary for Transport, Infrastructure and Connectivity for information, and to other stakeholders. The purpose of the report to highlight the achievements of SPT during the year and the projects SPT has progressed and invested in across the region. The report updates on the work it has done at a national level, responding to numerous consultations and its work to influence the development of the new Transport (Scotland) Act and National Transport Strategy as well as local transport priorities.

3. Current Position

Attached is a draft of the SPT 2019/2020 Annual Report which members are asked to consider and provide comments on. Given the wealth and breadth of activities SPT is involved in, it is not possible to include all matters and therefore the report is focused on key events and deliverables throughout the year, highlighting both the geographic spread and value of SPT activities to all communities. The year's report ends as the impact of the global Coronavirus (COVID-19) was beginning to hit the UK and the Government lockdown measures came into place. This had an immediate on SPT as a public transport operator, with a drop off 95 per cent in patronage figures on the Subway and on bus services across the region. It also had an impact on us as an employer as all office based staff moved to Work from Home status. We expect the full scale of the impact of the virus will continue to impact on SPT for the rest of 2020.

Recommendation

The Partnership is recommended to consider the attached draft SPT 2019/2020 Annual Report, providing feedback for inclusion prior to the report being finalised.

4. Consequences

Policy consequences *In line with Regional Transport Strategy.*

Legal consequences *None directly.*

Financial consequences	<i>None directly.</i>
Personnel consequences	<i>None directly.</i>
Equalities consequences	<i>None directly.</i>
Risk consequences	<i>None directly.</i>

Name Valerie Davidson
Title **Assistant Chief Executive**

Name Gordon MacLennan
Title **Chief Executive**

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



Strathclyde Partnership
for Transport

Annual Report 2019/20

spt.co.uk/corporate



Strathclyde Partnership for Transport **Annual Report 2019/20**

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Foreword from SPT Chair



The introduction to this year's annual report is very different from the one I expected to be writing. This year closed with the shadow of COVID-19 cast far and wide across the globe and SPT found itself, like so many other organisations, facing a very different world with many new and unexpected challenges.

Once again our staff demonstrated their dedication in these most difficult of circumstances. At this time of national crisis, we kept the Subway running and bus stations open to help key workers get to where they needed to be. Our contact centre staff at MyBus, and the Travel Card Unit were able to establish home offices and keep running as we continued to help some of the most vulnerable in our society.

I have never been prouder to be part of SPT while all our staff pulled together during this public health emergency.

Before the impact of COVID-19, SPT had enjoyed another positive year with many highlights to note. From the arrival of the first new Subway trains at the new testing track beside Broomloan depot, to progressing with the next stage of the upgrade of Buchanan Bus Station with its new state-of-the-art passenger information screens. Both these important projects are bringing key SPT infrastructures up-to-date for the 21st century.

Over the last number of years, we have been working across the SPT estate to improve all our facilities and make them more fit for purpose for users. We have engaged with various groups including the Equality and Human Rights Commission (EHRC) and other transport partners to consider how future equality outcomes are relevant to passenger needs and help create equal access for all to transport services across the west of Scotland.

Public transport plays an important role in people's lives and despite the current situation, it will do again. SPT will be ready to play its part in improving people's lives by promoting public transport which is affordable, accessible, and sustainable.

This year we had been embarking on a renewal of our vision through the development of the Regional Transport Strategy. Whilst the next stage of our public engagement is delayed, this time allows us more time to reflect on and even learn from the way the world has changed around us. We must consider how transport will operate in the future to the benefit of all society, and our economy. We must not forget, particularly in this time of climate and ecological crisis, our global responsibilities for a greener, better world.

As always I am grateful to our 12 member local authorities as well as Scottish Government, transport operators and our wider stakeholders for their support and, all important, funding.

I would like to thank all the Partnership members for playing their part in governing SPT and collectively providing leadership for transport in the west of Scotland.

The year ahead holds many challenges for the organisation and the public sector generally. With goodwill, care and a continuing collective effort, we will get through this together.

Stay safe and stay well.

Councillor Dr Martin Bartos
Chair, Strathclyde Partnership for Transport

Strathclyde Partnership for Transport (SPT) is the largest of Scotland's seven Regional Transport Partnerships, and is guided by the Regional Transport Strategy (RTS) which provides a strategic planning framework for planning, investment and delivery.

SPT's vision for the west of Scotland is a world-class sustainable transport system that acts as a catalyst for an improved quality of life for all.

We run the Glasgow Subway, a host of specialist bus services, and are responsible for delivering better public transport for all.



Transport across the Region

SPT plans and delivers transport solutions for all modes of transport across the region. We operate the Glasgow Subway, the world's third oldest underground railway, serving around 13 million passengers every year. We also provide subsidised bus services ensuring some of our most rural towns and villages remain connected, operate the region's bus stations, subsidise the Kilcreggan to Gourock Ferry, and administer ZoneCard and other tickets to help people connect their journeys.



Partnership (as at 31 March 2020)



Dr Martin Bartos

Chair, Glasgow City Council –
Scottish Green Party



Ian Cochrane

South Ayrshire Council –
SNP



Alan Moir

Vice Chair, East Dunbartonshire Council –
Labour



Brian Davidson

Appointed Member



David Wilson

Vice Chair, Inverclyde Council –
Scottish Conservative and Unionist



Maureen Devlin

South Lanarkshire Council –
Labour



Malcolm Balfour

Glasgow City Council –
SNP



Anne Faulds

Appointed Member



Gregory Beecroft

Appointed Member



Anne Follin

Appointed Member



Richard Bell

Glasgow City Council –
SNP



Graham Hardie

Argyll and Bute Council –
Liberal Democrat



Colin Cameron

North Lanarkshire Council –
Scottish Conservative and Unionist



Graham Johnston

Appointed Member



Graham Campbell

Glasgow City Council –
SNP



Mark Kerr

North Lanarkshire Council –
SNP



Alan Lafferty
East Renfrewshire Council –
Labour



Alex Macaulay
Appointed Member



Jo MacLennan
Appointed Member



Marie McGurk
Renfrewshire Council –
SNP



Marie McNair
West Dunbartonshire Council –
SNP



James McNally
Appointed Member



Michael McPake
North Lanarkshire Council –
Labour



Richard Nelson
South Lanarkshire Council –
Scottish Conservative and Unionist



Donald Reid
North Ayrshire Council –
Labour



Anna Richardson
Glasgow City Council –
SNP



Jim Roberts
East Ayrshire Council –
SNP



David Shearer
South Lanarkshire Council –
SNP

The Partnership consists of twenty elected members representing the twelve constituent authorities in the west of Scotland and between seven and nine appointed members. The Partnership and Committees meet regularly, receiving updates and voting on key decisions.

The SPT Partnership met four times in 2019/20.
More information at: spt.co.uk/corporate/partnership

The Strategy & Programmes Committee met four times in 2019/20. More information at: spt.co.uk/corporate/strategy-programmes-committee

The Operations Committee met four times in 2019/20.
More information at: spt.co.uk/corporate/operations-committee

The Audit and Standards Committee met four times in 2019/20.
More information at: spt.co.uk/corporate/audit-standardscommittee

The Personnel Committee met twice in 2019/20.
More information at: spt.co.uk/corporate/personnel-committee

Year in highlights

2019/2020 at a glance

April 2019

With the introduction of the new Data Protection Act, SPT establishes a New Information Governance Steering Group with representatives from across SPT and develops an Information Strategy to outline the importance of good information management.

June 2019

The redeveloped Partick Interchange is shortlisted in the 2019 Scottish Design Award.

Real Time Passenger Information is introduced to bus stops across Renfrewshire.

August 2019

The next phase of the My Glasgow, My Subway campaign launches, shifting focus from places to people.

Larkhall Volunteer Group receives more than £46,400 SPT grant funding to provide transport services for various community groups in the area.

SPT's redevelopment of Partick Interchange receives a commendation in the regeneration category at the Scottish Design Awards.

May 2019

SPT announces £31 million awarded to subsidise local bus contracts since start of January 2019.

SPT joins forces with members of the Scottish Youth Parliament (MSYP) and South Lanarkshire Council to highlight a new pilot project for the MyBus Rural service in South Lanarkshire.

The first of the Subway's brand new trains arrive in Glasgow.

July 2019

A £650,000 project being funded by SPT in Inverclyde to improve road safety and ease congestion takes a major step forward.

Works to revamp the public realm in Lenzie are unveiled with a range of improvements introduced to the area, achieved through partnership working.

September 2019

SPT's student fayre returns to Buchanan Bus Station to inform the City's new students how to get about the City. As well as all the main operators in attendance, the event is supported by Capital radio and our Upper Circle partners.

October 2019

The **ZoneCard travel diary**, which offers ZoneCard holders the opportunity to win a year's free travel, moves online.

December 2019

Robroyston rail station officially opens. The new £14 million station situated between Stepps and Springburn on the Edinburgh – Glasgow via Cumbernauld line was made possible by joint-working and funding by Transport Scotland, SPT, Glasgow City Council, Network Rail and developers Park Lane, Elmford and Stewart Milne Holdings. SPT was instrumental in bringing all the parties together to ensure delivery of the station.

February 2020

New high spec **electronic passenger information screens introduced to Buchanan Bus Station** as part of the next phase of the refurbishment of our flagship city centre station.

A **£30 million plus City Region project**, in partnership with SPT, East Dunbartonshire Council and Glasgow City Council, designed to improve traffic and transport infrastructure within Bishopbriggs and the north of Glasgow is given the go ahead.

November 2019

Subway joins a host of public transport operators and Transport Scotland to ensure that any **Smartcard from any of the operators now works across multiple modes of transport**, making it easier for people using smart ticketing on public transport.

SPT's **Operations Committee approves plans to amend bus services 72 and 178** so they can now operate via Lenzie Station once again following the **revamp of the Lenzie Public Realm**.

January 2020

Another major milestone in Subway modernisation is reached with the delivery of the new wheel lathe to Broomloan depot. This is essential for the maintenance of the new rolling stock and will enable SPT to perform train wheel maintenance in-house resulting in considerable operational cost saving in the longer term.

March 2020

SPT has announced plans to **trial a 5G project** to install 5G signalling within the Subway tunnels as part of a collaborative agreement signed between SPT and key partners Cisco, the University of Strathclyde and the South Korean Transport Agency.

Scotland, along with rest of UK, enters a period of lockdown to try and reduce the spread of Coronavirus (COVID-19), a global pandemic spreading across the world.

Impact of COVID – 19

Chief Executive Gordon MacLennan looks at the impact of Coronavirus on SPT and staff during lockdown.

The impact of the Coronavirus pandemic across the world has been felt sharply and swiftly. Within a few short months, working practices in every organisation had to radically change to cope with the increasing public health risk and emerging Government instruction and public health advice. It has been a strange and challenging period of time for all. SPT has done, and continues to do, what it can to preserve the safety of our staff and our passengers to help them protect their families and loved ones. At the time of writing, we are looking hopefully at the further easing of lockdown restrictions, but the impacts of this pandemic has been felt hard and until controlled globally, the legacy of the pandemic will likely be with us for years to come.

At Subway, the impact on our service was almost immediate. As soon as the first Coronavirus cases appeared in the UK, there was a drop in the numbers of people using the system. With the UK lockdown announcement on 23 March, patronage dropped by 95 per cent, and remains approximately at that level. Subway however has remained open throughout, albeit with a reduced time table and service. This ensured we provided a transport option for essential key workers, whilst balancing the need to protect our own staff on the frontline.

It has been a similar story at bus stations where bus operators saw vastly reduced numbers travelling and moved to reduced or Sunday services to match the low demand. People are beginning to return to bus travel but with the challenges of social distancing on public transport and the continued lockdown of the majority of Scottish society, any increases are still small compared to pre pandemic patronage.

For our office-based staff, working life changed dramatically and almost overnight. Working from home became the 'new normal' with kitchen tables becoming office desks and spare rooms being transformed into office space. Our Digital Services team did a fantastic job to get everyone up and running as quickly, ensuring IT hardware was configured and delivered to the staff that needed it, and that the correct and appropriate software was installed to allow remote communication and virtual meetings to work effectively. Our staff also showed they were quick and willing to adapt to this

change, with everyone adapting to this new way of working. This included our contact centre staff who played an essential role in contacting many of our most vulnerable and elderly clients to appraise them of the situation regarding My Bus and future travel plans.

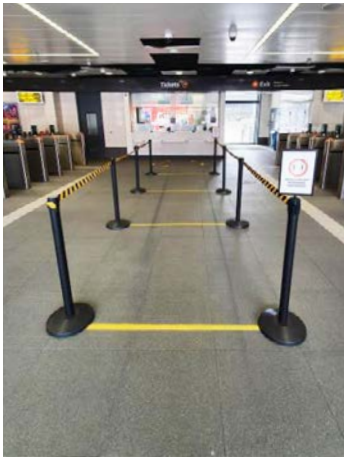
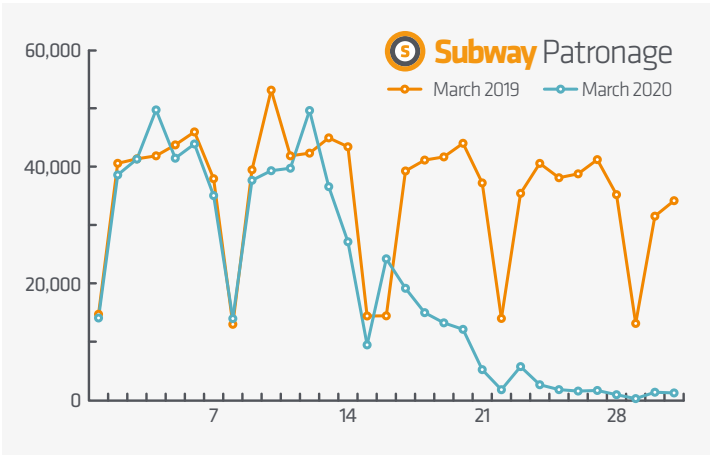
The senior management team also had to adapt and establish new meeting structures and communication routes to track, manage and inform our staff and stakeholders of the ever changing situation and our business continuity mitigations. This situation management included an update on staff figures affected by Coronavirus whether directly self-isolating due to their own symptoms or exposure from another household member or were shielding in line with Government medical advice. The welfare of staff was, and remains, our highest priority to ensure we can provide the services to the travelling public.

At the time of writing we are beginning to move into the next stage as lockdown eases and we are beginning to look at a phased return for staff and another new working normal to begin.

All the notable successes of this year's annual report have been overshadowed by the impact of Coronavirus which we could never have predicted only a few short months ago. However throughout it all, our people have continued to deliver, whether on the frontline or the 'home front'. I have been impressed by all of our staff and their commitment to the organisation in these difficult times. The ability of our staff to 'roll up their sleeves' and get on with it never ceases to amaze me. They are the outstanding success of this annual report, and of this organisation, I have never been prouder of them all than I have in the last few months.

Their dedication and commitment goes beyond any recognition. To each and every one of them, I say Thank You!

Gordon MacLennan
SPT Chief Executive



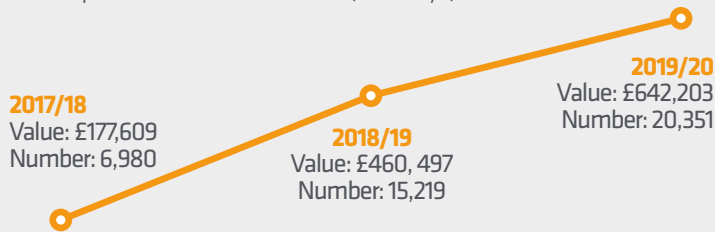
Attractive, seamless, reliable travel

Subway Patronage

3.6% 12,746,228 Subway Passengers
1 April 2019 – 31 March 2020.

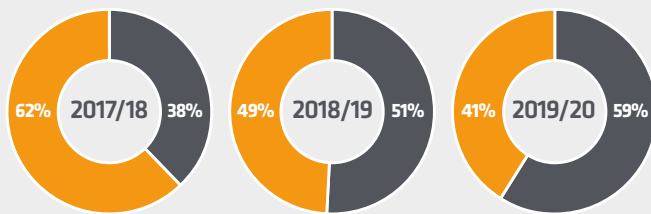
Web Retail Sales

1 April 2019 – 31 March 2020 (366 days)



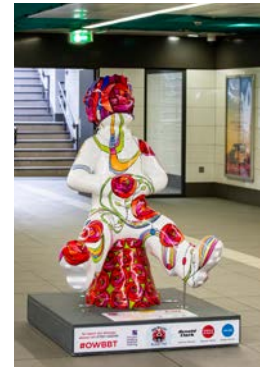
Payment Type

● Cash ● Card (by value)



Season Tickets

8.4% Total weeks sold: 145,146
up 8.4% on the previous year.



Subway patronage

The overall Subway patronage figure for 2019 – 2020 was just over 12.7 million. This was down 3.6 per cent on the previous year. The drop was a direct result of the Covid-19 lockdown. Patronage figures at the end of February were up by approx. 0.3% on the previous year.

Events

This year SPT was proud to work in partnership with Itison on its GlasGLOW extravaganza at Glasgow's Botanic Gardens. This was the second year of this popular event and saw approximately an extra 25,000 extra journeys to/from Hillhead during the duration of the event which ran from 25 October to 10 November.

Itison also teamed up with us again on its new Winter Wonderland venture Elfingrove which saw approximately an extra 20,000 extra journeys to and from Kelvinhall station during the event from 5 December to 5 January.

Once again we were proud to support the Great Scottish Run on the last Sunday in September with an extra 10,000 journeys clocked up in the system made up of runners and their supporters on the day.

Oor Wullie

Summer 2019 saw SPT welcome one of Scotland's most recognisable and infamous characters to the Subway as part of a national fundraising effort for Children Hospital Charities across Scotland.

The **Oor Wullie BIG Bucket Trail** was Scotland's first nationwide public art trail and saw 200 uniquely designed Oor Wullie sculptures in various places and visiting landmarks across Scotland.

The trail lasted from 17 June to 30 August with many coming to visit SPT's specially designed **Oor Wullie in St. Enoch Subway Station**. The SPT sponsored statue was named Charles Rennie in recognition of his distinctive look by artist Sue Guthrie.

The event ran across Scotland from 17 June to 30 August.

We are all getting smarter

SPT's drive to get more customers using Smartcards is paying dividends.

More than 235,000 Smartcards are now in circulation as more passengers are recognising the benefits and savings to be had by using a Smartcard.

The ease of Smartcard use, complete with online top-ups, is appealing to a vast number of passengers and this year saw SPT join with a host of public transport operators to ensure that any Smartcard from any operator now works across multiple modes of transport.

In a joint project with Transport Scotland and with bus and rail operators, **smart travel got even smarter** with the next stage of integrated travelling launched at Partick Interchange. Attending the event, Cabinet Secretary for Transport, Infrastructure and Connectivity Michael Matheson said:

"Our ambition has always been to see that some form of smart ticketing or payment can be used for all journeys across our public transport network. The interoperability improvement project is a fantastic step forward to achieving our vision for smart ticketing across Scotland."

During 2019-20, more than 3500 customers used a ScotRail smartcard to load Subway ticket products and travel on the Subway.

Concession Subway Travel

Since November 2019, eligible concession customers have been able to use their National Entitlement Card (NEC) directly for Subway travel.

This enables concession customers to load any value of Subway Pay As You Go (PAYG) credit up to £50, reducing the need to buy a separate ticket for every day of travel.

Concession customers now also benefit from the option to pay for travel at the Ticket Vending Machine.

During the first four months (Nov 2019 to Feb 2020), 149,447 journeys were made directly using NEC for travel, and 99,333 fewer disposable tickets were issued compared to the previous year.

Subway modernisation: Station update

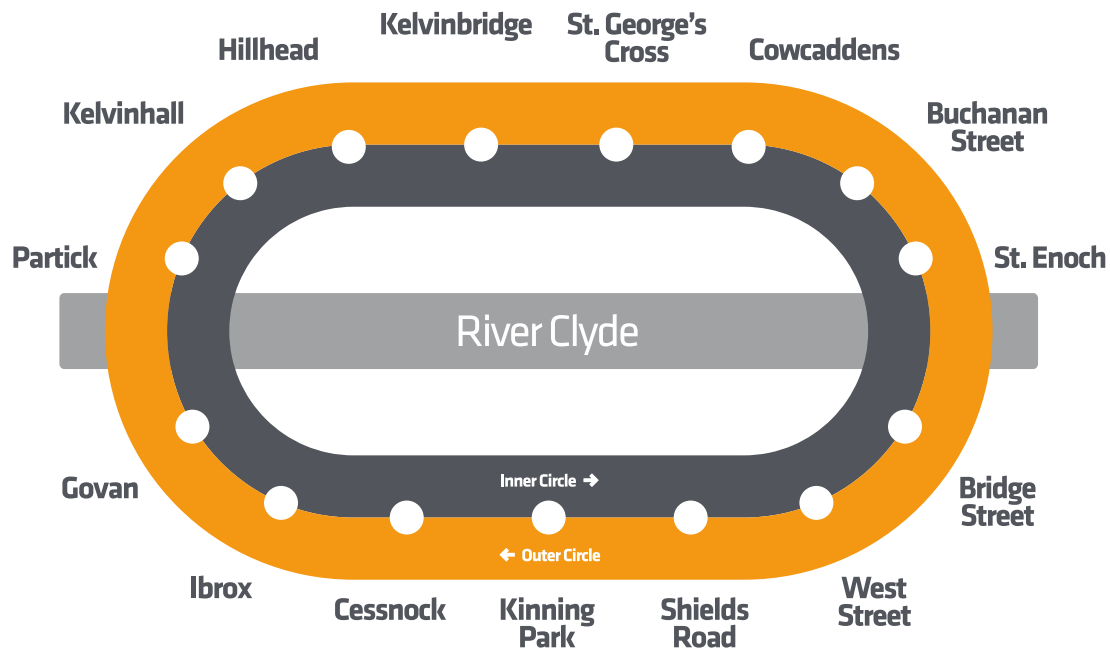
This year saw the modernisation of the final four stations on the Subway system completed. Now all 15 stations have been refurbished with the new Subway look and feel, boasting a new bright, modern and a welcoming environment for passengers.

All stations have got 30-point colour contrast stair nosings, in addition there are corduroy tactile strips at top and bottom of each staircase to assist those with visual impairments navigate their way through the station. We also have double height handrails, which are non-reflective and not “cold to touch” to assist passengers with mobility impairment and also for children.

This work has led to SPT becoming the first transport organisation in Scotland to have attained Royal National Institute for the Blind (RNIB) accreditation for pan-disability, not just sight-related challenges.

Tactile maps have been introduced at key stations for those with visual impairments and all ticket offices have induction loops for customers with hearing difficulties. Intuitive way finding has been introduced in all stations with specific signage at picture rail height with both written and icon graphics to assist non-English speakers and those with learning difficulties.

Lifts have been installed at two stations – St. Enoch and Govan – and we have replaced all 28 escalators throughout the system.



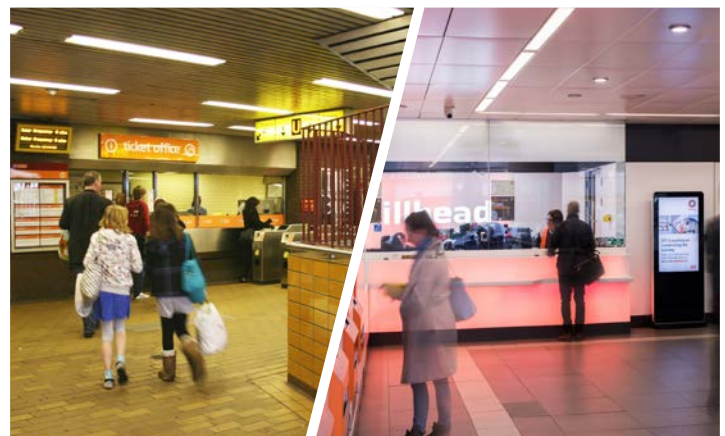
Partick



Kelvinhall



Hillhead



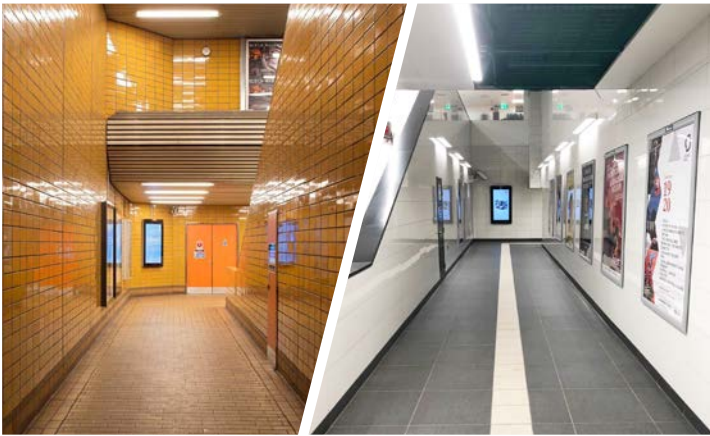
Kelvinbridge



Buchanan Street



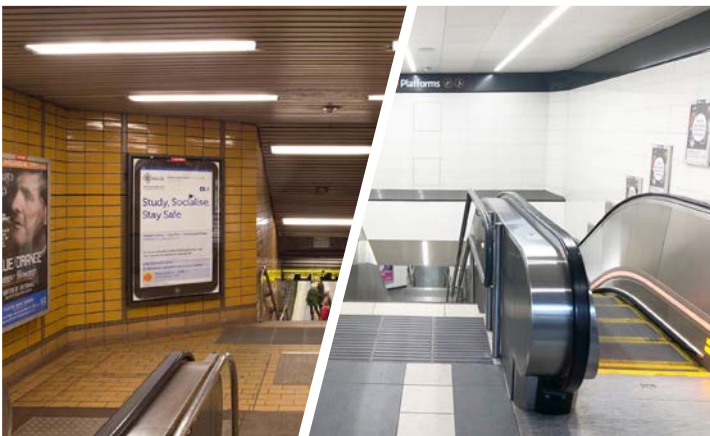
St. George's Cross



St. Enoch



Cowcaddens



Bridge Street



West Street



Cessnock



Shields Road



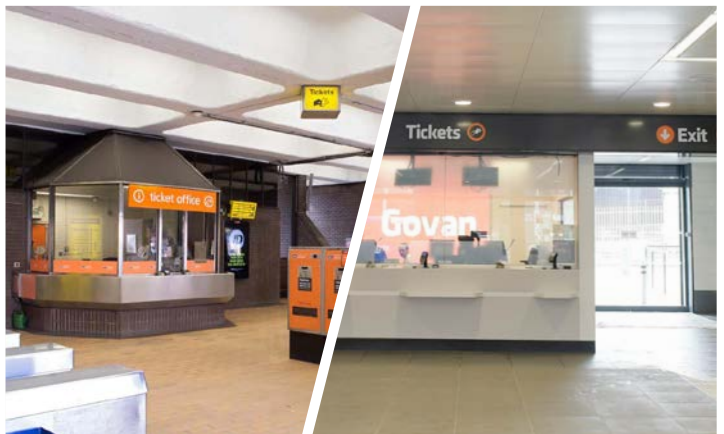
Ibrox



Kinning Park



Govan



New trains

2019 has been a big year for SPT with the arrival of the first of our brand new Subway trains in Glasgow. This has been a major milestone for the modernisation programme and everyone involved in the delivery of the new trains.

It will still be some time before the trains are introduced to passenger service as they now have to undergo intensive and extensive testing by manufacturer Stadler.



Testing at Edmiston drive

Edmiston Drive, the new manufacturing depot for the ANSTA joint venture, is where the new trains will undergo extensive testing before entering commuter service. The manufacturing depot is now complete and testing on the first new trains has already started.



Stabling shed and depot preparation

This year saw the completion of the refurbishment of the stabling shed roof and exterior building, one of our oldest buildings on the Broomloan site.

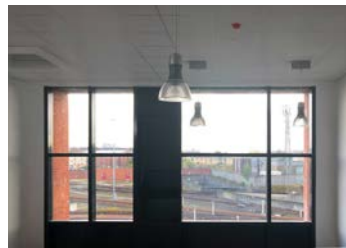
The maintenance depot is also undergoing a complete overhaul to accommodate new equipment such as a new wheel lathe which arrived early in 2020.

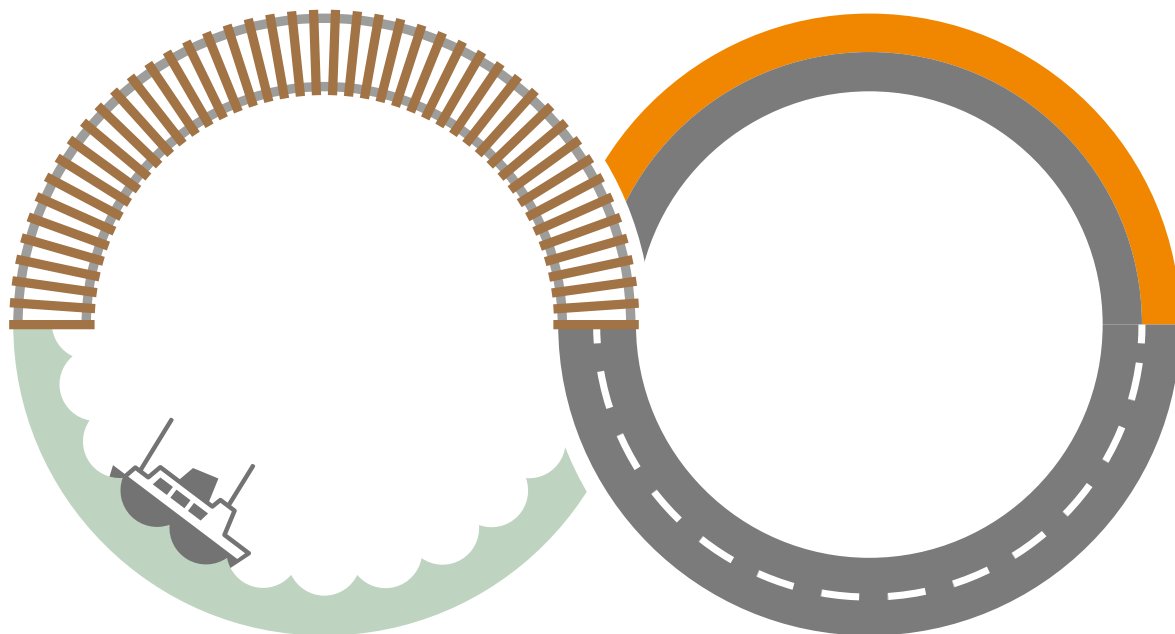
The wheel lathe is essential for the maintenance of the new rolling stock and will enable SPT to perform train wheel maintenance in-house resulting in considerable operational cost saving in the longer term.



New Control Centre

The exterior of the new Operation Control Centre (OCC) is now complete. From here, control staff will manage the new trains and out of the system.





ZoneCard

SPT administers and promotes ZoneCard – the regionally integrated ticketing product for rail, most buses, some ferries and Subway travel.

The operator-owned, SPT-administered, ZoneCard multi-modal ticket offers unlimited travel throughout Strathclyde by bus, rail, Subway and ferry from just £20.30 per week. It is estimated that 10 million trips are made using the card each year.

The new online travel diary for ZoneCard is proving very popular and allows for much more efficient working, using technology to streamline the whole process. This is in line with the new ZoneCard website, designed to make using and navigating the site easier for passengers, overall leading to an increase in online ZoneCard sales. Discussions are also ongoing with operators regarding further modernisation of ZoneCard.

Twice a year, in spring and autumn, the ZoneCard survey prize draw offers users a fantastic opportunity to win a year's free travel just by filling in a week-long diary. The competition is open to all travellers purchasing or renewing a ZoneCard during the survey week, with SPT selecting a winner at random from all completed diaries.

Everyone who completes the survey gets a £7.50 voucher which can be redeemed against their next ZoneCard purchase.

This year's winners included Catherine McCarry from Dumbarton who travels from Dumbarton to Dalmuir five days a week to work and at weekends to visit her grandchildren. The next winner from Spring 2020 is Angela Eden from Paisley who uses her Zonecard to travel by bus, train and Subway five days a week to travel to work at the University of Glasgow.



Make the switch

Complete your ZoneCard diary online via mobile, desktop or tablet.
Visit spt.co.uk/diary



134,976
tickets sold



371,808
weeks of travel



£10.4m
Total value of sales



Improved passenger facilities at Buchanan Bus Station

The refurbishment works at Buchanan Bus Station (BBS), continued during 2019/20. This next phase of work saw brand new passenger information screens introduced to the station this year.

The passenger information display screens include four 75 inch TFT screens in the Buchanan bus station concourse and four 46 inch TFT screens at key bus station entrances. This project will continue into 2020/21 and will include additional passenger information screens at other locations within Buchanan Bus Station.

The new screens are just the beginning of the new high specification electronic information facilities we will be rolling out across BBS with more passenger information screens planned later at individual stances.

As the busiest bus station in Scotland, serving around 40,000 passengers daily making their journey through the station, having up to date, easily accessible travel information is essential.

The most recent upgrade to the passenger information screens at Buchanan Bus Station follows the first phase of the refurbishment of the station which saw the de-cluttering of the main concourse to improve passenger flow, and the overall look and feel of the bus station. Additional retail space has also been created to enhance the offering to bus station users.

New staff facilities were introduced in May 2019, a new Travel Card Unit opened in December 2019, and a dedicated secure left luggage facility opened in March 2020.

SPT's Freshers Event

For the second time, Buchanan Bus Station hosted a fresher's event during September 2019. Stalls were occupied by SPT Subway and Bus Operations, bus operators, ScotRail and many more providing free food samples and discount vouchers to the city's students. Capital Radio was also in attendance holding competitions and prize giveaways. This was a great opportunity for transport operators to engage with students to identify travel and ticketing solutions.

Bus Departures

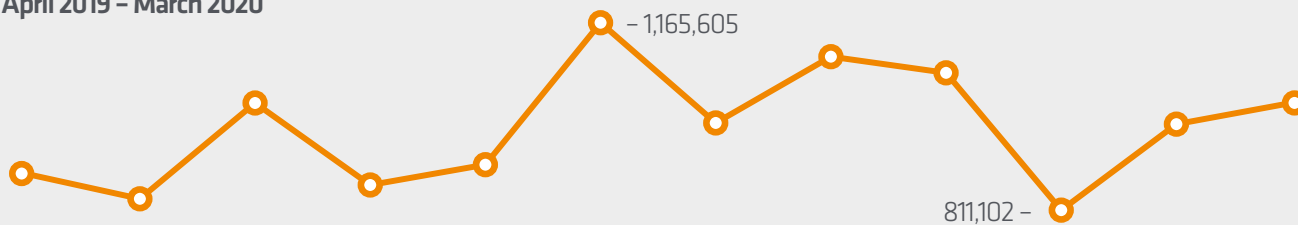
by bus station



Location	Buchanan	East Kilbride	Greenock	Hamilton	Silverburn	Braehead	All
2019/20	525,524	237,991	165,745	247,153	148,330	216,425	1,541,168
2018/19	524,294	237,699	175,341	247,699	148,492	232,043	1,565,568

Footfall

Buchanan Bus Station
April 2019 – March 2020



Bus Infrastructure



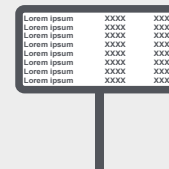
11,350

Bus stops managed



3,358

Bus shelters managed



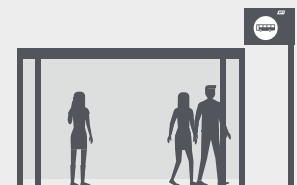
684

Bus stop real time electronic signs managed



13,794

Pole mounted info cases



154

New bus shelters installed. 141 replacements, 13 new locations.

Improved Connectivity

We continue to support our councils by investing in transport infrastructure that will help improve journey times and connectivity across the region. In 2019-20, we invested over £11million in infrastructure which included:



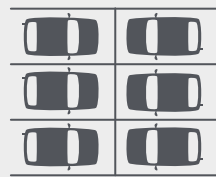
£1.7m
invested to support
active travel



£4.6m
spent on bus infrastructure



£0.85m
towards transport
interchange improvements



£1.6m
spent on park-and-ride



£1.5m
of investment in congestion
reduction measures



£0.75m
spent on improving
road safety

Traffic Light Signal Priority

We have worked with councils to identify congestion reduction measures aimed at prioritising traffic light signals to buses. SPT funding of £1.5m helped introduce new hardware and software technology to enable buses to “communicate” with traffic signals along routes, giving services priority green time which in turn helps reduce journey times and improve reliability.



Engagement & regeneration

Ravenscraig

We continue to work closely with North Lanarkshire Council and Ravenscraig Limited to ensure provision of public transport connections and active travel are at the core of the revised masterplan for the regeneration of one of Europe's largest brownfield sites.

SPT is working closely with partners in relation to funding and service levels for bus provision to serve the area with a view to establishing long-term sustainable travel behaviours.

Regeneration projects

We have worked closely with Glasgow City Council to ensure that regeneration projects are designed in a manner which takes account of sustainable access requirements, transport integration, considers the needs of bus passengers and which integrates bus services and infrastructure. Examples include the development of the Avenues project, the St Enoch and Broomielaw District Regeneration Frameworks and the Govan and Partick Strategic Development Framework.

Queens Quay development site at Clydebank

SPT continues to work with West Dunbartonshire Council (WDC) to ensure sustainable transport is at the heart of the Council's Queens Quay major redevelopment project delivering new housing, a new state-of-the-art health and care centre, a care home and significant landscaping and public realm as well as new roads and walkways linking Clydebank town centre to the waterfront. SPT has provided input and advice in relation to bus service provision, including stop locations and road layout for this major regeneration site.

Working with WDC, we began investigating options to improve access for buses in Clydebank at Kilbowie Road where the height of the rail bridge currently prohibits the movement of double decker buses between Glasgow Road and the main transport interchange on Chalmers Street. Facilitating improvements at this location will improve bus service capacity and is complimentary to serving developments such as Queen's Quay while also supporting projects such as Connecting Clydebank, Clydebank Interchange improvements and expansion of the Golden Jubilee Hospital.

Clydebank Transport Interchange

We have continued to work with West Dunbartonshire Council towards completion of an outline business case in support of the redevelopment of Clydebank Transport Interchange; part of the Council's regeneration ambitions for Clydebank. SPT has supported the Council in managing this stage of the project. The developing business case will help promote an improved rail station environment including fully accessible step-free platforms and improved bus facilities on Chalmers Street and at the existing bus layover area.

East Renfrewshire: Maidenhill, Barrhead South and Malletsheugh

We are working with East Renfrewshire Council to ensure sustainable transport options are developed alongside the delivery of new housing, a primary school/nursery, sport and play facilities and a religious facility that will make up this new community. SPT continues to work with ERC and developers in relation to accessibility and sustainability issues at key development sites including Maidenhill, Barrhead South and Malletsheugh.

Dargavel Village, Bishopton

We are continuing our work with Renfrewshire Council and the developer to review public transport options for this new community including input and advice on the associated public transport study.

Edinburgh Glasgow Improvement Programme

SPT has continued to liaise with Network Rail, ScotRail, bus operators, Glasgow City Council and passenger groups to seek to minimise disruption to the travelling public and maximise transport integration opportunities arising from construction works for the redevelopment of Glasgow Queen Street Station. Rail services, rolling-stock and timetables have all been delivered whilst the re-construction of Queen Street High Level continues with an expected completion in mid-2020. Liaison with SPT as regards the wayfinding route between Queen Street Station and the Subway continues. Access to/from local low level service trains has been maintained throughout the re-build.



Major step forward in £659k Inverclyde project

A £650,000 Inverclyde project funded by SPT took a major step forward this year with the widening of the [Chapelton Bridge](#) in Port Glasgow designed to improve road safety and cut congestion in the area.

Chair of SPT, Councillor Dr Martin Bartos, was on site to see delivery of six pre-stressed concrete beams which formed the new road deck.

The 11-metre long beams were lifted into place by a massive, 300 tonne capacity, mobile crane. The smallest of the beams weighed in at six tonnes with the largest weighing 32 tonnes.

Dr Bartos said:

“Chapelton Bridge is a key public transport artery and widening it will improve access for buses, making services more reliable and more attractive to the public.”

Lenzie station improvements welcomed

This year saw works to revamp the public realm in [Lenzie](#) introducing a range of improvements to the public space around the railway station and increased the accessibility to many local facilities and nearby shops.

This investment in Lenzie was the culmination of a long-term project involving residents, retailers, shoppers, commuters and local groups. Funding for the new look was secured through planning gain from housebuilders involved in the Woodilee development, with support from SPT and Abellio ScotRail. In addition, funding from Transport Scotland, through the Sustrans Places for Everyone programme, has enabled improvements for people walking and cycling.

The work has improved the public space around the railway station and adjacent shops.

SPT Vice Chair Alan Moir said:

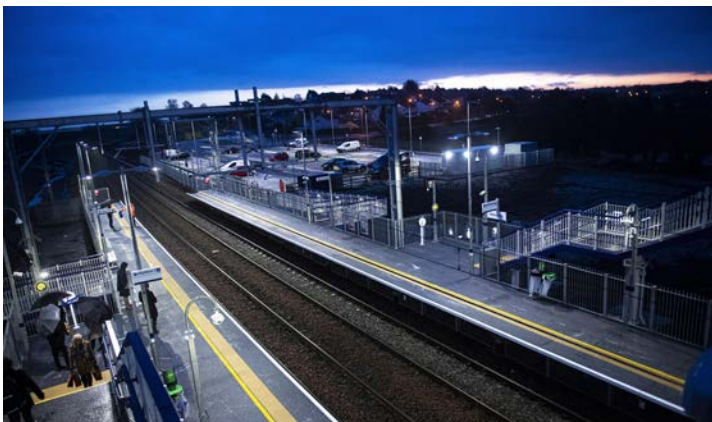
“The works have delivered a much-improved transport hub and public space, making it more appealing to everyone in the area.”

Park and Ride

This year saw our continued commitment to expanding strategic park and ride in the west of Scotland.

A new 263 space park and ride opened to the public in December 2019 as part of the new rail station at Robroyston. SPT investment of £1.25million delivered a new facility that includes 20 fully accessible parking bays and 12 Electric Vehicle charging bays.

The year also saw completion of the first steps in the re-development of Motherwell Rail Station and Transport Interchange by increasing capacity at park and ride sites in Motherwell town centre. SPT investment of £0.45m helped North Lanarkshire Council deliver the park and ride improvements which will serve the future redeveloped rail station and adjoining Muir Street bus area.



Major Projects

Robroyston New Rail Station and Park & Ride

2019 marked a major milestone for rail in our area with the opening of Glasgow's 60th railway station at Robroyston. The new fully accessible station provides the catalyst for the economic regeneration of the local area with 1,600 new homes being developed nearby and offers an attractive park-and-ride option for commuters with direct access from the adjacent M80.

Key to the project's success was the collaborative public/private partnership working group that provided the impetus to turn a major regeneration aspiration into reality. A multi-partnered Project Client Steering Group, that included SPT, was created to oversee project delivery. This group included Glasgow City Council, the developer (SMG), Park Lane, Network Rail, Transport Scotland and ScotRail.





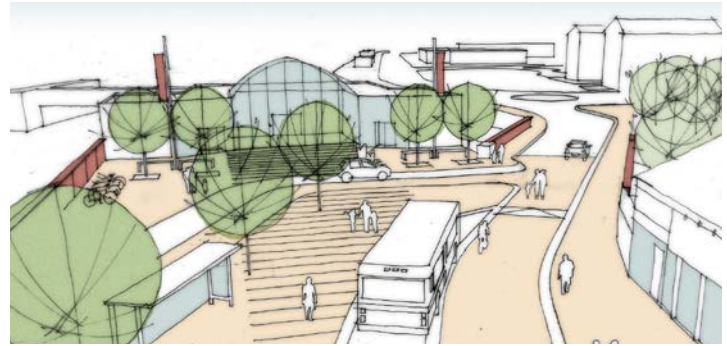
Hairmyres Rail Station Relocation

Relocation of Hairmyres rail station is planned to enable the creation of a new integrated transport hub as part of wider improvements to increase frequency and capacity on the East Kilbride line. This includes plans for the development, electrification and upgrading of the East Kilbride rail corridor – a key priority for the Scottish Government.

SPT recognises the strategic significance of this project and the benefits to be gained in developing Hairmyres rail station into a modern integrated transport hub, and whilst still at an early stage, SPT is one of a number of key stakeholder partners providing input to various working groups established during 2019-20.

SPT is working with partners to examine opportunities to deliver complementary measures as part of the wider project including strategic park & ride, bus interchange, cycle facilities, electric vehicle charging points, and other travel infrastructure to help ensure a fully integrated approach between bus, rail and active travel modes.

The improvements to the rail line and station will help meet national climate change targets by promoting modal shift from private car to public transport. The improvements will also help support strategic development specifically for the East Kilbride Community Growth Area.



Motherwell Rail Station Redevelopment

Plans to redevelop Motherwell Rail Station and Transport Interchange took a major step forward this year with the announcement of a £14.5m funding package to create a new regional transport integration hub in the town centre.

The project will see the major redevelopment of the station building and concourse, as well as an overhaul of the public realm outside the station building, improving links between bus and train services and helping promote modal shift. 2019-20 saw SPT invest £0.95m in the project with a further £1million committed in 2020-21.

A Project Client Steering Group has been established to oversee delivery. Partners on this group chaired by SPT include Transport Scotland, North Lanarkshire Council, ScotRail and Network Rail. Balfour Beatty are the appointed contractors for the station works.

New Regional Transport Strategy

Work continued to develop the new Regional Transport Strategy for the SPT region with identification of the Key Issues that need to be addressed by the RTS.

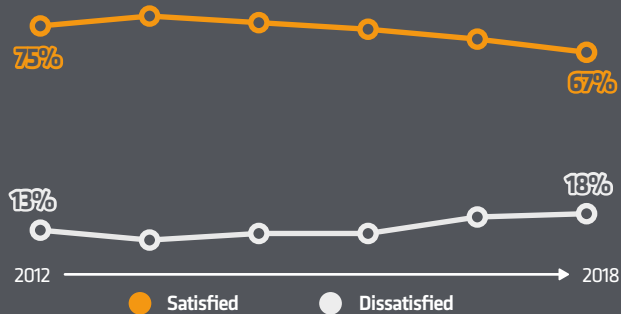
Seven key issues were identified including:

- Transport Emissions
- Public Transport Quality
- Access for All
- Active Living
- Regional Connectivity
- Technological Change and Innovation
- Roles and Responsibilities.

The development of the Key Issues were informed by the SPT Partnership Board and advisors, engagement with our partners, stakeholders and residents of the region including a public survey, review of the policy environment, analysis of data and Strategic Environmental Assessment and Equality Impact Assessment scoping processes.

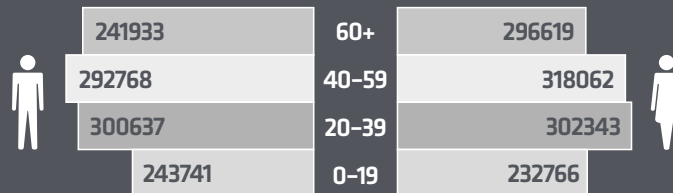
Some changes were made to the strategy development process due to the COVID-19 pandemic. The first public consultation on the Key Issues and Objectives was to take place in spring 2020, but a decision was taken to consolidate this with a future consultation phase to ensure SPT partners and stakeholders will be able to participate..

Satisfaction Trends



Data source: Transport Scotland: Travel and Transport in Scotland Local Area Analysis.

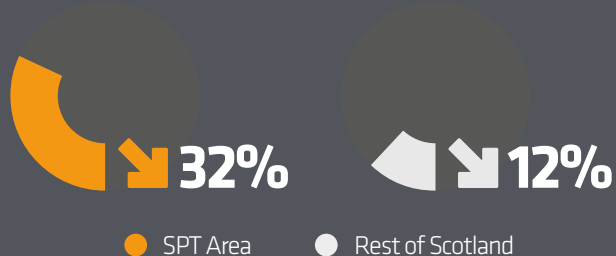
Population Characteristics



Data source: NRS - small area population estimates 2018.

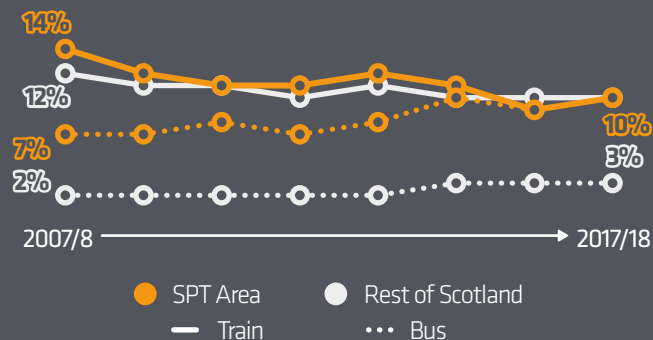
Bus Patronage Change

Reduction in bus patronage over a 10 year period.



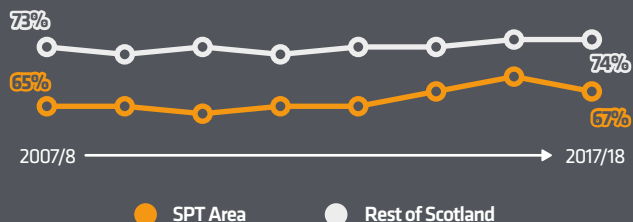
Data Source: Scottish Transport Statistics.

Bus/Rail Passenger Share



Data source: Transport Scotland: Travel and Transport in Scotland Local Area Analysis.

Car Ownership



Data source: Scottish Household Survey Local Area Analysis.

Access for all



150 subsidised
bus services



@£1.40 per head for
subsidised services



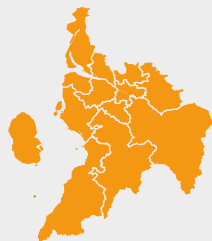
34 Demand
Responsive Transport
(DRT) contracts



@£7 per head for
Demand Responsive
Transport



Delivered within an
annual budget of
£13 million



Across 12 local
authority areas



Contracts vary in
length from one to
seven years

The Transport (Scotland) Act 2019 and National Transport Strategy

SPT has provided significant input to the Transport (Scotland) Act which received Royal Assent in late 2019 and the National Transport Strategy (NTS) published in February 2020 both through responses to consultation and direct involvement in a number of working groups.

The Act provides significant new powers to take forward enhanced opportunities to work in closer partnership with the bus industry to address patronage decline and improve standards. The NTS aims to reduce inequalities, take climate action, help deliver inclusive economic growth and improve health and wellbeing.

Consultations

SPT is committed to promoting sustainable travel and, as part of this, we respond to consultations undertaken across the range of public policy and development planning. SPT has responded to more than thirty consultations in the past year, contributing to and influencing debates on transport, wider public policy and development planning.

We have also contributed to key transport and wider policy including consultation undertaken by the Scottish Government on tackling climate change and the introduction of Low Emission Zones. Other significant consultation responses included providing written evidence to the Infrastructure Commission for Scotland and responding to consultations on remote rural and Island communities.

Supporting our councils

In addition, SPT responds to and provides advice and support to our constituent authorities in the preparation of their Local Development Plans such as those for Renfrewshire and North Lanarkshire as well as responding to Strategic Development frameworks being developed by Glasgow City Council. SPT also support our partner Councils in preparing their Local Transport Strategies including input to East Dunbartonshire's new strategy.

SPT supports and manages around 150 subsidised bus services and 34 Demand Responsive Transport (DRT) contracts across 12 local authorities. This investment ensures that local communities remain connected to services for work and leisure across the west of Scotland, often considered lifeline services particularly at weekends and evenings.

Subsidised and Demand Responsive Transport

SPT supports and manages around 150 subsidised bus services and 34 Demand Responsive Transport (DRT) contracts across 12 local authorities. This investment ensures that local communities remain connected to services for work and leisure across the West of Scotland, often considered lifeline services particularly at weekends and evenings.



01 January - 11 December 2019	Argyle & Bute	East Ayrshire	East Dunbartonshire	East Renfrewshire	Glasgow	Inverclyde	North Ayrshire	North Lanarkshire	Renfrewshire	South Ayrshire	South Lanarkshire	West Dunbartonshire
Operators commercial within UA	5	6	9	5	24	5	6	30	11	5	16	9
Operators subsidised within UA	2	3	7	3	9	2	4	10	4	2	10	5
Unitary Authority commercial mileage %	83	88	83	89	95	96	85	87	94	89	85	91
Unitary Authority subsidised mileage %	17	12	17	11	5	4	15	13	6	11	15	9

SPT manages and maintains school contracts on behalf of 11 authorities, which includes:



80,000 journeys
per day



40,000 children



1,200 contracts



1900 compliance
inspections

In 2019/20, compliance checks were carried out for:



school transport



local subsidised
bus services



MyBus services

Compliance – update

The Compliance Department within SPT is responsible for the undertaking of Quality Assurance Inspections covering a variety of subsidised contracts and schools contracts managed and maintained for 11 local authorities. Monitoring of the contracts is to ensure the required standard of service is being provided by operators.

Concessionary travel

The Strathclyde Concessionary Travel Scheme (SCTS) is administered by SPT on behalf of our 12 constituent councils and provides discounted travel on rail, Subway and some ferry routes for people with disabilities and people aged 60 or older.

More than 600,000 people living in the west of Scotland have access to the SCTS through their National Entitlement Card. In 2019/20 we saw increased demand for SCTS travel with 5.3million journeys being made throughout the SPT area.

In March 2020, the SCTS Joint Committee approved that an in-depth study of the scheme be undertaken to help ensure its long-term financial future whilst maintaining benefits its users. This work is on-going and is expected to report findings later in the year.

A project to streamline and improve the process of replacing lost/stolen/damaged and faulty travel cards is also underway, allowing NEC users within the SPT area to request a replacement card through our 24hrs IVR system. Though likely to be implemented later this year, this is aimed at reducing the wait times for card holders to receive their new card.

MyBus

The MyBus service carried 418,000 passengers during 2019/2020. This essential door-to-door pick-up and drop-off service using low-floor accessible vehicles enables residents with a mobility issue or without access to traditional public transport services to get around.

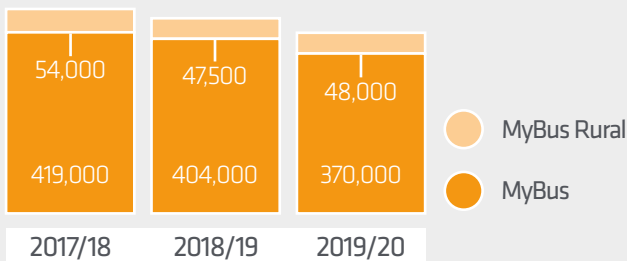
This unique service enables people to live more independent lives in their own communities and ultimately retain a sense of local social inclusion.

Online bookings

Online booking requests increased to 14% this year. With this continual drive online, next day booking requests have reduced, giving us more advanced notice of user requests. From this, we can prepare schedules in a more streamlined and efficient model. Should this continue, we would then hope to see a notable reduction in refusal rate – which is marginally decreasing – down to 5% in 2019/2020.



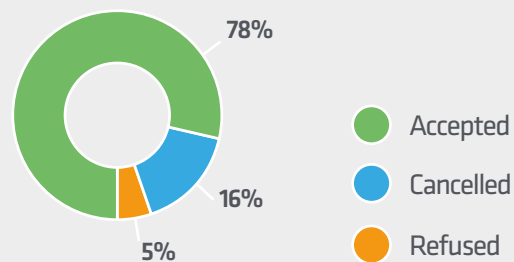
MyBus Patronage



Total patronage = 418,000 – 7% reduction from previous year.

MyBus: Reduction of 34,057 (8%) – due to a reduced service, restricted operating hours. **MyBus Rural:** Increase of 838 (2%). Introduction of R200 Service has likely contributed to this.

MyBus Journey Requests



Accepted journeys remain consistent at 78% of all requests.

This has remained static over the past three years. – with a review currently in place in how to improve; booking, operating methods and communication to the users.

Cancellation rates have increased to 16% in 2019/2020, with efforts currently evaluating how to reduce this.



Community Transport

SPT supports a number of community transport projects through grant funding, which is specifically designed to assist projects which improve access to goods, services and facilities for communities in the west of Scotland. In particular community transport is essential for some of our most elderly, disadvantaged and vulnerable groups, and often fills gaps in the mainstream transport network provision.

In 2019/20 we granted £1.18m in total to ensure transport for those with special needs and kids clubs, community bus services for the elderly and those with mobility issues, as well as providing transport for patients to meet hospital / hospice and out-patient appointments.

Community transport plays a key role in ensuring transport in many rural areas where there is limited access to public transport so these communities remain connected. It means groups who might otherwise have no way of travelling can improve their quality of life by reducing loneliness and increasing their social interaction helping to promote their own wellbeing.

Some of the newer groups to benefit from grant funding include Community Central Halls (CCH) which operates transport services within the most deprived communities of northwest Glasgow. CCH has been awarded £27,500 to continue to provide transport services for all ages, abilities and ethnicities in this area.

Glenboig Development Trust (GDT) received £20,000 to provide transport services to a wide variety of groups such as nurseries, social work, children and youth groups, elderly and disabled. The Trust also operates shopping trips from villages in the Glenboig area for local residents who have limited access to public transport.

Inverclyde Voluntary Council of Social Services (IVCSS) received £20,000 to support its transport activities. IVCSS is a charitable organisation which assists children and adults with Additional Support Needs to get to and from school and day centres.

This is a first time award for IVCSS, which has been providing this much needed service for more than 30 years in Inverclyde. This funding will be used to support the organisation's fleet replacement programme.

Grant funding approved in 2019/20:



£425,271 to Community Transport Glasgow



£136,944 to North Area Transport Association



£125,427 to Coalfield Community Transport



£82,000 to the Rural Development Trust



£53,000 to Getting Better Together



£43,845 to South Ayrshire Community Transport



£38,060 to South West Community Transport



£27,500 to Community Central Halls

BLANTYRE VOLUNTEER

£20,000 to Blantyre Volunteer Ltd



£20,000 to Community Transport East Renfrewshire



£20,000 to Glenboig Development Trust



£46,456 to Larkhall & District Volunteer Group



£2,500 to Voluntary Action South Lanarkshire



£22,500 to Ardgowan Hospice

PORT GLASGOW VOLUNTARY TRANS-PORT GROUP

£10,000 to Port Glasgow Voluntary Trans-Port Group



£20,000 to Inverclyde Voluntary Council of Social Services.



£25,000 Strengthening Opportunities for Older People in Renfrewshire (SOOPIR)

For more information on all grant funding projects, visit: spt.co.uk/documents/latest/Ops260419_Agenda8.pdf



Widening the MyBus appeal

In 2019, SPT joined forces with Members of the Scottish Youth Parliament (MSYP) and South Lanarkshire Council to highlight a new pilot project for the MyBus Rural service in South Lanarkshire.

This was after MSYP members contacted SPT to look at ways we might be able to help to promote MyBus Rural as a transport option to younger people in the area. The project was inspired by the SYP's "All Aboard" campaign which aims to make transport more accessible to young people and improve their experience of public transport.

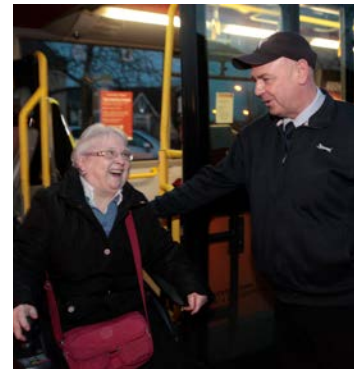
It was an opportunity to highlight the SPT Rural service to young people aged 12 to 25 in South Lanarkshire so they have access to wider transport links, meets their social needs and offers excellent value. It also has the added convenience of being bookable online and picks you up and drops you off as close as possible to your destination.

Larkhall Volunteer Group benefits from SPT grant funding

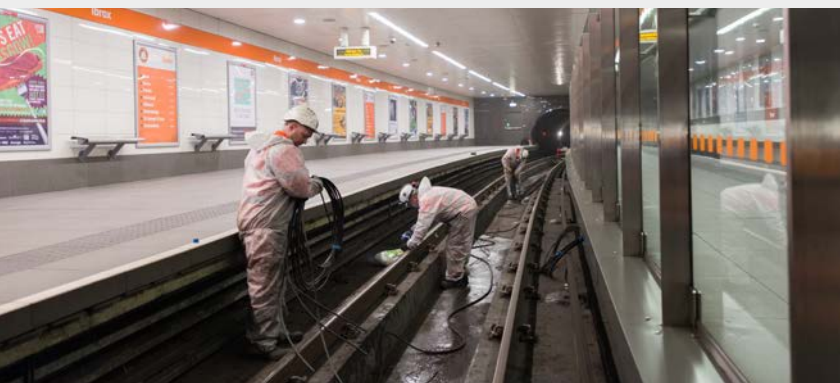
The Larkhall & District Volunteer Group (LDVG) received more than £46,456 SPT grant funding in 2019/20 to cover essential running costs. The South Lanarkshire based community transport project provides transport services for various community groups in the area providing a range of services in its local community designed to reduce physical and social isolation and encourage service users to remain active and healthy.

It provides transport so users can access various services and activities such as transporting older people to their lunch clubs and providing access to education services for children in the travelling community. In the last year, they also launched a volunteer car scheme to access medical appointments, and are continuing a pilot scheme to operate a shopping bus service for those living in a particularly deprived area of Larkhall.





Reduced Emissions



Prioritising our carbon management targets

SPT is continuing to prioritise its carbon management approach as it works towards its target to reduce carbon emissions by 35 per cent by 2024/25 based on 2008/09 levels.

An updated Carbon Management Plan set to 2025 has set out new actions to help SPT achieve that target, in line with the Scottish Government's target to reduce carbon emissions by 80 per cent by 2050.

SPT has had a carbon management plan in place since 2008/09 and by 2015/16 had already delivered an 18.8 per cent reduction, achieved through considerable investment in a number of initiatives such as utilising solar power and voltage optimisation at Buchanan Bus Station; an LED lighting upgrade on the Subway; and other innovative measures such as the introduction of a ground source heat pump at Broomloan Depot.

Updated actions:

- Continued roll-out of energy efficient lighting across our operations
- New, more efficient rolling stock, signalling and control systems including a new dynamic braking system which allows energy to be generated by the trains, and the ability to power down at night
- A review of Subway substations and a rolling programme of replacement/renewal with modern, more efficient parts/equipment
- Upgrade, renewal or replacement of tunnel lining, rails, and pumping stations
- Further energy efficiency improvements at Buchanan Bus Station (including new electrical distribution board, supporting infrastructure and smart metering)
- Broomloan Depot improvements (including new electrical distribution board and supporting infrastructure)
- New energy efficient data storage
- In general a roll-out of smart metering across SPT operations to allow more intelligent interrogation and detailed measurement of consumption to allow more directly targeted improvements.



Supporting active travel

Supporting Active Travel

SPT has continued to encourage active travel and promote the switch to healthier, greener and more sustainable travel choices. During 2019/20, we invested £1.7million in walking and cycling projects in our area through capital programme funding to our councils.

Active travel projects included:

- **Cardross Station to Geilston Burn, part of Helensburgh & Lomond cycleway project (Argyll & Bute)**
- **Irvine Cycle Friendly Town (North Ayrshire)**
- **Loans-Troon Cycleway (South Ayrshire)**
- **M8 Strategic Investment Sites, Cycle Access Improvements (North Lanarkshire)**
- **East Kilbride Cycle Network (South Lanarkshire).**

SPT has continued to support the ambitions of the Glasgow City Region City Deal and partner local authorities towards delivering over £1bn of investment across the Clyde Valley area. We have continued to provide our input and advice to City Deal forums including transport and economic working groups.



A803 Sustainable Transport Corridor

2019-20 saw SPT partner alongside East Dunbartonshire Council and Glasgow City Council to develop a Strategic Business Case for investment in public and sustainable transport infrastructure on the A803 route corridor.

The project, being led by East Dunbartonshire Council as part of their Place and Growth Programme, will look to improve sustainable transport infrastructure connections to the north of Glasgow linking the city centre via Bishopbriggs, Springburn and the new Sighthill Transformational Regeneration Area.

£34.88m has been earmarked in the Strategic Business Case, which includes plans for the delivery of Phase 5 of the Bishopbriggs Relief Road and the regeneration of Bishopbriggs Town Centre, was approved by Glasgow City Region Cabinet on 11 February 2020.

We will continue this close partnership working during the development of the Outline Business Case stage and ensure that collaborative working remains at the heart of delivering exemplar sustainable transport projects across our area.

Understanding active travel attitudes

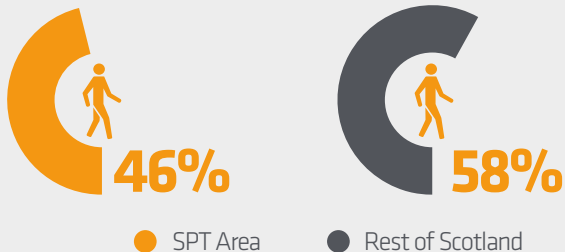
In the light of the global Coronavirus pandemic, active travel has become more prevalent in many cities across the world. As more people choose to walk or cycle for essential trips or for exercise.

Encouraging this approach to continue post lockdown and post pandemic is now becoming a priority. The Scottish Government has made funds available for Local Authorities to allocate more “Spaces for People” to ensure people can walk, cycle or wheel during this public health emergency while physically distancing and keeping safe from traffic.

Figures on the next page show the scale of active travel in the SPT region over past few years.

Active travel

Fewer than half of adults living in the SPT region walk at least 3 days a week as a means of transport.



Data source: Transport Scotland: Travel and Transport in Scotland Local Area Analysis.

Walk to work

About one in every 10 commuters walk to work.



Travel to school

Around one in every two school children walk while only a very small number of children cycle in the SPT region



Data source: Transport Scotland: Travel and Transport in Scotland Local Area Analysis.

Cycle to work

Journeys made by bike as the main mode are below the national average of 3%



1% of all journeys made in SPT region are by bike

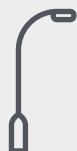
Factors to encourage more walking



Improved walking surfaces



More safe and secure feeling routes



Better lighting

Factors to encourage more cycling



More routes away from roads



More segregation from motorised traffic



More direct cycling routes

Data source: RTS Public Survey.

Improved Service Delivery

Our people



499

People employed
by SPT



£22.1m

of staff related costs

At 31 March 2020, SPT employed 499 people (482 FTEs) and incurred a total of £22.145m of staff-related costs.

SPT recognises the importance of continuously improving our business, reviewing processes and adopting new technologies and good practice that enable us to deliver our core services in a cost-effective and relevant way. Our people are at the heart of this strategy and the HR department continued to support the organisation to attract and retain skilled people as well as to develop their skills and competence; enabling significant organisational change.



Learning and development

SPT invested £163k in staff learning and development over the course of 2019/20 ensuring our staff maintain the most technically up to date, irrespective of discipline, can perform their current roles safely and effectively in line with regulatory requirements as well as having the capability to adapt to change and meet the high standards expected by our customers.

We maintained a focus on mandatory health and safety requirements, ensuring the safety of our staff and customers at all times, whether that is ensuring the safety of our staff and customers at all times, in Subway, bus stations and in our corporate locations. Our Competency Management system is maintained by our training leads in both Subway Operations and Maintenance helps define our annual training plan for Subway staff. A three-day Leadership Development Programme was also undertaken across Subway, the Projects team and corporate managers key to the delivery of SPT services.

Internal training and briefings continued including Managing Sickness Absence, Finance for non-finance managers and Procurement Essentials, with an emphasis across the whole organisation on the need for good Information Management practices. This included briefing sessions to all staff highlighting Information Security & Data Protection and General Data Protection Regulation (GDPR). Internal briefings are delivered effectively utilising internal expertise from relevant departments.

In addition, the significant change and restructure of the bus operations department was supported by team development plans ensuring these reflected the need to work differently and collaboratively. The roll out of these development plans will continue.

Subway Modernisation continued at pace and the HR department continued to support operational readiness activity principally through resource planning including the recruitment of skilled people into a range of specialist and developmental positions to support this multi million pound project.



Developing staff for the future

SPT is working to maximise opportunities for training and developing our staff in readiness for acceptance of the new assets. With the scale of technological and organisational change ahead, SPT has created a number of long-term development opportunities including the investment in a broad-based engineering apprenticeship scheme, external secondments and the recruitment of four graduates across a range of disciplines. This, along with a focus on core and cross-skilling activity, including programmes funded through the Flexible Workforce Development Fund, provides staff with real opportunities for development as well as securing the skills SPT needs for the future.

Having introduced modern and mature apprenticeships, these seven staff progressed through their first and second years of study at college. All of our engineering apprentices will gain practical experience on site with both the new and current engineering assets as part of their development programme.

Two members of staff continue with their secondment as Systems Technicians to ANSTA, the Joint Venture between Stadler and Ansaldo delivering the Subway Modernisation rolling stock, signalling and associated equipment contract, as part of the Technical Support and Spares Supply Agreement (TSSSA). The secondees have undertaken specialist training and have been involved in testing and commissioning activity of a range of new assets whilst providing regular progress updates to SPT and helping to shape technical training and secure meaningful knowledge transfer for the longer term.

We continue to have five graduates undertaking training schemes across a number of functions – Engineering, Human Resources, Policy & Planning, Projects and Subway Operations. SPT believes that the energy, drive and enthusiasm that these Graduates bring to SPT combined with our investment in terms of structured training programmes and the opportunity to work alongside our current workforce will enable them to build on their academic skills and, at the same time, help SPT strengthen its skilled workforce.



Health and Safety

SPT's Health and Safety team working in conjunction with all departments ensures a clean and safe environment with an on-going commitment to reducing hazards and the potential for harm to members of the public, passengers and staff across all SPT operations.

Health and Safety performance is reported at departmental level and discussed in management review meetings. The Health and Safety team undertake regular scheduled audits to monitor key areas of our safety management system and ensure these areas are adequately controlled. Where opportunities for improvement or non-compliance are identified, a remedial action plan is implemented.

There has been a three year downward trend of accidents across employees, passengers and others within SPT premises during a time when there has been increases in patronage and contractor works with changes to SPT premises and employees' working environments. Specific Safety Plans for our operational environments have helped improve our safety performance.

Employee accidents have reduced year on year for the past three years and while Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) reportable events have historically been low, as at 31/3/20 SPT recorded 468 days since the last reportable employee accident.

Slips trips and falls account for the majority of member of the public injuries across SPT and it is encouraging to report a decrease in events this year, continuing a downward trend from the previous year.

SPT has seen increased contractor activity as it continues the modernisation process within Subway and refurbishment works throughout Bus Stations. There has been renewed focus on contractor management with working safely a key priority. This, in conjunction with a near miss reporting initiative has helped the projects and health and safety teams work with our partners to reduce contractor accidents on SPT premises.

Key Highlights

 **48%**

48% reduction in employee accidents reported across SPT with no RIDDOR reportable events recorded in 2019/20.



28m+

Over 28 million passengers travelled through all its premises 2019/20.

 **50%**

50% reduction in contractor accidents in conjunction with an increase in contractor activities relating to new rolling stock and control systems and refurbishment activities at Buchanan Bus Station.



13.2m

13.2m passengers travelling on the Subway.

 **43%**

43% reduction in member of the public accidents in all SPT premises with 114 accidents involving members of the public which equates to 1 in every 245,614 passengers.



15m

15 million passengers travelling within bus premises

Equality

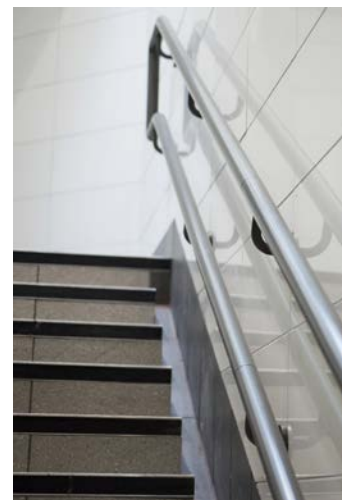
SPT is committed to promoting equality of opportunity for our customers and staff. Our services and activities have a strong focus on connecting people to the places they need to go and improving the journey experience for all. SPT's [Advancing Equality Report](#) sets out how we aim to achieve this.

Ensuring that people have the confidence to travel on the public transport network is critical in helping people reach their full potential.

In 2019/20, SPT continued to work with a range of equality organisations and partners to ensure our services and facilities are responsive to customer needs.

We are currently developing the new Regional Transport Strategy (RTS) and, as part of this process, we are undertaking extensive public consultation on people's experiences of the transport network and are engaging with representatives of equality groups to gain a better understanding of the challenges people face when using the transport network.

We are also working with the Equality & Human Rights Commission (EHRC) to ensure our future equality outcomes are relevant to passenger needs. In 2019/20, this included attendance at several workshops with partners from across the transport industry. This work is on-going and in liaison with SPT, EHRC has now invited Regional Transport Partnerships across Scotland to help ensure SPT is committed to promoting equality of opportunity for our customers and staff.



Customer Services

SPT demands a safe, clean and secure environment for its employees, passengers and visitors across its facilities and SPT's Customer Services Department ensures that these services are delivered to standard. Customer Services is responsible for the facilities management of bus stations, Subway stations, office buildings and the engineering depot.

SPT's in-house Facilities Team (also based within the Customer Services Department) performs planned and reactive maintenance across all SPT's facilities, to help maintain and improve the estate. The team continues drive efficiencies through cost and response times, but also continues to deliver project work to enhance the SPT estate. During 2019/20, the Facilities Team completed approximately 5000 jobs across SPT's infrastructure. In 2019 they completed a refurbishment programme of the back of house facilities at Buchanan Bus Station, enhancing the working space and welfare facilities for staff and contractors. They assisted with the installation of passenger information signs and installation of new digital advertising screens at Buchanan Bus Station. They also installed the power points at Broomloan Depot, to facilitate a waste compactor – which has aided SPT's drive in reducing its carbon footprint.

Customer Services strives to assure stakeholders that SPT's objectives are being met and are monitored for continuous improvement. The department practices benchmarking customer standards within the organisation and is responsible for ensuring front facing personnel are provided with corporate work wear and maintenance personnel are equipped with the PPE work wear, in order to promote SPT's image and brand ethos.

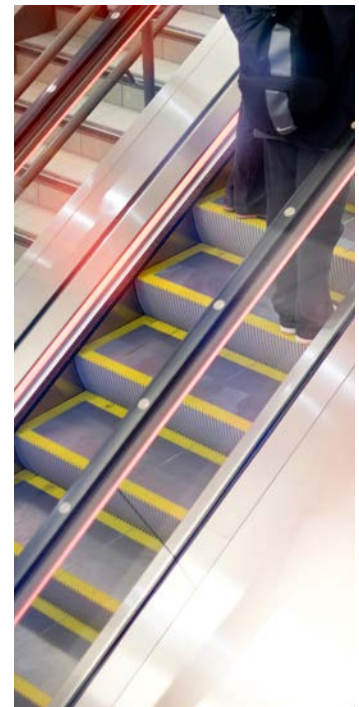
Customer Services manage and oversee various service and maintenance contracts and ensure that all the key objectives are being achieved from each contract, from mobilisation until expiry. In 2019/20, SPT mobilised the new cleaning services contract, held by Churchill Contract Services Ltd; which has the potential to operate for ten years.

SPT has awarded a Roadside advertising contract – which is in the process of mobilising – where the introduction of roadside static digital displays will provide a new revenue stream to SPT.

By enhancing its advertising estate by upgrading aged advertising panels, SPT has created a more appealing platform for new and existing advertisers; along with expanding its digital advertising estate by introducing new 75" screens in Buchanan Bus Station, all to aid revenue growth.

Other contracts awarded and mobilised during 2019/20 were the legionella water management and sewage pump maintenance at Subway Stations.

The department provides a front line operational service to the travelling public through the management of the Bus Stations and Interchanges at: Buchanan Bus Station, Hamilton Bus Station, East Kilbride Bus Station, Greenock Bus Station, Govan Bus Interchange and Partick Bus Interchange. Services consist of bus regulating, customer service enquiries, ticket sales (at East Kilbride) and the management of various facilities.





Hassle? Naw.

I'm more likely to be asked,

'Where'd you get those heels?'

Lawrence Chaney @lawrencechaney

Get home safe with Subway. Trains until 23:40, Monday to Saturday.

My Glasgow My Subway rollout

SPT's marketing team rolled out phase two of 'My Glasgow, My Subway' in August. The campaign was a bold, cross-media advertising campaign which reconnected the Subway with the city.

'My Glasgow, My Subway' celebrated Glasgow's 'subculture' featuring portraits of real characters reflecting the unique creativity, diversity and spirit of the city.

2%

Increase in Subway patronage.

9%

Increase in revenue.

34%

Increase in engagement.

202%

Increase in clicks.

25k

Page views.

Communications and Marketing

 **@GLASubwayTravel**

2.4m
Impressions

59k
Engagements

5k
Link clicks

 **@glasgowsubway**

1.7m
Impressions

22k
Engagements

2k
Link clicks

 **@SPTCorporate**

368k
Impressions

12k
Engagements

2k
Link clicks

 **Facebook**

8.4m
Impressions

134k
Engagements

46k
Link clicks

 **Instagram**

1.2m
Impressions

12.7k
Engagements

 **LinkedIn**

70k
Impressions

7.5k
Engagements

6k
Link clicks

Find out more
spt.co.uk/mysubway

   **#MyGlasgowMySubway**



Online

Follow us on Twitter at [@SPTcorporate](https://twitter.com/SPTcorporate)
or visit our website spt.co.uk

Your suggestions

If you would like to pass on your suggestions
or comments, please email us at:
suggestions@spt.co.uk

General enquiries

If you have an enquiry relating to any of our
services please send it to: enquiry@spt.co.uk

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Glasgow G2 5JF