

# Strathclyde Partnership for Transport Annual Report 2017/18

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# Strathclyde Partnership for Transport Annual Report 2017/18

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## Foreword from SPT Chair



Welcome to SPT's 2017-2018 Annual Report. In this you'll find highlights from the work the Partnership undertakes and some of the many achievements and successes of the last year.

Transport, and particularly how public transport is delivered, remains a vital issue across Scotland. As Chair of Scotland's largest Regional Transport Partnership, I take seriously the need for public transport to be available, affordable, accessible, sustainable (both environmentally and economically) and to deliver a high quality experience. Whilst SPT doesn't run the regional transport network, I know that every part of SPT works hard towards those goals - through our Regional Transport Strategy and by using the resources and powers at our disposal.

This year we've faced some particular challenges and I would like to take this opportunity again to thank SPT staff, on behalf of the public and Partnership board, for all their hard work and dedication. This was seen, particularly prominently, earlier this year when blizzards during the 'Beast from the East' almost brought the entire Scottish transport network to a halt. Despite the impact on our depot, our Subway staff managed to keep our trains running longer than any other local service - helping passengers get closer to their destinations. At the same time our staff at Buchanan bus station provided sanctuary to many local and intercity passengers stranded far

from home. SPT's staff are its greatest asset and daily demonstrate SPT's commitment to serving the public.

Alongside our other day to day operations, SPT targets money to support community transport and key services such as MyBus. Building for the future, SPT's various capital projects across the West of Scotland, including our Subway modernisation programme, also continue to deliver infrastructure improvements. We couldn't deliver all this without funding and support from our 12 member local authorities and Scottish Government, as well as the cooperation of transport operators and wider stakeholders - I want to thank them all for their continued support.

Finally, I know next year will bring new challenges (as well as opportunities) for the delivery of transport across Strathclyde. Come what may, I am confident SPT's Partnership board members will continue to lead and scrutinise the plans and work of SPT's team to help deliver the best we can for the region's travelling public. My thanks to all of SPT's board members, particularly my vice-chairs, for their hard work during this past year and I look forward to our partnership work in the next.

**Cllr 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 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.



# Partnership (as at 31 March 2018)

The SPT Partnership consists of 20 elected members representing the 12 local authorities in the West of Scotland and up to nine appointed members. The Partnership and Committees meet regularly, receiving updates and voting on key decisions regarding SPT business.



**Dr Martin Bartos**  
Chair, Glasgow City Council –  
Scottish Green Party



**Brian Davidson**  
Appointed Member



**Alan Moir**  
Vice Chair, East Dunbartonshire Council –  
Labour



**Allan Falconer**  
South Lanarkshire Council – Labour



**David Wilson**  
Vice Chair, Inverclyde – Scottish  
Conservative and Unionist



**Ann Faulds**  
Appointed Member



**Malcolm Balfour**  
Glasgow City Council – SNP



**Jim Finn**  
West Dunbartonshire Council – SNP  
(Chair of audit and standards)



**Gregory Beecroft**  
Appointed Member



**Anne Follin**  
Appointed Member



**Colin Cameron**  
North Lanarkshire Council – Scottish  
Conservative and Unionist



**Graham Hardie**  
Argyll and Bute Council –  
Liberal Democrat



**Allan Casey**  
Glasgow City Council – SNP



**Graham Johnston**  
Appointed Member



**Ian Cochrane**  
South Ayrshire Council – SNP



**Alan Lafferty**  
East Renfrewshire Council – Labour



**Alex Macaulay**  
Appointed Member



**Jim Roberts**  
East Ayrshire Council – SNP



**Jo MacLennan**  
Appointed Member



**David Shearer**  
South Lanarkshire Council – SNP



**Marie McGurk**  
Renfrewshire Council – SNP



**Jacqueline McLaren**  
Glasgow City 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

**The SPT Partnership met five times in 2017/18.**  
More information at: <http://www.spt.co.uk/corporate/about/minutes-agendas/partnership/>

**The Strategy and Programmes Committee met three times in 2017/18.**  
More information at: [www.spt.co.uk/corporate/about/minutes-agendas/strategy-programmes-committee/](http://www.spt.co.uk/corporate/about/minutes-agendas/strategy-programmes-committee/)

**The Operations Committee met three times in 2017/18.**  
More information at: [www.spt.co.uk/corporate/about/minutes-agendas/operations-committee/](http://www.spt.co.uk/corporate/about/minutes-agendas/operations-committee/)

**The Audit and Standards Committee met three times in 2017/18.**  
More information at: [www.spt.co.uk/corporate/about/minutes-agendas/audit-standards-committee/](http://www.spt.co.uk/corporate/about/minutes-agendas/audit-standards-committee/)

**The Personnel Committee met three times in 2017/18.**  
More information at: [www.spt.co.uk/corporate/about/minutes-agendas/personnel-committee/](http://www.spt.co.uk/corporate/about/minutes-agendas/personnel-committee/)

# Year in highlights 2017/18

## April 2017

Knowledge Exchange Visit with **Tyne** and **Wear Metro** exploring best practice across the two networks.

## June 2017

SPT welcomes a new partnership with new Chair and Vice-chairs appointed.

Contracts awarded for next two Subway stations to be modernised, **Shields Road** and **Bridge Street**.

SPT digital takes home the **Holyrood Connect Award** for Innovation for its Subway Axiom project.

## August 2017

**My Glasgow, My Subway** launches. A new campaign using social media as well as radio and SKY TV advertising.



## October 2017

Subway Modernisation picks up a Commendation at the **Saltire Civil Engineering Awards** for Infrastructure Innovation, work led by contractor Freyssinet.

Work begins on the redevelopment of **Partick Interchange** to increase the number of bus stances along with improved waiting areas, integrated lighting, CCTV, seating and Real Time Passenger Information (RTPI) available.

## January 2018

SPT starts new Apprenticeship scheme for both modern and mature apprentices.

SPT appoints **William Tracey** to deal with all its main waste management services, one of the UK's leading recycling and resource management companies with a full range of environmental services.

## March 2018

Transport Focus results reveal 97 per cent satisfaction with **Subway** from passenger survey.

SPT Partnership awards a contract for specialist Subway train bogie and wheel repair to **Wabtec Faiveley UK-Rail Scotland**.

SPT announces more than £73 million worth of infrastructure projects in the region over the next financial year 2018/19.

**Shields Road Subway Station** modernisation complete.

## May 2017

SPT Equality and Diversity Monitoring Report and Advancing Equality 2017 documents lay out our commitment to meet our equality obligations.

## July 2017

**Kelvinbridge Subway Station** modernisation complete.

SPT supports the **British Transplant Games** in North Lanarkshire.



## September 2017

SPT supports **Climate Week**, raising awareness and inspiring action on climate change in a number of staff initiatives.

The annual student **Smartcard** campaign kicks off as Glasgow welcomes new students at Fresher's fairs across the city.

## November 2017

SPT attends **Glasgow STEM festival** at Glasgow Science Centre talking to second and third year students from across the city's secondary schools about career opportunities in the organisation.

SPT's **School Bus Contracts Procurement Initiative** is a finalist at the GO Excellence in Public Procurement Awards, which celebrates procurement excellence and innovation.

SPT responds to Scottish Government consultations on Low Emission Zones, Free Bus Travel for Older and Disabled People and Modern Apprentices, Local Bus Services, Smart Ticketing, and Scottish Road Works.



## December 2017

New **Zonecard** site launched.

Subway Christmas timetable begins with extended opening hours on Sundays.

**Shields Road** Park and Ride reaches peak capacity with usage up more than 16 per cent in the run up to Christmas.



## February 2018

**Buchanan Bus Station** offers shelter to 60 stranded passengers as 'Beast from the East' brings transport across the country to a standstill, apart from the **Subway** which continues running services.

Attractive, seamless, reliable travel

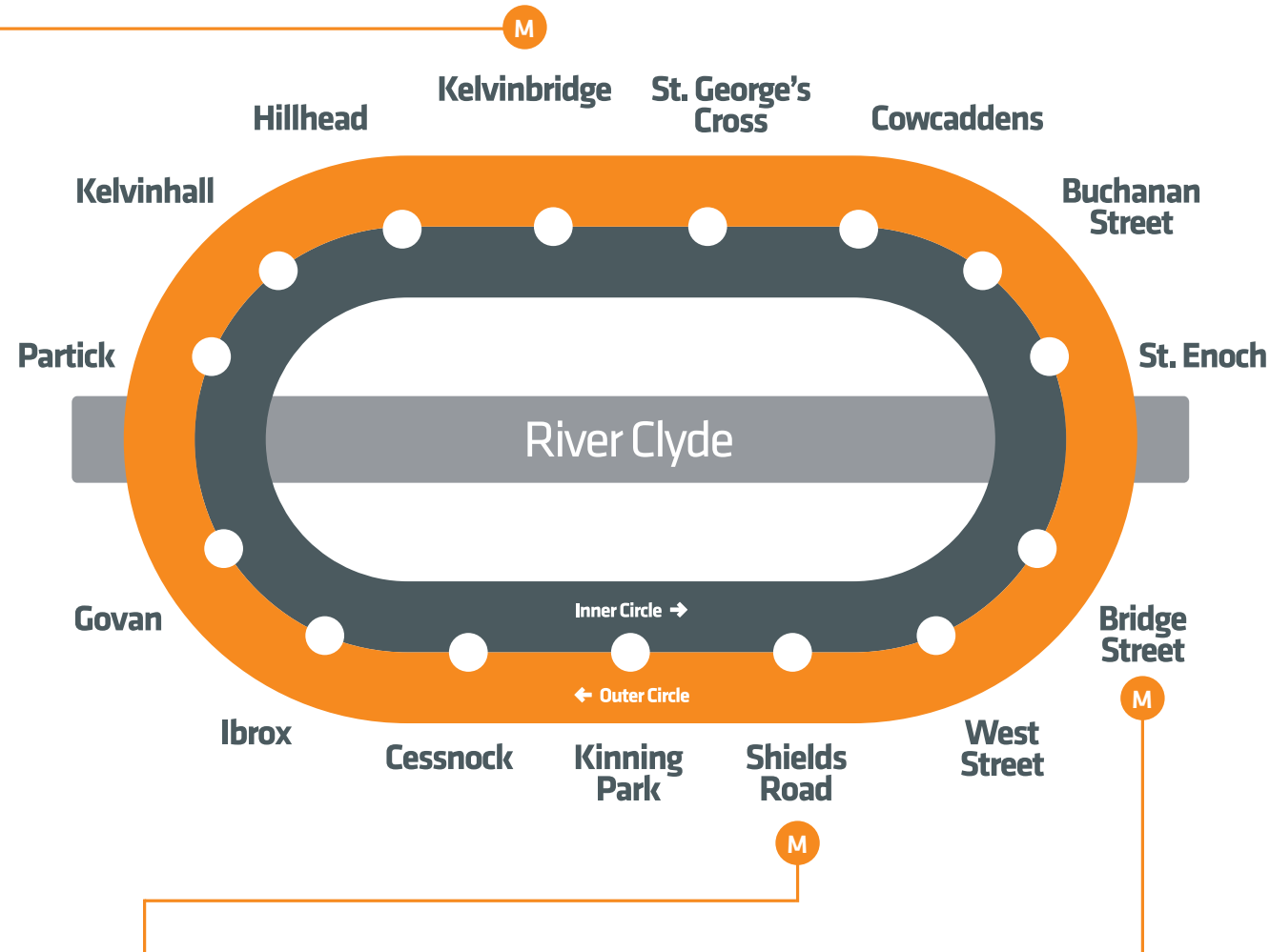
Improved connectivity

Access for all

Reduced emissions

Improved service delivery

# Attractive, seamless, reliable travel



## Key Subway Modernisation achievements



**11**  
stations  
now complete

### Stations

11 Subway stations now complete.

Design for the final four stations to be refurbished has now been completed. The architects appointed, AHR Architects, are consulting with the new Rolling Stock and Control Systems to ensure all specific requirements captured within the final designs.

### Infrastructure

Tunnel lining works complete (see pages 12-13 for more).

Subway Operations training facility, Station 16, transferred from Broomloan Depot to Govan Subway Station.

Advanced works at St George's Cross to deal with significant groundwater ingress, in preparation for the station refurbishment, have also been completed.

Replacement of the system's rail baseplates now complete and new rail totalling 2.3km in length has now been installed.

New rail delivery plant for long welded rail delivered.



**4**  
final station designs out to tender and will begin in 2019

### Depot developments

Tender for contract to carry out structural repairs, strengthening works and replacement of roof of stabling shed at Broomloan Depot approved.

New Gatehouse at Depot complete.

Main Depot electrical distribution board replaced, essential for operation of new rolling stock and control systems.

Work due to start on the new Operation Control Centre.

### Rolling stock

Behind the scenes, SPT project delivery team continues to work with the joint venture team of Ansaldo and Stadler (ANSTA) to progress the manufacturing and delivery of new trains.

We are reaching agreement on the final design of the new trains and working towards the first build.



More information on Subway Modernisation at [www.spt.co.uk/subway/modernisation/](http://www.spt.co.uk/subway/modernisation/)

# Attractive, seamless, reliable travel

*"The implementation of the works was inspirational and a credit to the civil engineering profession."*

## Commendations for Subway modernisation

SPT's tunnel lining works, which included water sealing, void filling, lining repairs and trackbed repairs were completed this year.

The targeted and prioritised work programme was carried out by French engineering company Freyssinet. Their team has worked during the night in the four-and-a-half-hour time window available when the Subway stops running and when service resumes, for the past two years.

This complex design and build contract had several challenges mainly due to our Victorian tunnels. The project required a combination of SPT's in-house tunnel knowledge and expertise, and Freyssinet's engineering, logistical and innovation skills.

It has been a mammoth logistical and technical task for the Freyssinet team, involving 150 people deployed to strengthen and modernise the 122-year-old tunnels, using more than 175,000 bags of grout materials. The team also designed and fabricated their own bespoke equipment specifically to transport the bags of grout, and miniaturised their spraying system combining the existing wet and dry spray techniques with bespoke

equipment fit for the Subway work environment. The implementation of the works was inspirational and a credit to the civil engineering profession, extending the life of a critical piece of public infrastructure.

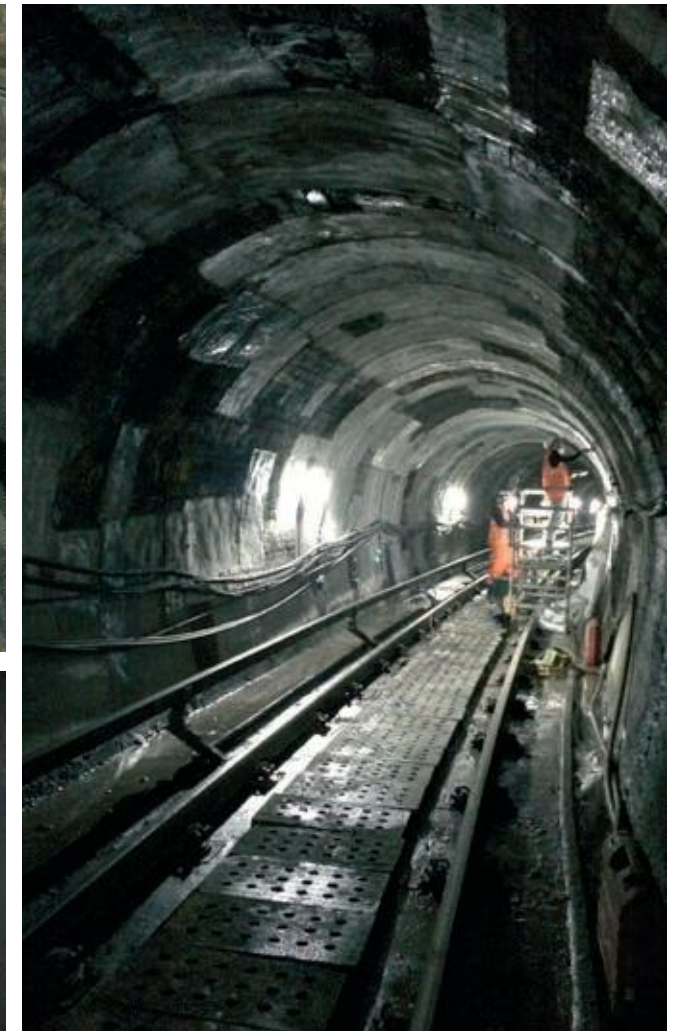
In an impressive logistical feat engineers cleaned and inspected 14,600m of tunnel and 14,000m of track bed and drainage channel, repaired 2,800m<sup>2</sup> of tunnel and carried out 3,000m<sup>2</sup> of grouting work over a two-year period.

Outwith maintenance, this was the biggest major improvement made to the tunnel infrastructure in the Subway's history. The major objectives, which were all achieved,

were to improve the structural integrity of the tunnel lining, reduce the amount of water ingress into the system, improve water management and movement, and improve the environment which would identify any future defects more easily.

Freyssinet has subsequently won multiple awards for this work with SPT, including the Lord Cullen Trophy for Safety Performance at the annual Scottish Chamber of Safety Awards.

Freyssinet was also awarded an Infrastructure Innovation Commendation at the ICE Saltire Civil Engineering Awards, which celebrates outstanding engineering achievements in Scotland and worldwide.



**3,000m<sup>2</sup>**  
of grouting over a two-year period



**2,800m<sup>2</sup>**  
of tunnels repaired



**14,600m**  
of tunnel cleaned and inspected



**14,000m**  
of track bed and drainage channel cleaned and repaired



Watch

**Freyssinet tunnel lining works**  
[www.youtube.com/watch?v=MdObCFke8YU](https://www.youtube.com/watch?v=MdObCFke8YU)

**More information about Subway modernisation**  
[www.spt.co.uk/subway/modernisation/](http://www.spt.co.uk/subway/modernisation/)



### Let it snow, let it snow!

A bout of unseasonably bad weather resulting in heavy snow saw much of the public transport network in Scotland grind to a halt at the beginning of March 2018. The heavy snow over three days saw road transport cease with the Met Office issuing a red weather warning that advised no travel unless absolutely necessary. Public transport for bus and rail was severely hit over the two days, with operators cancelling all services from 3pm on Wednesday 28 February to 10am on Thursday 1 March.

Despite huge challenges to keep the depot clear, so trains could access the Subway system, our staff made every effort to get to work and ensured the Subway continued to operate to get people home on Wednesday 28 February until 7pm. We opened again the next morning to assist those who needed to travel. Once again, we managed to maintain a reduced service until 7pm on Thursday 1 March returning to normal service the next day.



## Subway passenger satisfaction survey

\*Transport Focus is an independent transport user watchdog which undertakes this work across all modes of transport in the UK, including rail and bus services.

Its mission is to get the best deal for passengers and road users, using knowledge to influence decisions on behalf of them to secure improvements and make a difference.



This year, for the first time ever, the Subway took part in a passenger survey conducted by the Government watchdog, Transport Focus\*.

The results were outstanding with an impressively high score of 97 per cent achieved for overall satisfaction, followed by 95 per cent satisfaction for punctuality.

Almost 500 passengers participated in the survey over three months, at all times of the day and days of the week, to get a rounded picture of satisfaction.

Transport Focus director David Sidebottom said: "It's clear that Glasgow Subway users are pretty happy with their service and the value for money it gives. Although this is a subway and not a tram, it compares well with our recent survey of tram passengers. One area

that the subway needs to address is the smoothness of the journey. We'll work with Glasgow Subway to unpick these results in more detail and help ensure a continued good service for passengers."

Key results were:

- 97 per cent overall satisfaction
- 95 per cent were satisfied with punctuality
- 93 per cent satisfaction with journey times.

SPT Chief Executive Gordon MacLennan said: "These are excellent results that come directly from our passengers. We will need to continue to work hard to maintain, and even improve, our overall satisfaction score but our dedication to staff training and good customer service is clearly demonstrated in these results."

To view the whole survey, visit [http://bit.ly/spt\\_survey](http://bit.ly/spt_survey)







### Smart ticketing

The Subway Smartcard continues to be a popular choice for customers with more than 161,000 cards in use and more than £4.2m of Subway Pay As You Go credit purchased on smartcards in 2017. Customers can also load ScotRail smart tickets as well as Tripper multi-operator bus tickets onto a Subway Smartcard.

Following the successful launch of online Subway ticket sales in 2016-17, the number of online sales has more than doubled for the same period in 2017-18. More than a quarter of all annual and six-month Subway season tickets are now purchased online.

National Entitlement Card holders with Visually Impaired entitlement travel for free on Subway, and since 2017 these passengers can travel simply by presenting their National Entitlement Card at the Subway ticket gates (no longer having to obtain a ticket for travel from the ticket office).

SPT is working to develop innovative ticketing solutions through the Nevis Technologies Ltd joint venture with East Kilbride-based tech firm Rambus. In 2017-18 we tested the Subway SmartApp, an Android app which emulates a plastic smartcard, the first application of its type to be used in Scotland.

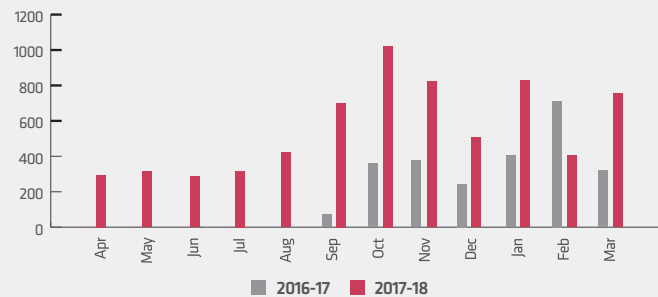
Nevis Technologies Ltd has also provided services to ScotRail, McGill's, Glasgow SmartZone (Tripper card), Edinburgh SmartZone and Lothian Buses, highlighting the position of SPT and Nevis at the cutting edge of smart and integrated ticketing in Scotland.

### ZoneCard

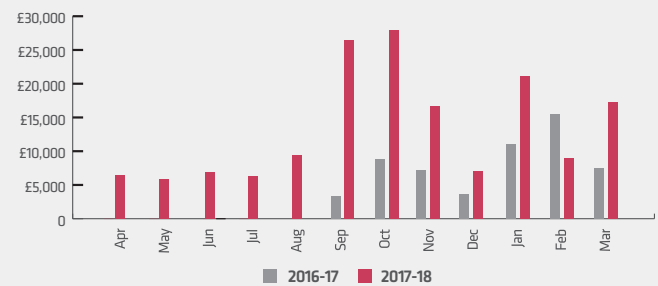
SPT continues to work with public transport operators to make improvements to the ZoneCard ticketing arrangement. This year we re-launched the website for online ZoneCard renewals and Daytripper sales, with a clean new design and easy-to-use interface. This has proved popular with customers with a significant increase in sales through the site. Unique users are up 73 per cent; number of sales increased by 36 per cent; and the value of sales rose by 78 per cent.

An important part of the ZoneCard ticketing arrangement is the twice-a-year diary survey which is used to support the revenue allocated to participating operators. In 2018, SPT are piloting an electronic diary survey to deliver an improved customer experience and streamline processes for operators.

Subway web retail sales



Subway web retail value of sales



### Safe travel

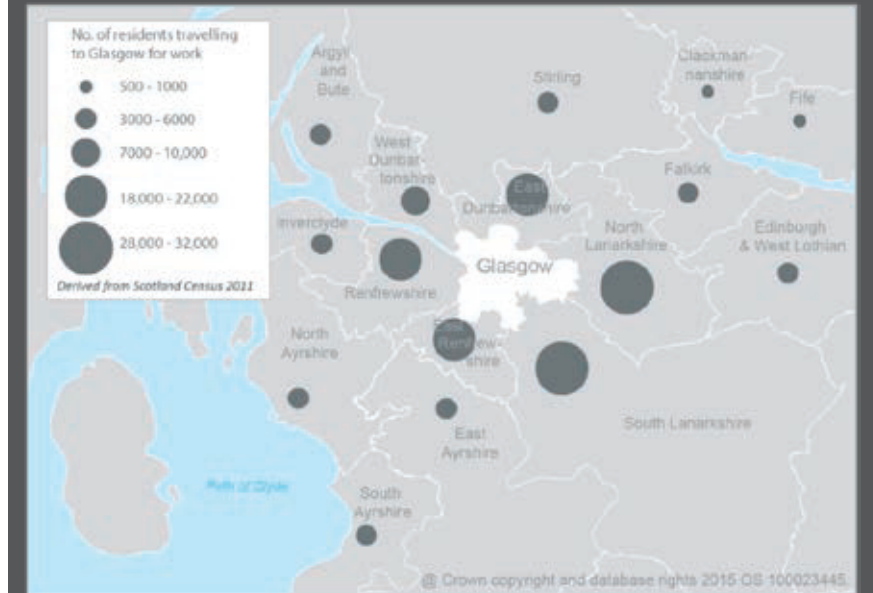
The primary focus of SPT's Health and Safety department is ensuring a clean and safe environment for passengers and staff using SPT facilities. For the size of the organisation, the level of incidents is relatively low. Health and Safety work diligently across SPT identifying concerns and making improvements as required.

SPT's safety management strategy is based on a systematic process of identifying hazards, evaluating risks, and the monitoring and reviewing of control measures introduced to reduce risks to As Low As Reasonably Practicable (ALARP).

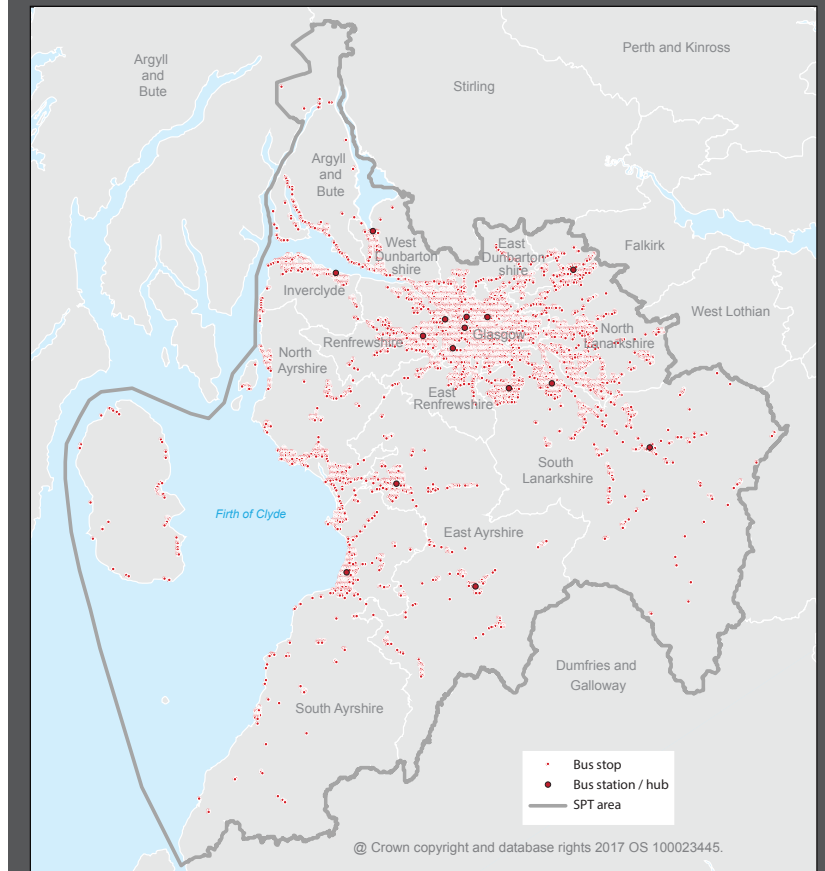
SPT has approximately 28 million passengers travelling through all its premises annually - around 13 million passengers within Subway premises and around 15 million passengers within bus premises.

In 2017/18, there were 223 accidents involving passengers or members of the public reported. There were no Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) reportable injuries for passengers or members of the public for the reporting period. In this context, this reflects an accident frequency of one event per 125,000 passengers.

### A high regional demand for access to Glasgow



### Bus stops network



## Bus Services

SPT is committed to delivering a stable, safe and integrated bus network across the west of Scotland. We are also committed to ensuring the future of bus transport despite the worrying trend which has seen bus passenger numbers fall by 60 million over the last 10 years.

In our urban areas, the bus industry faces huge challenges with congestion, competition from rail services, and the recent economic downturn has all played its part in reducing bus patronage. In rural and island areas there are very real concerns

that limited resources will leave many in these areas, particularly those who are most vulnerable, experiencing social isolation.

All of this is why SPT has been working to create a new approach to tackle this problem in partnership with the bus industry through the Strathclyde Bus Alliance. Working with bus operators, local authorities and all other key stakeholders, we want to ensure a comprehensive bus network to meet passenger needs now and for the future. This would ensure a properly integrated, safe and secure network for the benefit of all passengers.

### Existing SQPs in SPT area

- Glasgow Streamline (14 routes within the city)
- Fastlink (city centre to Queen Elizabeth University Hospital)
- Ayr and Prestwick
- Inverclyde

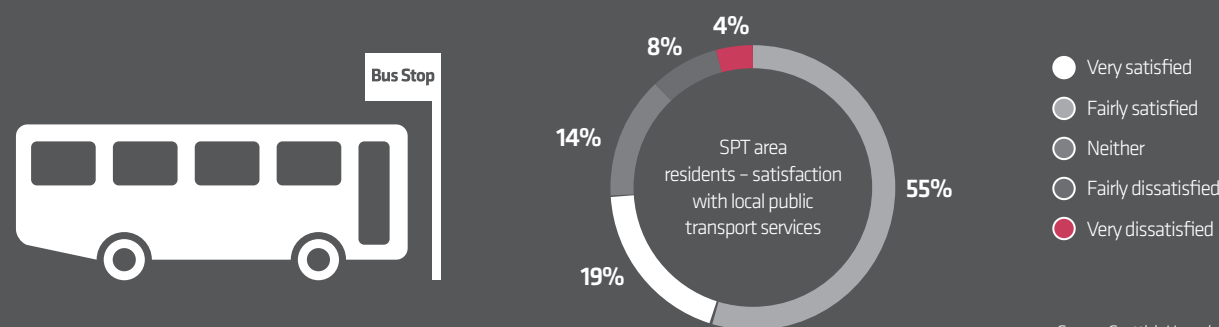
### Departure by bus stations



### Footfall at Buchanan Bus Station – Total 12,067,464

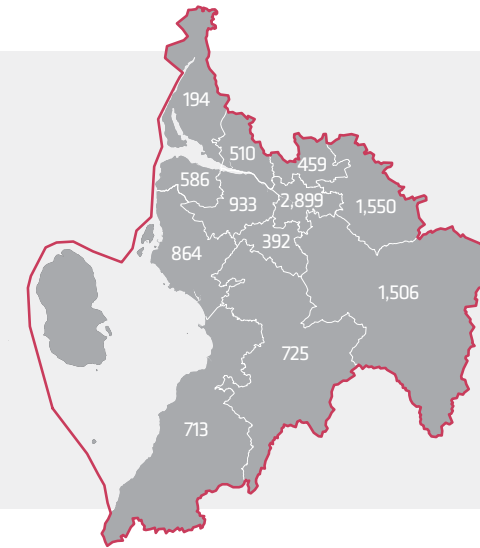


### Bus passenger satisfaction



## Number of marked bus stops managed by SPT

Under agency agreement, by local authority



## Prestigious award for Buchanan Bus Station

Buchanan Bus Station has been awarded the Safer Bus Station Award.

During 2017, with the assistance of the British Parking Association and Police Scotland, staff at the station worked towards winning the award.

This national accreditation provides operators of bus stations, bus interchanges and coach stations the opportunity to improve security and demonstrate to their customers a desire to reduce crime and disorder.

The scheme is designed to establish standards of good practice and accredits bus stations where operators have demonstrated a commitment to

working with their local police force and other partners to create a safer and non-threatening environment.

Assessors visited the bus station on several occasions and scored it on a number of criteria. Including:

- Number of crimes reported in one year
- Use of CCTV system
- Routine and ad-hoc security patrols
- Working relationship with local police
- Evidence of staff training in customer service and conflict resolution.

The station scored very highly in all aspects, proving SPT provided a clean, safe and welcoming facility to all.

## Stranded passengers made welcome in Buchanan Bus Station

Buchanan Bus Station played host to more than 60 stranded passengers overnight as buses to Edinburgh, Oban, Campbelltown, and London were all cancelled in February this year due to the 'Beast from the East'.

Staff, assisted by Mike Donaghy and his team at the am/pm café, ensured passengers were made as comfortable as possible providing foil blankets, hot drinks and food, as well as ensuring there was formula milk for babies as many people were travelling with young children.

SPT staff once again proved themselves prepared to go above and beyond, immediately stepping up to the challenge when it became obvious that no operators were able to run any buses.

All the passengers were extremely grateful for all their efforts.



## Improved connectivity

### Fastlink

Fastlink, the West of Scotland's urban bus rapid transit system that has set the blueprint for expansion and upgrading of bus routes has been extended to the city centre.

The £3.14m works were carried out in Union Street, Argyle Street, Midland Street, Oswald Street, and Howard Street. With more than 180 buses per hour, and tens of thousands of passengers per day, this area was heavily congested and polluted in terms of traffic volumes and pedestrian activity.

A number of clear objectives were established for the works:

- Improve the flow of buses in the area
- Reduce journey times
- Improve reliability
- Enhance the passenger experience
- Deliver a better and safer environment for everyone.

One of the key targets of the improvement works was to achieve a target journey time saving of 20 per cent for buses when travelling through that area. Real Time Passenger Information displays were also introduced at new stops to let passengers know where and when buses would arrive.

The simplification of the junction layouts allowed for increased green signal phases, so less stationary traffic, reduced pollution and improved bus journey times and reliability. Rerouting west and northbound services via Midland Street also helped improve traffic flow.

Three new 'super-stops' with high-quality stainless steel finishing and glass shelters with better lighting and high access kerbs has improved the passenger waiting and boarding experience in this area. Footpaths have also been widened to give passengers more space.



*"One of the key targets of the improvement works was to **achieve a target journey time saving of 20 per cent.**"*

### Roads and Freight

SPT continues to work with the freight industry and council partners to deliver the freight strategy. This includes how deliveries can be maintained within the proposed Glasgow Low Emission Zone (LEZ) as it is rolled out over the next few years and how any complementary traffic management measures can provide access for freight. The capital programme has again supported council projects that will help to improve journey times and connectivity for the freight industry.

**Road network and freight** industry projects include:

- A70 and A71 Route Improvements – Glenbuck route realignment (East Ayrshire Council)
- Urban Traffic Control Upgrade (East Ayrshire Council)
- Baker's Brae Route Improvements – designs for route realignment (Inverclyde)
- A71 Junction Improvements – design and preparation works for junction improvement at Horsley Brae/Brownlee Road (B7011) (North Lanarkshire Council)
- A73 Junction improvements – Chapelhall (Laughope Street) and South Biggar Road/Craigneuk Avenue, Airdrie (North Lanarkshire Council)
- Doonholm Road/A77 Junction Improvement (South Ayrshire Council)
- Route action plans (various routes) – safety improvements and decongestion (South Lanarkshire Council).

### Park and Ride (P&R)

SPT supports delivery of new and expanded P&R facilities at the following locations and support further work by councils to develop plans for future new or expanded locations.

- Additional P&R at Airdrie Station, more than 40 spaces (North Lanarkshire Council).
- Helensburgh P&R – more than 40 additional spaces now delivered on site of old gasometer for commuters using Helensburgh Central (Argyle & Bute Council).



### Integrated land use and transport planning

The Scottish Government is currently reviewing the planning system that has led to the Planning (Scotland) Bill being introduced in the Scottish Parliament.

SPT engaged with the consultation process prior to the Bill being introduced and has provided written evidence to the Parliamentary Committee. Our response called for wider recognition of the mutually dependant relationship between transport and land use planning, including the relationship between the new Planning Bill, the forthcoming Transport Bill and emerging National Transport Strategy.

We have been actively engaged in the National Transport Strategy Review and a range of work streams supporting the forthcoming Transport Bill.

During 2017/18, SPT has continued to engage with many stakeholders, including our member councils, to help ensure effective transport planning and delivery is embedded in development proposals.

This includes advising on walking and cycling infrastructure, promoting rail connections and accommodating new bus stops and services as appropriate.

### Development and regeneration proposals with which SPT engaged in 2017/18 include:

- **Ravenscraig:** Working with the applicant to ensure active travel and public transport access connections at the core of the revised masterplan for the regeneration of one of Europe's largest brown field sites. Revised proposals included increased housing and primary school provision, a new 17-acre park and a range of town centre facilities.
- **Queens Quay development site at Clydebank:** Continuing to work with West Dunbartonshire Council to ensure sustainable transport is at the heart of this major redevelopment. Works include the formation of new roads and walkways with links from Clydebank town centre to the waterfront to support future housing developments, a new state-of-the-art health and care centre, a care home and significant landscaping and public realm improvements to enhance the riverfront.
- **Maidenhill, East Renfrewshire:** Working with East Renfrewshire to ensure sustainable transport options are developed alongside the delivery of new housing, a primary school/nursery, sport and play facilities and religious facility that will make up this new community.
- **Dargavel Village, Bishopton:** Continuing to work with Renfrewshire Council and the developer to provide public transport options for this new community.
- **Development of Loudoun estate, Galston:** Ensuring that public transport access is a key consideration in determining proposals for a significant residential development and tourism and leisure development.
- **Glasgow Airport Investment Area and Clyde Waterfront and Renfrew Riverside, Glasgow City Region City Deal projects:** Working with Renfrewshire Council to maximise the benefits of this project in terms of active travel and public transport.

## Improved connectivity

### Real time passenger information

SPT has successfully procured and delivered new region-wide real-time information systems across the west of Scotland this year.

Real-Time Passenger Information (RTPI) promotes public transport use, and improves the travelling public's perception of bus services in terms of quality and reliability.

Before this, local RTPI systems had limited coverage, were fragmented, out-dated and operated inefficiently. The systems could only provide real-time information on a limited number of services operating across the network at a small number of bus stops.

SPT undertook a review to look at the merits of a regional RTPI system. The review identified that such regional approaches were common across the UK, with opportunities for efficiencies and better outcomes for the travelling public in terms of higher quality information provision and greater consistency for journeys across local authority boundaries.



SPT wanted to provide passengers with an effective real-time service capable of enhancing the quality and reliability of bus travel. The information required from all buses in the area had to be available for wider distribution through an extensive network of bus stop displays and web based services. Funding was secured which enabled SPT to deliver a high quality RTPI service, rolled out across the region, capable of meeting the public's expectation of higher quality public transport services and allow them to make more informed travel and interchange choices.

The new RTPI technology used now allows opportunities for accessing a wide range of network performance 'Open Data' that will act as a powerful tool in the transport

planning processes. The importance of 'Open Data' on local bus services, supporting deployment and expansion of RTPI systems, was recently highlighted in Transport Scotland's consultation on Local Bus Services.

The RTPI system now includes more than 500 electronic displays located at bus stops across nine local authority areas, providing RTPI for around 430 bus services currently fitted with the new state-of-the-art smart-ticket machine technology.

The RTPI system is now available to all 12 of our local authorities in Strathclyde and other selected third parties such as Traveline, the NHS, shopping centres and SPT managed bus stations.



## Access for all

### MyBus

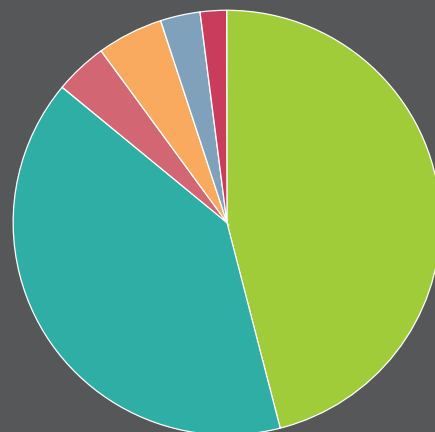
The MyBus service carried 472,000 passengers during 2017/18. This essential door-to-door pick-up and drop-off service using low-floor accessible vehicles enables residents with a mobility issue or without access to traditional public transport services to get around.

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

The majority of passengers book by telephoning the contact centre but the online booking service continues to grow in popularity with around 12% of all journeys now booked online.

### Convenience of public transport (RTS)

- Very convenient 46%
- Fairly convenient 40%
- Neither 4%
- Fairly inconvenient 5%
- Very inconvenient 3%
- No opinion 2%



Source: Scottish Household Survey 2016

Around **12%** of all MyBus journeys now booked online

**472,000**  
2017/18 total patronage

### A 2017 survey of MyBus passengers found that...



**1 in every 3 passengers** are wholly dependent on MyBus for their everyday travel needs...



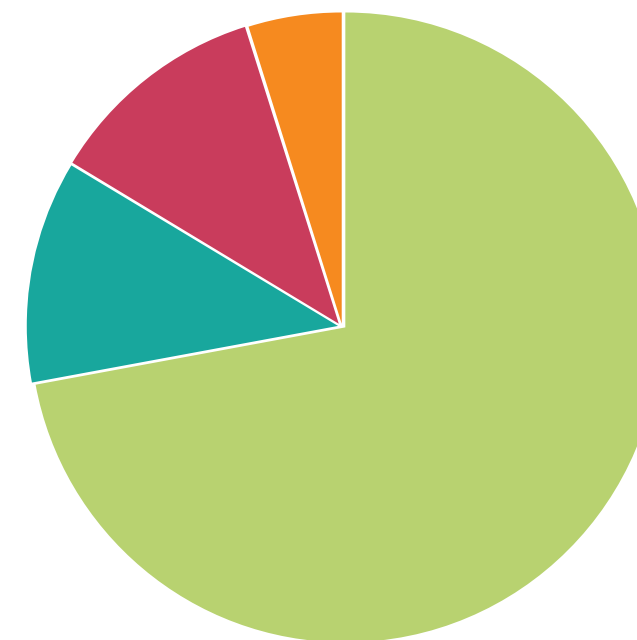
**3 in every 5 passengers** had not made any trips by private car in the previous 6 months



**9 in every 10 passengers** agree that MyBus is an excellent service...

## Compliance

SPT monitors a range of contracts awarded by the organisation on behalf of 12 local authorities to ensure that standards are being adhered to whilst providing a quality assurance audit. This incorporates the following:



Schools	72.2%
Mybus	11.5%
Network and planning	11.5%
Other	4.8%

### School transport

SPT manages and maintains school contracts on behalf of 11 Unitary Authorities this includes:

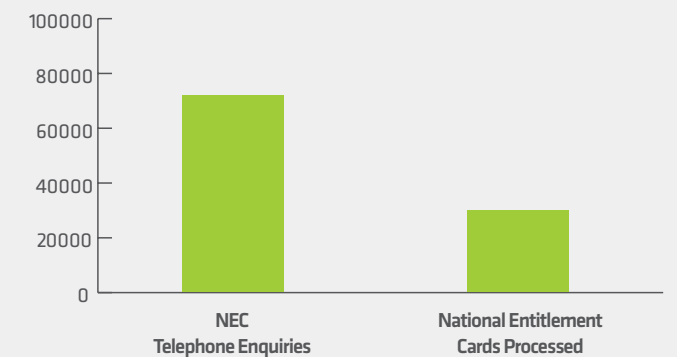
circa **80,000** journeys per day  
 circa **40,000** children  
**1,500** contracts

### 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 500,000 people living in the west of Scotland have access to the SCTS through their National Entitlement Card. During 2017/18, around five million journeys were made through the scheme.

### Travel Card Unit and NEC

SPT's Travel Card Unit based at Buchanan Bus Station is responsible for administering National Entitlement Cards (NECs) on behalf of SCTS constituent councils. NECs provide cardholders with free bus travel in Scotland in addition to the SCTS discounts offered to Strathclyde residents. In 2017/18, the SPT Travel Card Unit assisted with nearly 100,000 enquiries from residents about registering for and using their NECs.



### Supported local bus services

SPT funds a number of socially necessary local bus services to ensure communities remain connected. These services are especially important to keep communities connected when there are no commercial services available.



**8 million**  
supported bus  
vehicle mileage



**5.6 million**  
passengers carried on  
supported local bus services

### New system will enhance the user experience for partially sighted or blind bus passengers

A new Audio Visual Announcement System provided by SPT is making a difference to the lives of blind or partially sighted passengers. The new system is available on the Stagecoach West Scotland X19 service which runs from Easterhouse to Glasgow city centre and then to the Queen Elizabeth University Hospital, providing a vital link for staff, patients and visitors.

As part of their continued partnership with Stagecoach on the X19 service, which uses the Fastlink Busway, SPT has invested £40,000 to provide next stop announcements using real time passenger information to inform blind or partially sighted passengers where they are on their journey and when their stop is coming up.

SPT Chief Executive Gordon MacLennan said: "SPT continuously strives to ensure all passengers receive the best service possible when travelling by bus, especially those passengers who may need

extra assistance on their journey. Public transport is a lifeline for many passengers with assisted needs. This system is an example of how we can offer practical help to partially sighted or blind passengers. This hopefully gives passengers more confidence when travelling independently by bus."

Trying out the new announcement system at the Stagecoach Depot in Cumbernauld, Deputy Director of RNIB Scotland James Adams said: "For people with sight loss, their local bus service can be a lifeline for getting to work, to the shops and for staying in touch with family and friends. If you are unable to drive or cycle and can't afford taxis, the bus is the only way of getting around. But knowing when your stop is approaching can be a problem.

"This new system should prove a great help in overcoming this, especially on a service that includes a major hospital, where many people with sight loss, particularly

elderly, are likely to attend. We hope that this will become a standard feature on buses."

To assist with the development of the system, Stagecoach has invested in Automatic Vehicle Location technology which allows real-time next-stop information to be delivered to customers in a variety of ways, including through smartphone apps.

Stagecoach staff also took part in a Swap With Me event, organised by the RNIB, where bus crews wear specially adapted glasses to stimulate different levels of sight loss to gain an appreciation of some of the problems faced by blind and partially sighted passengers.

Managing Director Stagecoach West Scotland Tom Bridge said: "We are continuing to work in partnership with SPT to improve services for customers. We want our buses to be accessible to everyone, including people who are blind and partially sighted and the 'Swap with me' helped our staff to better understand."



### Getting behind the British Transplant Games

SPT supported the British Transplant Games this year which took place in North Lanarkshire from 27 to 30 July.

SPT assisted North Lanarkshire Council and the Games by organising transport arrangements for the competitors and their families to the Games venues in North Lanarkshire. The majority of participants opted to stay in Glasgow, due to the greater availability of hotels.

More than 850 competitors took part in more than 25 sporting events from athletics to archery, swimming to squash, badminton, cycling and netball with some 1,500 supporters attending events over four days.

The British Transplant Games have been in existence for more than 30 years and are the flagship event of Transplant Sport. The Games, which are open to children and adults, have

been held annually in cities across the UK since 1978.

Developed by the Transplant Surgeon Maurice Slapack, the Games were originally an international event welcoming teams from France, Greece and the USA. Today, the British Transplant Games sees teams from hospitals across the UK come together to compete, with many athletes going on to the World Transplant Games.

### Helping to access healthcare

Working with NHS Greater Glasgow and Clyde, SPT has given £12,000 from the Access to Healthcare funding to improve bus and pedestrian access in and around the Vale of Leven Hospital.

The project has included upgrading and extending the bus markings to prevent cars from parking in the area, upgrading pedestrian crossings and footpath repairs, introducing double yellow lining and keep clear markings to assist with traffic management.

The improvements have been introduced to help the movement and flow of buses around the hospital



site, while helping to control inappropriate car parking. They also provide good quality pedestrian crossings and a footpath for staff, visitors and patients.

## Reduced emissions

### Active travel and reduced emissions

SPT has continued to demonstrate a commitment to encourage active travel and promote the switch to healthier, greener and more sustainable travel choices. During 2017/18, we invested £1.5 million in walking and cycling projects in our area through Capital Programme funding to our constituent councils.

### The Wester Way

East Dunbartonshire Council, working alongside funders SPT and Sustrans, successfully delivered a key active travel corridor in Bishopbriggs.

The project involved converting an old road into a new traffic-free link for walking and cycling. The new route, previously a section of Westerhill Road, has been replaced with phase four of the new Bishopbriggs Relief Road.

The investment further improves East Dunbartonshire's active travel network by connecting a major new housing development to East Dunbartonshire's largest business park and linking to the Glasgow City Council area.

A naming competition undertaken with local primary school children has resulted in the route being known as Wester Way.

Two designs by local children have also been chosen to adorn gateway signs at the new pedestrian/cycle route.

### Robroyston Station

SPT has been working with ScotRail, Glasgow City Council and the Stewart Milne Group to develop the funding package and work towards engaging a



contractor to carry out the design and construction phases of the project. Construction is due to be complete by the end of 2019.

### Other active travel investment

- Helensburgh and Lomond Cycleways (Argyll & Bute)
- Make It Kilmarnock Sustainable Transport Improvements (East Ayrshire)
- Stockiemuir Footpath Upgrade (East Dunbartonshire)
- Victoria Road Sustainable Travel Corridor (Glasgow)
- Irvine Cycle Friendly Town (North Ayrshire)
- M8 Strategic Investment Sites Cycle Access Improvements (North Lanarkshire)
- Ravenscraig Cycle Path (North Lanarkshire)
- Paisley to Renfrew Cycle Route (Renfrewshire)
- Paisley Town Centre Sustainable Transport Improvements (Renfrewshire)
- A70 Ayr to Coylton Cycle Link (South Ayrshire)
- National Strategic Cycle Routes (South Lanarkshire)
- Various Cycle Route Improvements within West Dunbartonshire.

### Low Emission Zones (LEZ)

SPT has been supporting Glasgow City Council and Transport Scotland to deliver a LEZ in Glasgow to reduce emission in the city and improve traffic flow, bus operation, access for freight and walking and cycling in order to maintain the economy and city centre experience for those who live and work in the city.



### Inspiring change – Climate Week 2017

SPT recently supported Climate Week 2017, a national initiative designed to raise awareness and inspire action on climate change.

Other participating organisations included all the local authorities; NHS National Services Scotland and a number of local health boards; various universities and colleges as well as Cairngorms National Park Authority; Food Standards Scotland; Energy Saving Trust; Glasgow School of Art; Historic Environment Scotland; Scottish Natural Heritage; Scottish Power; SEPA; and Skills Development Scotland.

The week in September encouraged organisations to highlight the importance of reducing emissions and adapting to a changing climate at work and home. SPT is committed to reducing our carbon use in all we do.

During Climate Week, SPT launched its new SPT Carbon Management Plan 2025 which has adopted the target of reducing our carbon footprint by 35 per cent by 2024/25 based on 2008/09 levels. In short “35 by 25”.

To date SPT has made good progress reducing our carbon use by 18.8 per cent by introducing:

- Solar power and voltage optimisation at Buchanan Bus Station
- LED lighting upgrade on the Subway
- Ground source heat pump at Broomloan depot
- Air and water source heat exchange installation at Subway stations
- A managed print service in SPT offices
- An IT software upgrade to reduce out of hours consumption on computers, and more efficient servers, including virtual servers

- Technology to reduce business travel
- Diverting waste from landfill by increasing recycling rates
- LED lighting and energy efficient heating boilers and controls at SPT head office, 131 St Vincent Street
- Introducing lighting controls at Shields Road Park & Ride
- Limiting heat loss and installing energy efficient heaters at Broomloan depot
- A lighting upgrade programme at Buchanan Bus Station.

We will continue to build on our earlier good work through:

- Roll out of energy efficient lighting across all operations
- New, efficient rolling stock, signalling and control systems
- 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
- Broomloan depot improvements
- 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
- Refreshing our staff initiative, “Second Nature”, emphasising the importance of and opportunities for carbon reduction.

You can view the SPT Carbon Management Plan 2025 at: [www.spt.co.uk/documents/rtp230617agenda8.pdf](http://www.spt.co.uk/documents/rtp230617agenda8.pdf)

For more information on Climate Week, visit: [www.sustainable-scotland.net](http://www.sustainable-scotland.net)

## Improved service delivery

### Our People

At 31 March 2018, SPT employed 501 people and incurred a total of £22.523m of staff-related costs.

SPT recognises the importance of improving our business, reviewing processes, identifying opportunities to introduce new digital solutions and deliver core services which are cost-effective and relevant. This year, HR has supported the organisation and employees through a period of significant change.

Subway Modernisation continues and the HR department is involved in the recruitment of a number of specialist positions to support this multi million pound project. This will continue over the coming years.

### Learning and Development

SPT recognises the need to continue to attract and retain skilled people and knows the importance of investing in learning and development in delivering our services.

SPT invested £149,000 in staff learning and development over the course of 2017/18 ensuring our staff can perform their roles safely and efficiently. This also ensures that their skills are kept in line with good practice and technological change to meet the high standards expected by our customers.

Our focus over the last year on health & safety, business improvement and customer care continues to deliver dividends in terms of reducing accidents/incidents and the number of customer complaints. Significant focus has also been given to professional development, including further education sponsorship, to ensure core capabilities are strengthened to support the organisational changes ahead as a result of modernisation.

We have invested in a graduate finance trainee, Sarah Cowe, who has qualified as a CIPFA accountant having completed her traineeship with SPT.

SPT introduced a broad-based engineering apprenticeship scheme in January 2018 with two modern apprentices as well as two mature apprentices sourced from our existing engineering and maintenance workforce. This, along with continued success in awarding vocational qualifications, provides staff with real opportunities for development as well as securing the skills SPT needs for the future.

## Customer Services

The Customer Services department strives to provide a safe, clean and secure environment for its employees, passengers and visitors across Bus Stations, Subway Stations, depots and offices.

The department oversees various service and maintenance contracts and manages an in-house facilities team, ensuring operational requirements are continuously delivered and customer expectations are met. This year the team completed a total of 3,548 job cards raised throughout the year.

Customer Services is also responsible for the management of SPT Bus Stations and associated facilities. The department provides a front line operational service to the travelling public and other customers.

The Facilities Team provides a first line response for any repairs, defects and various maintenance across SPT's infrastructure. The team continues to provide sustainability, increase efficiencies, cost savings and also undertakes mini projects to improve or enhance the SPT infrastructure.

Customer Services strives to assure customers that SPT's objectives are being met and are continually monitored to enhance performance. The department has heavily invested in benchmarking customer standards within the organisation and is responsible for ensuring front facing personnel are provided with the required corporate work wear and that maintenance personnel are equipped with the relevant PPE work wear, which in turn promotes SPT's image and brand ethos.

## Equality

SPT is committed to promoting equality of opportunity for our customers and staff. Our services and activities inevitably 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 (available at: [www.spt.co.uk/corporate/wp-content/uploads/2017/04/advancing-equality-march-2017.pdf](http://www.spt.co.uk/corporate/wp-content/uploads/2017/04/advancing-equality-march-2017.pdf)) sets out how we aim to achieve this.

In 2017/18 we worked with Describe Online to update the text guides for St Enoch, Buchanan Street, Hillhead, Kelvinhall; Partick, Govan, and Ibrox Subway stations following their refurbishment, as well as Buchanan, East Kilbride, Hamilton and Greenock

Bus stations. The online descriptions of the Subway stations will continue to be revised as the refurbishment programme continues. These text guides assist people who have a visual or other sensory impairments navigate and feel confident within the station environments.

SPT continues to work with a range of equality organisations and partners across the transport sector to ensure our services and facilities are responsive to customer needs. We continue to work closely with Alzheimer Scotland to train staff to raise awareness and help people living with dementia stay part of, and remain engaged with, their community.



**501**  
employed by SPT  
by 31 March 2018



**£22.523 million**  
total staff costs incurred



**£149,000**  
invested in staff learning  
and development



## Improved service delivery

*“Apprenticeships are **life-changing opportunities** – providing the chance not only to work and earn, but also to achieve an industry recognised qualification to support future career ambitions.”*



### SPT supporting Scottish Apprenticeship Week

This year, SPT reintroduced the apprenticeship scheme for both new students and current mature employees.

Minister for Employability and Training Jamie Hepburn came to visit all four of the apprentices in the Broomloan Depot as part of Scottish Apprenticeship Week.

Our two new modern apprentices Lee Clarke and David Wilson – and mature apprentices Gavin Cameron and

Mark McCormack were able to talk to the minister about the opportunities the apprenticeship offered to them, what they hoped to achieve, and what they were learning at SPT.

Jamie Hepburn said: “Apprenticeships are life-changing opportunities – providing the chance not only to work and earn, but also to achieve an industry recognised qualification to support future career ambitions. They are

### Customers Service awards

SPT’s commitment to employee development has continued in 2017/18 with further opportunities for personal development and training offered to all staff through vocational learning.

At Buchanan Bus Station, two of our assessors, Gillian O’Neil and Joe McLaughlin, achieved their City and Guilds Level 3 Certificate in Assessing Vocational Achievement.

They worked with five other candidates to achieve a certificate of unit credit towards a Level 2 Certificate in Customer Service.

Recipients of the Level 2 Certificate were Craig Renfrew, Stephen Mathieson, Fraser Wade, Yvonne Armstrong, Paula Coyle and John O’Kane.

#### Subway activity

In Subway, eight employees from the maintenance and engineering team have collected their City and Guilds Engineering awards.

In a first for Subway, Assessor Kenny Braid’s two candidates Thomas Richardson and Anton McCracken completed four units to achieve a Level 2 Award in Rail Engineering Track Maintenance. They are now able to assist in preparing resources for permanent way activities, undertake replacement of permanent way assets and components,

also a fantastic way for all employers in Scotland, regardless of size and sector, to develop their workforce and contribute to business and economic growth.

“I am delighted to see SPT join the growing number of employers in Scotland who are delivering new and innovative modern apprenticeships and want to offer my congratulations to the successful candidates and wish them all the best in their future careers.”



Bus stations officer Nigel Jenkins with Yvonne Armstrong, Fraser Wade, Gillian O’Neil and Learning and Development Officer Andrew Calder

and prepare small, measuring equipment and tools for permanent way renewal or maintenance.

Assessor David Robertson and his two candidates Gordon MacKay and Brian Stewart achieved two units of credit towards a Level 3 certificate in Rail Engineering (Signalling) which means they can now maintain signalling assets using complex processes; and adjust signalling components and equipment to meet operational requirements.

John Donnelly and Peter McGee collected their Assessor Awards with their candidates Thomas Danks, Gerald Reid, Stephen Thom, and Gregor Crawford obtaining a Certificate of unit credit towards Level 2 in Rail Rolling Stock Award enabling them to carry out checks and tests to confirm that railway traction and rolling stock assets comply with operational specifications; and carry out planned maintenance of railway traction and rolling stock assets.

As we continue to move forward with Subway modernisation, the apprenticeship scheme is an important programme as it offers people real opportunities for development and growth. It also helps us secure the skills we will need in maintenance for our new fleet of trains and signalling system.

All the prospective apprentices shortlisted underwent a rigorous assessment centre interview process before the final candidates were selected.

## Communications and Marketing

### My Glasgow, My Subway!

This year, SPT launched its first major social media campaign to promote the Subway. My Glasgow, My Subway celebrates everything the Subway means to the city of Glasgow, not just as a key transport provider but as a supporter of all that happens in the city.

Satisfaction with the Subway service has clearly been demonstrated with the recent Transport Focus Survey where our passengers have reported an impressive 97 per cent overall satisfaction rating.

We also supported the West End Book Festival with author Christopher Brookmyre launching details of the festival at Hillhead Subway Station.

We encouraged and supported up and coming artists with our Summer of Music sessions held at various stations during the Summer.

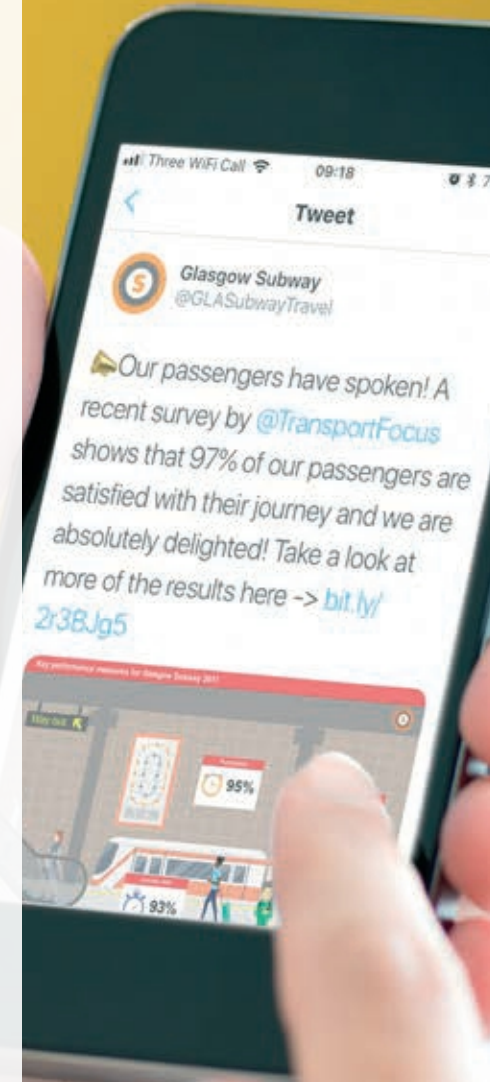
We have continued to pursue numerous opportunities to promote SPT with local, national and international media. Communications has also supported project colleagues at various community council meetings, using the opportunity to inform them about key projects we are

working on including Partick Interchange.

Communications continues to work across numerous departments assisting and supporting with presentations and attending professional talks and conferences such as the Institution of Civil Engineers (ICE) and assisted senior management with preparations for international conference to discuss the plans and progress around Subway modernisation.

SPT has attended various STEM events and careers' days to encourage young people, and girls in particular, to consider a career in science and engineering and explaining more about what SPT has to offer as an employer.

SPT continues to grow its social media channels. As well as Twitter and Facebook, in 2017/18, we also launched our new LinkedIn and Instagram accounts. LinkedIn is used as a direct business to business channel, highlighting various opportunities and news worthy events happening within SPT. Instagram continues our direct communications with customers, encouraging them to be part of our My Glasgow, My Subway community.



## Procurement

2017/18 was a year of continuous improvement for procurement within SPT. The first phase of the procurement action plan, as defined within the Procurement Strategy, was successfully delivered within the year.

Procurement innovation was recognised with the implementation of the Dynamic Purchasing System for school contracts and the associated in-house developed evaluation application, being a finalist in the 2017 Go Awards. This innovation is being further developed with plans to roll out to other transport contracts.

Procurement activity remained high with a total of 1,495 contracts awarded. These were split 1,203 of transport service contracts with a value of £31.5m and 292 non-transport contracts with a value of £20.4m. Savings of £2.4m were achieved against the total value of £51.9m, meaning a significant saving of 4.6 per cent was achieved in 2017/18. This is a result of an ongoing drive through the procurement process to deliver best value.

### Procurement spend 1 April 2017 – 31 March 2018



**£51.9m**  
Total spend



**£2.4m**  
Savings achieved



**292**  
non-transport  
contracts awarded



**1,203**  
bus contracts  
awarded



**90%**  
of invoices  
paid on time



**15**  
Days to pay  
invoices (average)

### Main channels:



@GlasgowSubway  
**21,700**  
followers

@GLASubwayTravel  
**8,015**  
followers

@SPTcorporate  
**727**  
followers



LinkedIn  
**301**  
followers



Instagram  
**1,146**  
followers

## Online

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

## Your suggestions

If you would like to pass on your suggestions or comments, please email us at: [suggestions@spt.co.uk](mailto: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](mailto:enquiry@spt.co.uk)

## By post

Write to us at:

**Strathclyde Partnership  
for Transport**  
131 St. Vincent Street  
Glasgow G2 5JF

Find out more about what SPT is delivering in your local area at [spt.co.uk/transportoutcomereports](https://www.spt.co.uk/transportoutcomereports)