

SPT Annual Report 2023/2024

Date of meeting 28 June 2024

Date of report 7 June 2024

Report by Chief Executive

1. Object of report

To recommend the Partnership consider and approve the final draft of the SPT 2023/2024 Annual Report attached as Appendix 1, subject to any final comments from members prior to the report being published.

2. Background to report

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

Once approved, the Annual Report is submitted to the Cabinet Secretary for Transport for information, as well as to other key stakeholders.

The purpose of the Annual Report is:

- (i) to highlight the achievements of SPT during the year and the projects SPT has progressed and invested in across the region; and
- (ii) updates on the work SPT has done at a national level, responding to numerous consultations as well as local transport priorities.

3. Outline of proposals

Attached at Appendix 1 is a proposed final draft of the SPT 2023/2024 Annual Report which members are asked to consider and approve.

While the report focuses on key events and deliverables throughout the year, highlighting both the geographic spread and value of SPT activities to all communities, it also highlights the ongoing challenges SPT continues to face.

4. Partnership action

The Partnership is recommended to consider and approve the proposed final draft SPT 2023/2024 Annual Report for publication.

5. Consequences

Policy consequences	<i>In line with the Regional Transport Strategy.</i>
Legal consequences	<i>None directly.</i>
Financial consequences	<i>None directly.</i>
Personnel consequences	<i>None directly.</i>
Equalities consequences	<i>None directly.</i>
Risk consequences	<i>None directly.</i>
Climate Change, Adaptation & Carbon consequences	<i>None directly.</i>

Name	Lesley Aird	Name	Valerie Davidson
Title	Director of Finance & Corporate Support	Title	Chief Executive

For further information, please contact *Andrea Thompson, Head of Corporate Communications* on 0141 333 3657 or andrea.thompson@spt.co.uk.



Strathclyde Partnership
for Transport

Annual Report 2023/2024

DRAFT





Down road arrival only
Please find the Gap



Subway

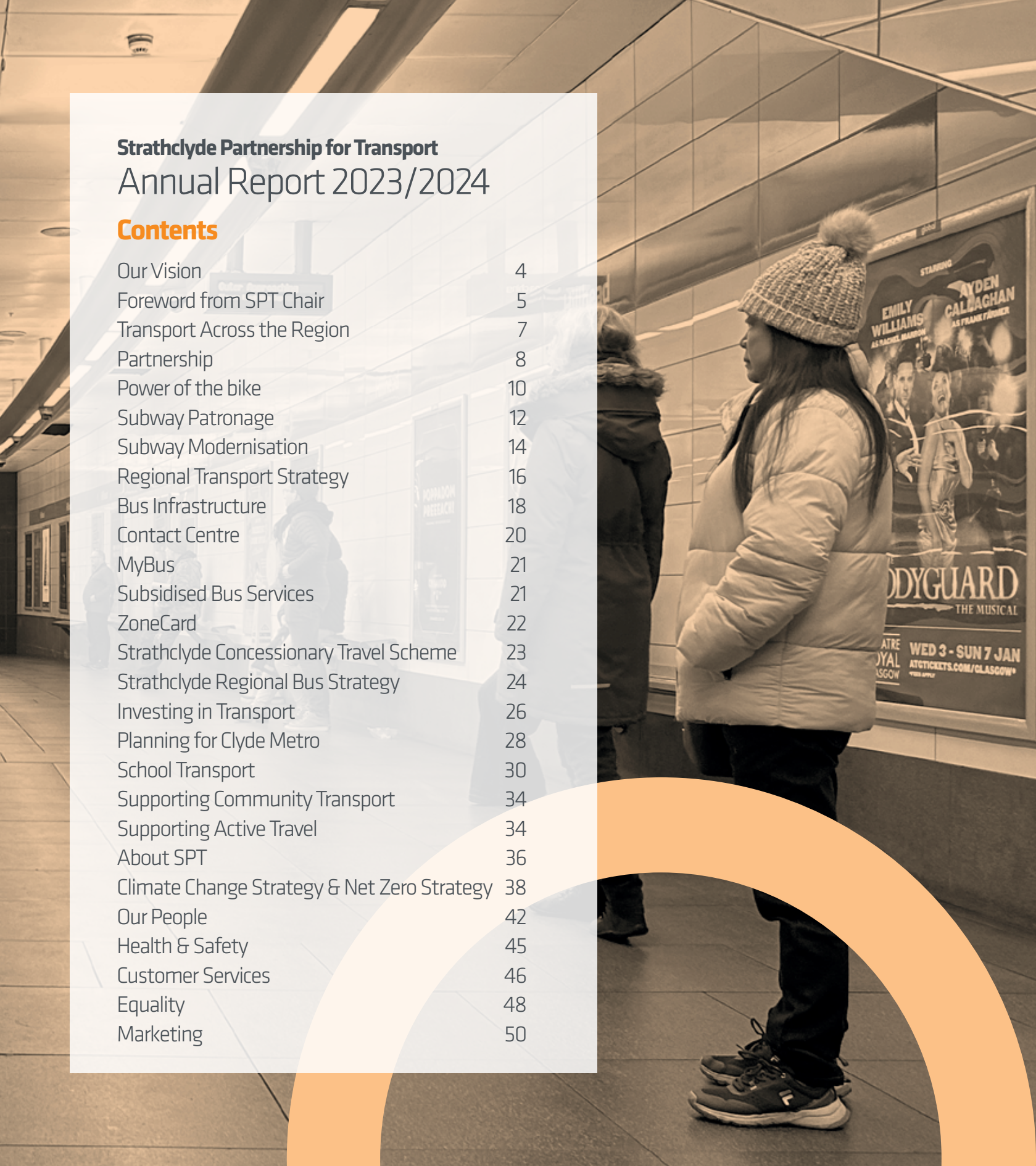
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MTA

Strathclyde Partnership for Transport Annual Report 2023/2024

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Our vision

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



Foreword from SPT Chair Stephen Dornan



I am delighted to present SPT annual report this year. As we reflect over the past year, it is with great pride that we highlight the significant milestones and achievements that have shaped our journey this year.

Our new Regional Transport Strategy (RTS) was approved by the transport minister in August 2023, this important document sets out our long-term vision for the transport network in our region for the next 15 to 20 years. It sets out the transport projects, actions, services, and other activities to be taken forward in line with strategic priorities within the document.

The final RTS marks the culmination of a rigorous development process by SPT and partners over a number of years. That work now continues with the development of the Strathclyde Regional Bus Strategy (SRBS). An ambitious plan to revolutionise the bus network, highlighting yet again our dedication to meeting the evolving needs of our communities and improving connectivity.

SPT was also announced as the lead to develop the Case for Investment for Clyde Metro, a long-term project which is essential to the future of public transport in our region. SPT will work with partners to make the west of Scotland a well-connected place with active, liveable communities and accessible, vibrant centres facilitated by high quality, sustainable and low carbon transport shaped by the needs of all.

This year we saw the introduction of the first new trains into our Subway system in more than 43 years. The long-awaited new trains have been well received and warmly welcomed by passengers and all the staff are delighted to see them in service. This has been the culmination of a lot of hard work from all the teams at Subway as well as those from departments across SPT. Well done to everyone involved!

Once again, none of these milestones would have been achieved without the hard work and dedication of our staff from those on the frontline everyday to those behind the scenes, their unwavering commitment to excellence is key to all SPT achievements. I thank each, and every one, of them.

Thank you as well to our partnership for their hard work and support throughout the year. Your continuing dedication and commitment to SPT as well as to our wider objectives for public transport in our region is invaluable.

Stephen Dornan
Chair, Strathclyde Partnership for Transport



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.

Over the past year, SPT has responded to key transport and wider policy consultations including consultation undertaken by Transport Scotland on the Islands Connectivity Plan Needs Assessment and by the Department for Transport on the Public Service Vehicle Accessibility Regulations. Other significant consultation responses included providing a response to the Scottish Government's Wellbeing and Sustainable Development Bill and both Glasgow City and South Lanarkshire councils Local Transport Strategies as well as consultation by Transform Scotland on Decarbonising Scotland's Transport Network.

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 including both East Dunbartonshire and East Renfrewshire Council's Development Plan Schemes and consultations by a number of partner Councils on School transport eligibility.

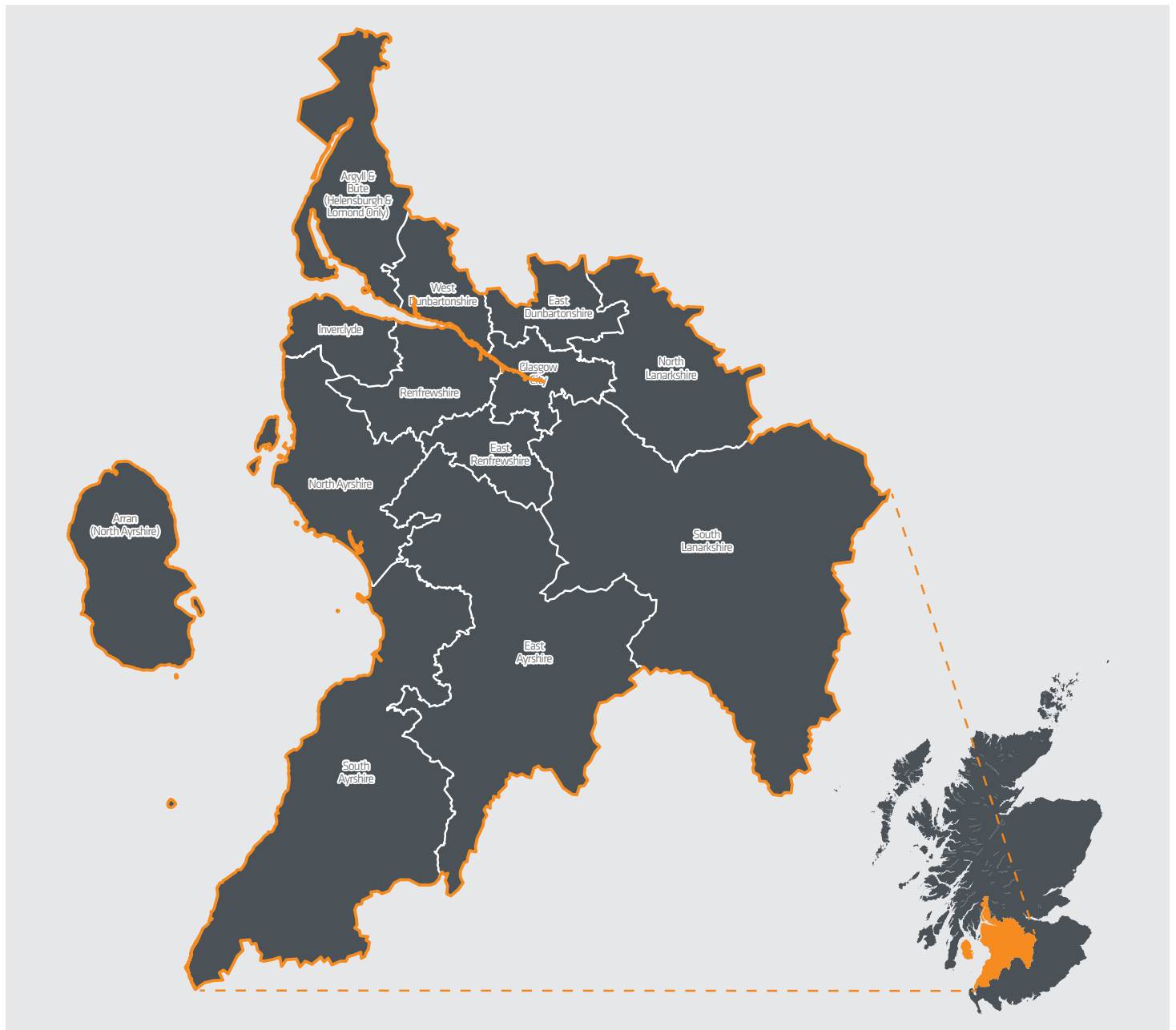
SPT has responded to forty consultations in the past year, contributing to and influencing debates on transport, wider public policy and development planning.



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, normally serving around 13 million passengers every year.

We also subsidise local bus services in areas not served by commercial bus operators, ensuring some of our most rural towns and villages remain connected, operate bus stations across the region, and administer ZoneCard and other tickets to help people connect their journeys.



Partnership (as at 31 March 2024)

Following the local elections in 2022, SPT welcomed a number of new members to its Partnership.

Councillor Stephen Dornan from Glasgow City Council was appointed chair. Councillor Alan Moir from East Dunbartonshire and Councillor David Wilson from Inverclyde were returned as SPT vice-chairs.

The SPT Partnership met four times in 2023/2024.

More information at: spt.co.uk/spt-across-the-region/about-spt/minutes-agendas/partnership

The Strategy and Programmes Committee met four times in 2023/2024.

More information at: spt.co.uk/spt-across-the-region/about-spt/minutes-agendas/strategy-programmes-committee/

The Operations Committee met four times in 2023/2024.

More information at: spt.co.uk/spt-across-the-region/about-spt/minutes-agendas/operations-committee/

The Audit and Standards Committee met four times in 2023/2024.

More information at: spt.co.uk/spt-across-the-region/about-spt/minutes-agendas/audit-standards-committee/

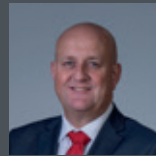
The Personnel Committee met three times in 2023/2024.

More information at: spt.co.uk/spt-across-the-region/about-spt/minutes-agendas/personnel-committee/



Stephen Dornan

Chair, Glasgow City Council –
SNP



Alan Moir

Vice Chair, East Dunbartonshire Council –
Labour



David Wilson

Vice Chair, Inverclyde Council –
Scottish Conservative and Unionist



Alex Allison

South Lanarkshire Council –
Scottish Conservative and Unionist



Ken Andrew

Glasgow City Council –
SNP



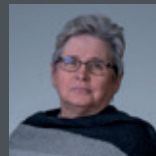
Greg Beecroft

Appointed Member



Gordon Currie

North Lanarkshire Council –
Scottish Conservative and Unionist



Maureen Devlin

South Lanarkshire Council –
Labour



Jenna Dickson

Appointed Member



Anne Follin
Appointed Member



Dr George Hazel
Appointed Member



Daniel Lennie
West Dunbartonshire Council –
Labour



William Lennox
East Ayrshire Council –
SNP



Helen Loughran
North Lanarkshire Council –
Labour



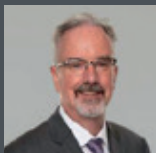
Ed McGrachan
Appointed Member



Christy Mearns
Glasgow City Council –
Green



Malcolm Mitchell
Glasgow City Council –
SNP



Owen O'Donnell
East Renfrewshire Council –
Labour



Kirsty Orr
Appointed Member



Donald Reid
North Ayrshire Council –
Labour



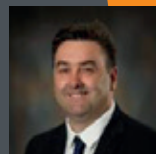
John Ross
South Lanarkshire Council –
SNP



Roza Salih
Glasgow City Council –
SNP



Adam Smith
North Lanarkshire Council –
SNP



Andy Steel
Renfrewshire Council –
SNP



Duncan Townson
South Ayrshire Council –
Labour



Andrew Walters
Appointed Member

Power of the bike



From the 3 to 13 August 2023, Glasgow was host to the UCI Cycling World Championships, the World's Biggest Cycling event to date, welcoming more than 2000 elite cyclists from 120 different countries. The event helped showcase the power of bike and inspired people to include cycling in their daily lives. This went hand in hand with SPT's commitment to active travel, where the aim is to promote walking, wheeling and cycling for shorter, everyday journeys where possible.

The Championships brought a range of aspects to the City of Glasgow, including:



13

World Championships contested across **11 days** of competition.



8000

Elite and amateur cyclists, including para-athletes.



200

UCI World Champions crowned.



1m+

in-person spectators, with the Championships broadcasted to more than **100 countries**.



SPT saw its busiest period, particularly through the Subway, with more than 755,000 journeys completed during the 11-day event. This was the Subway's busiest weekend on record since 2018, seeing 215,000 journeys from Friday 4 to Sunday 6 August. Subway opening hours were extended to ensure visitors, attendees and our regular Subway users were still able to use the service efficiently and travel around the city when the majority of main roads were closed, playing a key role in keeping Glasgow moving throughout all the events.

Additionally, SPT managed bus stations including Buchanan Bus Station, East Kilbride and Hamilton also experienced greater number of passengers travelling during the event dates. An extra 110,000 passengers passed through the bus stations with the opening Friday seeing 57,000 passengers alone. To ensure travel journeys were seamless and informative for visiting passengers, our front facing customer service staff played a key role in keeping passengers updated and assisting above and beyond their usual duties at this busy time.



To celebrate the significance of UCI Cycling World Championships being held in Glasgow, SPT held a free event for cyclists at Kelvinbridge Subway Station. The event was free, non-ticketed and open to all, and allowed the public to engage with a range of local cycling charities. The event involved organisations that provided access to low-cost bikes, bike maintenance, and support to families to help children to learn to ride. The successful event enabled people to feel a part of the excitement of the biggest cycling event ever and further enforced the real positives of active travel and how to get involved.

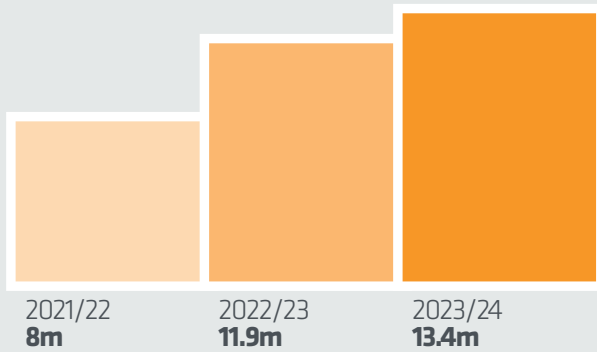
SPT Chief Executive Valerie Davidson said:

“The 2023 UCI World Championships has been a tremendous success and SPT is delighted to have been able to support this fantastic event.

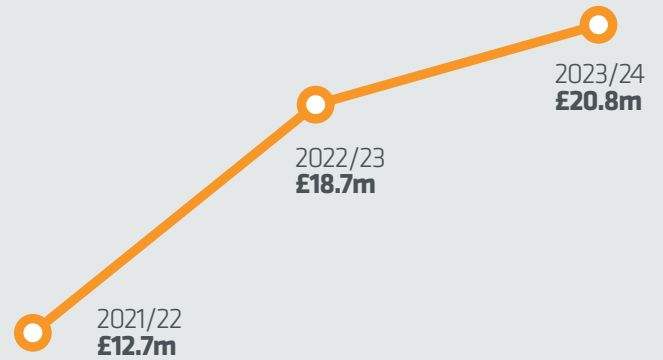
“It really has been a very busy time particularly for all those front-facing customer service staff who, as always, all stepped up to show the professional face of SPT offering help and direction to the many visitors we saw across all our sites. I would like to thank them all for their tremendous efforts and hard work during the event.”

Subway Patronage

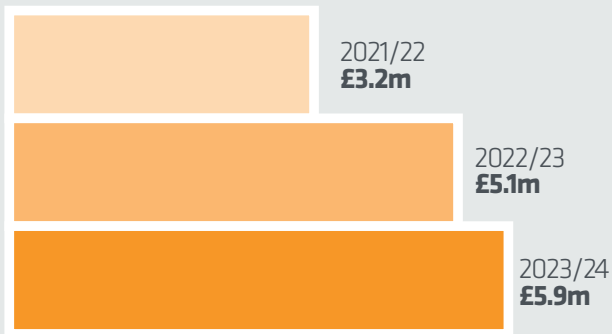
Patronage (by year)



Ticket sales revenue



PAYG loaded to Smartcards

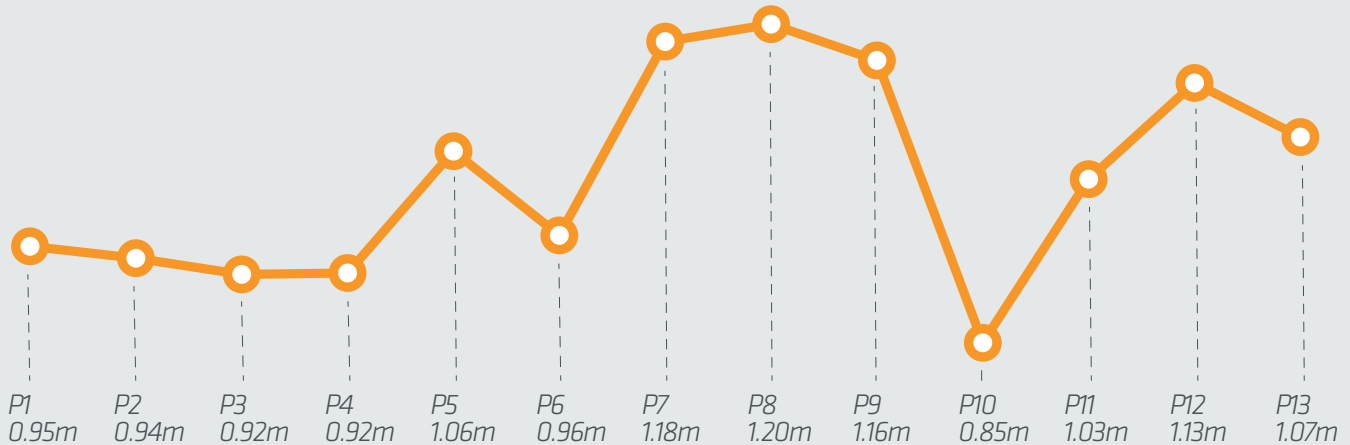


PAYG Auto Topups

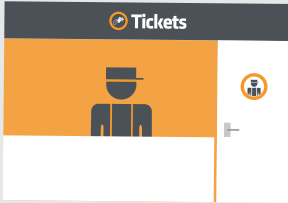


3670
Auto Topup
transactions
worth £45,000

Patronage (by period)

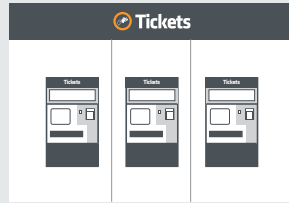


Sales (by channel)



47%

Sales at ticket office



53%

Sales at ticket machine



0.4%

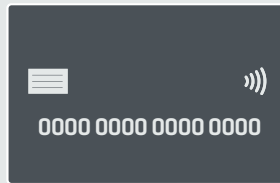
Sales online

Sales (by mode)



20%

Payments made by cash



80%

Payments made by credit/debit card



170,000

Kids Go Free journeys on Subway.
Estimated 39,000 directly generated by the KGF promotion

Ticketing facts and figures



1m+

Journeys made on third party smartcards



336k+

Smartcards issued since launch



14.7k

New registered Smartcards in 2023/24





Subway Modernisation

First new Subway trains in system for 43 years!

This year saw a major milestone in the Subway modernisation programme achieved with the first of 17-brand new, bespoke design and custom-made trains entering the 127-year-old system, ready for passenger service.

The afternoon of 11 December 2023 saw the first of two new trains travelling on the Outer Circle, entering Govan Subway Station. This was the first glimpse of the long-awaited new trains for passengers, following their extensive testing both at our dedicated testing area at the depot and their in-system testing carried out at night after the system was closed to passenger service by train manufacturer Stadler.

Bringing the new trains into passenger service was an opportunity for the modernisation project, engineering, and maintenance teams to see how the trains performed in service with passengers. Everyone was delighted to see the trains perform so well in service with passengers both surprised and happy to see them.

The old, legacy fleet had performed well beyond its life expectancy and finding parts for them was becoming more and more challenging, making maintaining them almost impossible. While the new fleet will take time to grow towards its full capability and reliability levels, getting the first of the new trains into passenger service is the start of the process.

Another two new trains entered passenger service in February 2024, followed by another three trains in March 2024 bringing the total new trains available to seven.

All the new trains are custom made due to the unique size of Glasgow Subway. The new trains are the same length and size as the legacy fleet but are now a four-car set, as opposed to the current three-car set and open gangways within the train maximise the space available.

They are currently operating with a driver under our legacy signalling system and running in joint operation with our legacy fleet.

The new trains are just the next stage in the Subway modernisation programme, with a number of challenging key milestones to be reached before we can say modernisation is complete. In this next year, we will continue to work behind the scenes to replace the Subway's signalling and communications system. We are also looking forward to the introduction of our new Operational Control Centre (OCC) which will be key to improving the availability and reliability of our passenger service.

We will also begin to introduce platform screen doors (PSDs) to station platforms. These will be 'half height' to preserve as much space and openness within the stations as possible while still maintaining passenger safety and security.

Once these key milestones have been reached, we will introduce Unattended Train Operation (UTO) or 'driverless' trains to the system. However, the system will remain a staffed system.



Regional Transport Strategy 2023-2038

Approval of Regional Transport Strategy for west of Scotland

In July 2023, 'A Call to Action: The Regional Transport Strategy for the west of Scotland 2023 – 2038' was approved by Scottish Ministers as the new Regional Transport Strategy (RTS) for the SPT area.

The new RTS sets out the policies that SPT aims to deliver in partnership to help bring about a transport system that works for everyone, prioritises low carbon and resource efficient ways of travelling, and makes it easy and convenient to choose walking, wheeling, cycling and public transport for everyday travel and more.

SPT chair Stephen Dorman said:

"The final draft RTS marks the culmination of a rigorous development process by SPT and partners over recent years. It has been developed on the back of in-depth research, review, analysis, best practice and statutory assessment. Most importantly the final document reflects feedback received from the public who we hope will benefit most from this far-reaching document."

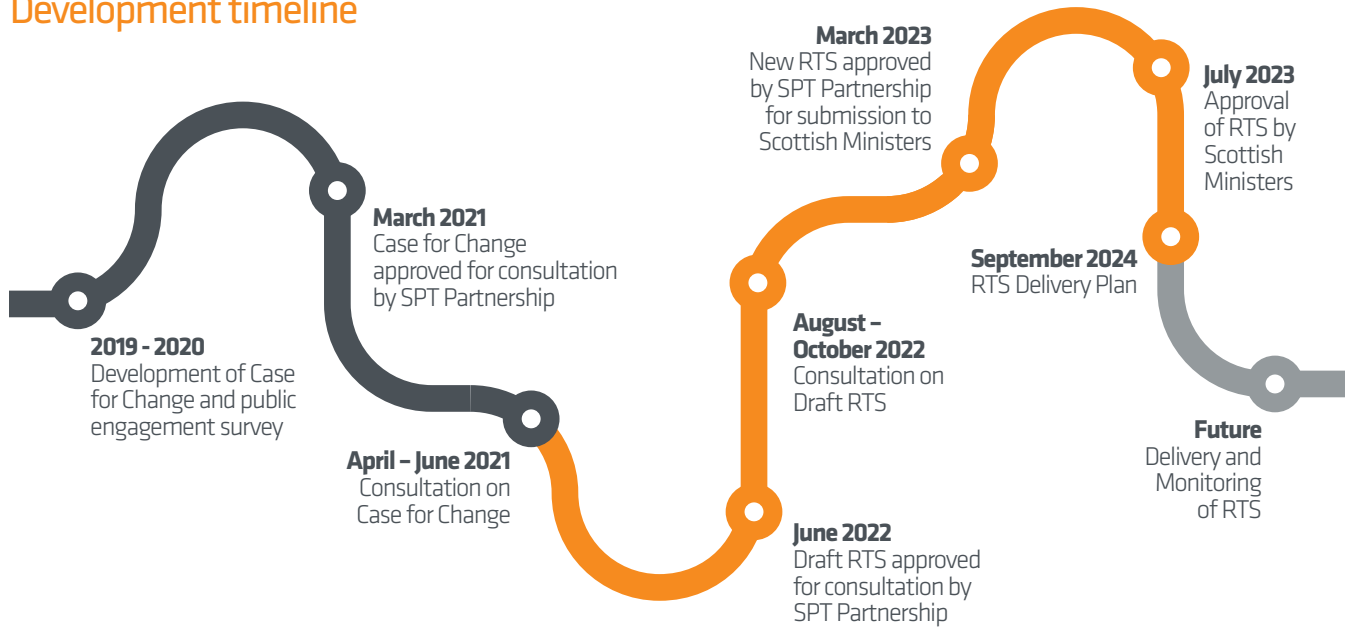
"This document reflects the ambitions, and long-term direction, for transport in the west of Scotland for the next 15 years including the potential impact of Clyde Metro."

The first RTS, which was approved in 2008, led to and supported major transport investments in the region including Subway Modernisation, development of the Community Transport sector, upgrading of thousands of bus stops across the region, implementation of Real Time Passenger Information and over 4000 new rail-based Park and Ride spaces.

In the same way, the new RTS guides development of future transport interventions, including bus reform as part of the Strathclyde Regional Bus Strategy and Clyde Metro, and promotes ambitious policies to accelerate delivery of cycling infrastructure, allocate more road space to bus, cycling and other more sustainable modes, and development of road pricing. Key projects to be progressed over the next three years will be set out in the RTS Delivery Plan later in 2024.



Regional Transport Strategy Development timeline



Read the full Regional Transport Strategy.





Bus Infrastructure

SPT's Customer Service department provides a front-line operational service to the travelling public, through the management of SPT's bus stations and interchanges, including Buchanan Bus Station, Hamilton Bus Station, East Kilbride Bus Station, Greenock Bus Station, and both Govan and Partick Bus Interchanges.

From bus regulating to customer service enquiries, staff across our stations continue to provide key services to the travelling public.

2023/2024 witnessed a continuation of our rebranding and refurbishment of key infrastructure, driving brand recognition, enhanced public information and safety.

Highlights

- Installation of LED high mast lighting in East Kilbride bus station, this has both enhanced the facility and reduced energy consumption.
- Renewal of traffic line marking across stations and car parks to enhance health and safety measures.

RTPI across the region

Across the SPT region there are now 875 electronic signs in place providing live service departure information.

SPT Network Analysis Team has also increased the number of operators who are setup to supply Real Time Passenger Information (RTPI) from 10 in 2022/2023 to 24 in 2023/2024 with:

- 4 main local bus operators
- 18 smaller bus operators
- 2 Community Transport operators.

A further eight operators are currently at various stages of being brought on board as well.

There are a total of 533 unique registered services operating in the SPT area and 462 of these services are now supplying Realtime.

RTPI upgrades

This year, the Real Time Passenger Information signs at Govan and Kilmarnock Bus Stations have been upgraded to meet latest standards and to match those at other SPT managed bus stations.

SPT's Bus Development (Infrastructure) section continue to manage and improve on-street bus infrastructure on an agency basis on behalf of the majority of Local Authorities in the SPT area.

Utilising a combination SPT Capital expenditure and Scottish Government Community Bus Funding, 194 new shelters have been provided across the region during 2023-2024. Notable amongst these have been an additional 77 out of 115 shelters brought into the control of, and replaced by SPT in the North Lanarkshire area, replacing time expired non-advertising shelters with new.

Expansion of RTPI has continued, with 24 new on-street signs in the Argyle and Bute, East Dunbartonshire, East Renfrewshire, Glasgow, Inverclyde, North Lanarkshire, South Ayrshire and South Lanarkshire areas, upgrading five signs in East Ayrshire and six signs in Glasgow, plus installations in various NHS foyers in the Glasgow area and facilitated installation at Glasgow Airport.

Traffic Light Priority

Work continues with Glasgow City Council's Traffcom team to deliver traffic light priority (TLP), with bus priority requests facilitated by the regional RTPI system.

Around 175 junctions in Glasgow are now enabled to provide TLP for bus. Similarly, historical outputs from the system have been used to highlight average bus running speeds and traffic hotspots across the city which have been utilised as part of the Glasgow City Region bid to Transport Scotland's £500m Bus Partnership Fund (BPF).

SPT has in recent years provided capital funding to enable TLP to be rolled out across other Local Authority areas. To this end, 12 junctions in North Ayrshire between Irvine and Kilwinning have been enabled for TLP, with an additional two enabled during 2023-2024.

Twelve junctions in the Renfrewshire Council area are now active, with more to follow. One junction in East Ayrshire has been enabled, and SPT officers are currently working with South Lanarkshire Council to enable a further 18 junctions in the Cambuslang, Larkhall, Uddingston, Carluke and Lanark areas.

Bus Station Departures



Location	Buchanan	East Kilbride	Greenock	Hamilton	Silverburn	Braehead
2023/2024	478,873	191,573	n/a	211,184	127,922	196,502
2022/2023	492,849	106,365	n/a	225,512	179,046	227,042
2021/2022	449,389	203,853	n/a	214,961	139,817	205,351

Bus Infrastructure



11,205

Bus stops managed



3,494

Bus shelters managed



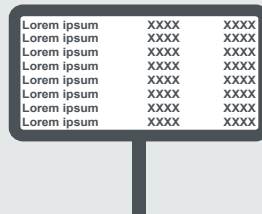
13,817

Bus stop information panels maintained



194

New bus shelters installed



875

Real Time Passenger Information screens managed



Local Authority with TLP

Glasgow	175
North Ayrshire	14
East Ayrshire	1
Renfrewshire	12
South Lanarkshire	61

Contact Centre

SPT's Contact Centre based at Buchanan Bus Station (BBS) deals with various enquiries by telephone, email, or by mail. These queries vary from booking requests for the MyBus service and

subsequent confirmation callbacks for successful journeys, to assistance in applying for, renewing, and replacing the over 60s and disabled National Entitlement Card (NEC).



63,500

Inbound Concessionary calls received



63,910

Inbound MyBus calls received



88,859

Outbound MyBus calls made



7,346

New Applications



15,537

Renewed Cards



33,659

Replacement Cards



MyBus

Subsidised Bus Services



150,205

MyBus Journey requests received

134,555

MyBus Journeys made

6.3m

Passengers carried a 21% rise from 2022/2023

7.6m

Miles operated by subsidised services a 15% rise from 2022/2023

MyBus journeys breakdown by area

East Ayrshire 9,297	East Dunbartonshire 3,801	East Renfrewshire 7,574
Glasgow 12,808	Inverclyde 5,979	North Ayrshire 11,026
North Lanarkshire 18,918	Renfrewshire 10,888	South Ayrshire 8,923
South Lanarkshire 35,745	West Dunbartonshire 9,596	



150

Subsidised bus contracts



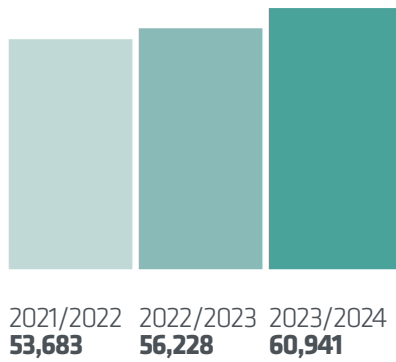
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Local subsidised bus services

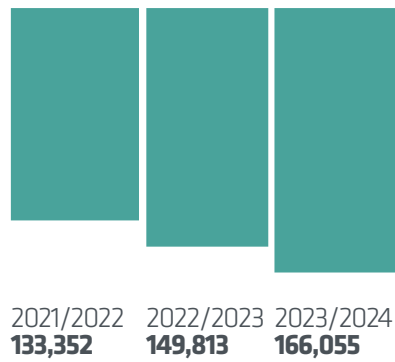
ZoneCard



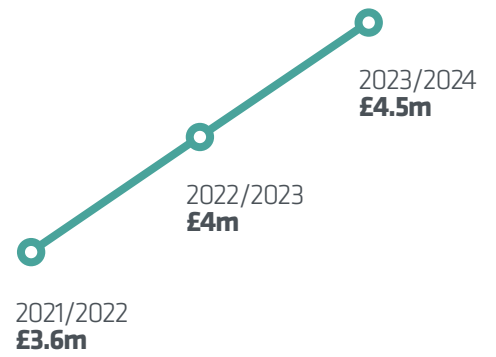
Tickets sold (by year)



Weeks sold (by year)



Revenue (by year)





Strathclyde Concessionary Travel Scheme

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 SCTS discounts through their National Entitlement Card.

SPT reports scheme performance and budget updates to the Joint Committee and continues to advise Members of measures to ensure that the financial sustainability of scheme is maintained in the longer term and supports people who rely on concessionary travel by offering reduced price fares.

At the meeting of the Joint Committee in March 2024, Members approved SPT's recommendation to pause introducing a new agreed fare structure until April 2025, recognising the continuing recovery in concessionary travel demand towards pre-covid levels.

In May 2023, ferry operator CalMac officially launched their new e-booking and digital ticketing platform Ar Turas. SPT, on behalf of the Joint Committee, supported CalMac during the development of Ar Turas to integrate SCTS ticket purchasing options as part of the offer to ferry customers. SCTS customers, for the first time across all eligible ferry routes, are able to purchase advance tickets online then can simply present their 'e-ticket' to vessel staff when boarding. This ticketing enhancement is a huge step forward in helping improve the journey experience for eligible Ferry Card concession customers.

During 2023/2024, we have continued to engage with ScotRail to explore options to make SCTS tickets more accessible for rail customers, including through online sales and at platform ticket vending machines.

Development of Strathclyde Regional Bus Strategy



Our bus network is critical to the working of our economy and sustaining the social fabric of our region. Buses transport us to school and work, to friends and family, and to healthcare and other services. Buses support our town centres and provide essential access for people who cannot, or do not want to, use cars.

However, the bus network is just not working as it should for passengers and communities. In 2023/2024, the Strathclyde Regional Bus Strategy (SRBS) was initiated by SPT in response to the on-going decline of the bus network and the impact this has on communities, business and public policy outcomes. The SRBS is SPT's process to improve the bus network including looking at the ways the bus network is operated and delivered.

In March 2024, the SPT Partnership approved our recommended options for bus reform in the region including local services franchising, Bus Service Improvement Partnerships (BSIPs) and municipal bus company for consultation. SPT believes the implementation of the recommended options will help deliver reliable and quicker buses where we need them, when we need them; more affordable fares; and an accessible, safe and integrated network that is easy to use.

SPT chair Councillor Stephen Dorman said:

"This is a bold and ambitious plan from SPT which sets a strong approach to tackle a declining bus market. It gives us opportunities to build for growth, and deliver a network that is attractive, accessible, and affordable to both passengers in our communities who rely on the bus to get around and those who we need to get 'onboard' by offering an attractive alternative to the private car.

"However, any franchising option will take time and investment to establish so we need to look at doing something now to halt the declining bus market. BSIPs, which also require suitable investment, offer the best opportunity for a significant, interim improvement while we work to establish the world-class local bus franchise model the people of the West of Scotland deserve.

"In order to progress any of these options, we need investment from the Scottish Government which now has to step up with real funding and a commitment to support public transport, particularly bus which for too long has been forgotten and now requires urgent action."



Vice-chair Councillor Alan Moir said:

“The preferred options presented by SPT today have the potential to revolutionise local bus services in the west of Scotland to the clear benefit of bus passengers and local communities.

“The need to stabilise the local bus market, deliver bus reform, and fully harness the strengths of all those collectively employed in the sector is also very clear. It is only by doing so that bus can fully contribute to our wider economic, societal, and environmental objectives. Allowing the continued decline of services is simply not an option, we all need sustainable local bus services to deliver so much more.”



Vice-chair Councillor David Wilson added:

“We have been presented with the best options to take forward proper bus reform for our area. The need for a long-term plan for bus is clear and comes after a full appraisal of all the options available against a range of criteria. Delivery of a competitive franchising model, as proposed, has the potential to harness the best aspects of the public and private sector collaboration in delivery of local bus services.

“To succeed – as it must do – local bus services require proper funding and investment for the medium and long term as well as support from politicians, from bus operators, and other key stakeholders, as well as and, most importantly, the public. We must also ensure that the options are integrated by improving bus priority on our roads, reducing congestion, again with adequate resources to fund a fully functioning network.”

The process to develop the bus strategy will be complete in 2025.

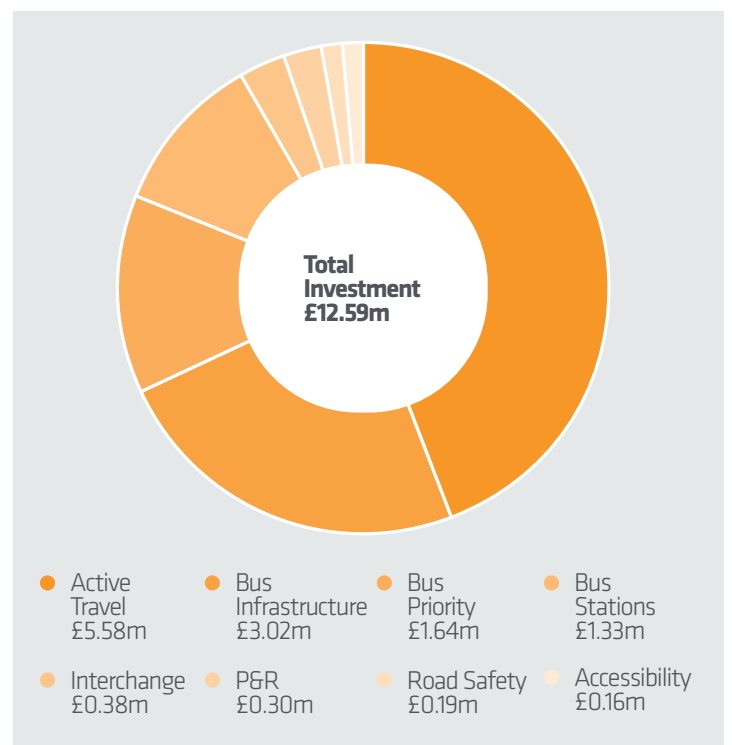
Investing in Transport



SPT has continued to play its part throughout 2023/2024 to make public transport a more attractive and sustainable mode choice for people through our investment in transport projects across the west of Scotland.

SPT's Capital Programme investment over the past year has helped our councils to deliver a range of transport infrastructure projects across our area and has supported delivery of projects including active travel, bus infrastructure, bus priority measures, improvements to key bus and rail interchanges, park and ride as well as supported the development of projects through design stages.

Our Capital Programme helped grant award 55 local authority projects with an investment totalling £12.59 million and supported five requests for extra funding support totalling a further £570,000.





Motherwell Transport Interchange (North Lanarkshire Council)

June 2023 saw Minister for Transport, Fiona Hyslop MSP, officially open the redeveloped Motherwell station and regional transport integration hub.

This major project was a joint initiative between ScotRail, North Lanarkshire Council, SPT and Transport Scotland which resulted in delivering a fully integrated hub that seamlessly connects multi-modal transport.

The works involved Motherwell railway station undergoing redevelopment, as well as enhancements to the public realm outside the station building and has helped improve links between bus and train services.

A new expanded station concourse and enhanced forecourt has been created that includes improved ticket retailing facilities and enhanced retail environment with food and drink offering, while customer waiting facilities at platform level have also been refurbished. Works also included the installation of 140 glass roof panels which has helped to create a brighter and more modern looking station.

North Lanarkshire Council was responsible for delivering the public realm outside the station building, creating a new transport hub with support from the Glasgow City Region City Deal. This includes an expanded bus facility, new station access road, car drop-off area and blue-badge parking, as well as new facilities for taxis and pedestrian and cycle access, which has improved links between bus and train services which will contribute positively towards helping reduce congestion in the town centre.



The station works were funded by Transport Scotland, SPT, and ScotRail, with North Lanarkshire Council and Glasgow City Region City Deal funding delivering the improvements on Muir Street. SPT's overall investment in the project, including design and construction contributions, totalled £3.1 million.

The project client delivery team for the station and interchange project has been shortlisted in the Transport Team / Partnership of the Year category for the 2024 Scottish Transport Awards.

Lanark Park and Ride (South Lanarkshire Council)

SPT funding of £260,000 helped expand park and ride facilities within Lanark. An additional 33 spaces have been provided, taking the total number of spaces to 64, along with two electric vehicle charging bays. Works also included the addition of train station disabled parking on Bannatyne Street, which provided an additional eight disabled parking spaces including two electric vehicle charging bays. The works were completed in order to facilitate and support future plans to upgrade the bus station area adjacent to the town's rail station to create a modern high quality interchange environment.

Planning for Clyde Metro

This year saw a major step forward in the delivery of the Clyde Metro, when it was announced in November 2023 by Glasgow City Council Leader Susan Aitken, that SPT will lead the development of the Clyde Metro Case for Investment (CFI) for the project.

Delivery of the CFI is being taken forward by a Project Board, comprising each of the project partners – SPT, Glasgow City Council and Transport Scotland – and is guided by a senior level Programme Steering Group.

The CFI is the next key stage in the development of Clyde Metro and will set out the Programme Level Business Case and arrangements for the initial delivery phases.

The programme of works to develop the CFI over the next ~2 years includes:

- **Stage 1a** – Case for Change & Initial Option Development
- **Stage 1b** – Client Advisory Services
- **Stage 2** – Programme Business Case.



Progress on the CFI can already be seen, when in February 2024, SPT appointed transport planning consultants Mott MacDonald to provide specialist support to the Clyde Metro project delivery team to develop the CFI Stage 1a. The appointment was made following a mini competition using SPT's Design, Technical and Professional Services (DTPS) Framework.

The Stage 1a commission is programmed to complete in July 2024 and will include a review of the Clyde Metro Network and modes that formed part of the Strategic Transport Projects Review (STPR2), published in January 2022 and which sets out the Scottish Government's transport investment priorities over the next 20 years. The CFI Stage 1a will examine potential alternative network and mode options. Outputs from this workstream will be used as key inputs to Stage 2 of the CFI.

A separate procurement tendering exercise was carried out by SPT, using the UK Government's Crown Commercial Services Procurement Framework, to provide the Client Advisory Services (CAS) support to the Project Board partners. The CAS commission will provide independent and impartial expert advice to the Project Board as part of ensuring that all CFI requirements are met and that a robust business case is prepared. An appointment to the CAS role is expected in the early part of 2024/2025.

To support delivery of the CFI, a procurement tendering exercise was carried out for the purposes of establishing a new dedicated 'Clyde Metro Consultancy Framework'. The new framework, with a total value of up to £20 million, comprises eight specialist 'lots' and has been designed to ensure that the Clyde Metro project delivery team can access the support needed to complete Stage 2 of the CFI along with any associated post CFI requirements that emerge. It is envisaged that approximately five organisations will be awarded to each lot, with the duration of the framework being three years with the option for a 12 months extension.

Clyde Metro project partners are committed to ensuring that Clyde Metro presents a long-term integrated approach to transport infrastructure and services across the region. The CFI will look at urban development regeneration as part of plans to deliver wider transformation benefits to housing, place-making, sustainability, economy, environment, health and society.

Clyde Metro Consultancy Framework Lots:

- Lot One: Transport Planning & Modelling
- Lot Two: Transport Engineering
- Lot Three: Land Use Planning & Placemaking
- Lot Four: Business Cases & Economic Assessment
- Lot Five: Environment
- Lot Six: Impact Assessments
- Lot Seven: Legal & Commercial
- Lot Eight: Marketing, Branding & Communications.

SPT Chair Councillor Stephen Dornan said:

"Clyde Metro is an opportunity to deliver a step-change in public transport in our region. As a major transport and transformational project for the area, SPT is delighted as the Regional Transport Partnership, to lead the development of the Case for Investment working alongside our project partners. Significant work is underway already, and we look forward to making good progress into 2024.

"The development of Clyde Metro is essential to the future of public transport in our region. As set out in SPT's Regional Transport Strategy, we want to work with partners to make the west of Scotland a well-connected place with active, liveable communities and accessible, vibrant centres facilitated by high quality, sustainable and low carbon transport shaped by the needs of all."

School Transport

SPT arranges and manages school transport for **11 out of 12** local authorities in our area.



11/12

Local authorities



70,000

Journeys per day



35,000 *

Pupils



1,200

Contracts



3,145

Compliance checks



2,115

School transport inspections



*A reduction of 1,000 children from 2022/2023 due to implementation of U22 travel.



Supporting Community Transport

SPT allocated more than £1.2million in 2023/2024 to support a number of key community transport projects across Strathclyde.

Community transport plays a key role in ensuring communities in many areas, where there is limited access to public transport, 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.

Many of the projects funded ensure transport for those with special needs and kids' clubs, community bus services for older people and for those with mobility issues who find it difficult to access public transport. They also provide transport for patients to meet hospital / hospice and out-patient appointments.

Grant funding of more than £439,000 was awarded to Community Transport Glasgow (CTG) to support their core transport activities including special needs club transport, children's Playscheme transport, as well as transport for older people and other vulnerable groups. This includes funding of up to £61,000 to run a local community bus service (CB2) operating in Drumchapel between Antonine Road, Drumchapel Shopping Centre and Peel Glen Road filling a gap in the local bus network. It also includes £25,000 to support CTG's East Dunbartonshire Community Transport project.

Full funding for club and Playscheme transport is provided from Glasgow City Council to SPT which we arrange on behalf of a number of community transport operators.

The North Area Transport Trust (NATA) was awarded almost £137,000 to support their core transport activities and specific services including local bus services; special needs club transport and children's Playscheme transport.

This funding includes £47,000 that will help support club transport to 19 clubs in Glasgow for those with special needs, older people and other vulnerable groups.

More than £106,000 was awarded to South Ayrshire Community Transport (SACT) which provides accessible, affordable transport for socially or economically disadvantaged groups, voluntary groups and third sector organisations in South Ayrshire.

SACT also operates a MyBus Rural Demand Responsive Transport (DRT) service on behalf of SPT (R700) together with an additional fourth day per week operation (CB8). More than £55,000 of the allocated funding enabled this service to continue operating during 2023/2024.

More than £157,000 was awarded to Coalfield Community Transport (CCT). This included £50,000 to support their core transport activities and running costs, £32,291 for the continuation of its Cumnock – Sorn Connector DRT service, and £75,000 was provided to allow the purchase of a wheelchair accessible minibus, to allow the expansion of CCT's community transport services in other parts of Ayrshire previously not covered.

Getting Better Together (GBT) was awarded a total of £97,000 with £40,000 to support GBT's core activities to provide accessible, affordable transport for socially or economically disadvantaged groups, voluntary groups and third sector organisations in North Lanarkshire. The other £57,000 of this sum was in order to purchase two wheelchair accessible people-carriers, replacing time expired vehicles utilised on the NHS/CT Hub project. Getting Better Together CT is utilised for transporting patients, staff, medical equipment, samples and documentation pertaining to patients on behalf of NHS Lanarkshire covering all NHS acute sites in Lanarkshire and Glasgow.

South West Community Transport (SWCT) was awarded more than £90,000 for their community transport activities for 2023/2024. This included a new grant of £25,00 specifically to support their Patient Transport Service following withdrawal of funding from other sources, and therefore allowed this valuable service to continue. It also included funding to provide school holiday Playscheme transport services (funded by GCC) and for SWCT's contribution to SPT's MyBus service.



In addition:

Ardgowan Hospice received up to £30,000 to support the organisation's volunteer car scheme, which provides transport to hospitals in the NHS Greater Glasgow and Clyde area for cancer treatment and out-patient hospice attendances, for residents in the Inverclyde area. The funding was used to support vehicle running costs (fuel, insurance, maintenance etc.) and volunteer expenses.

The Blantyre Volunteer Group (BVG) received up to £28,000 to support the organisation's provision of safe, accessible community transport services for groups and individuals. The funding assisted with the running costs of their vehicles and volunteers so that they can continue to provide group transport to the local community of Blantyre and the surrounding area during 2023/2024.

Community Central Halls (CCH) operates transport services within the most deprived communities of northwest Glasgow. CCH was awarded £37,500 to continue to provide transport services for all ages, abilities and ethnicities in this area. Funding of £7,500 was allocated for Playscheme transport providing transport for children attending activity clubs across Glasgow, bringing the total amount awarded to £37,500.

Community Transport East Renfrewshire (CTER) received £25,000 for their group transport service and volunteer car scheme which provides transport of patients to GP, clinic and hospital appointments, principally in the East Renfrewshire Council area. The funding was used to support vehicle running costs and staff-related costs.

The East Kilbride Community Transport (EKCT) received up to £15,000 to support the organisation's provision of safe, accessible community transport services for groups and individuals, in East Kilbride and in other parts of South Lanarkshire.

Glenboig Development Trust (GDT) received £25,000 to provide transport services to a wide variety of groups such as nurseries, social work, children and youth groups, and for older people and disabled people. The Trust also operates shopping trips from villages in the Glenboig area of North Lanarkshire for local residents who have limited access to public transport.

Inverclyde Voluntary Council for Social Services (IVCSS) made an application for core funding, for up to £25,000, for the first time following withdrawal of funding from other sources.

IVCSS provides transport to assist special needs schools and elderly day care centres in the Inverclyde area. The service is operated entirely by volunteers and is one of the largest types of provider using this model. The grant funding allocated was used to support the running costs of the transport service.

Larkhall District Volunteer Group (LDVG) was awarded up to £59,500 to provide services to various community groups and an access to education service for the children of the travelling community. The group also supports a volunteer car scheme for those who need to access medical appointments. They are also piloting a shopping bus service for a particularly deprived area of Larkhall. Included within this sum was an allocation of £6,500 to support LDVG's input into SPT's MyBus service.

An application for funding was received from the New Tannahill Centre (NTC), part of Ferguslie Park Housing Association. Partnering with Community Transport Glasgow, NTC continued their Community Transport project launched the previous year. Up to £12,000 was awarded to support the local community, by providing a community transport service for local groups including childcare and elderly groups, thereby reducing loneliness and social isolation.

Port Glasgow Voluntary Trans-Port Group (PGVTG) received up to £12,000 to support CT activities. PGVTG provides accessible, affordable transport for socially or economically disadvantaged groups, voluntary groups and third sector organisations in the Inverclyde area.

Renfrewshire Council SOOPiR Bus (RC SOOPiR) received up to £8,500 for the Strengthening Opportunities for Older Adults in Renfrewshire (SOOPiR) bus project. This project provides transport for older people and community groups in Renfrewshire to access activities that will improve the lives of socially isolated people who are unable to use public transport due to their limited mobility.

These consist of outings to leisure facilities or other outings that improve people's quality of life, reduce loneliness, increase social interaction, increase physical activity, and promote their wellbeing.

SPT has also awarded up to £30,000 to West Dunbartonshire Council in order to continue their Community Transport project. Following an early pilot project partnering with South West Community Transport, this project has now been taken in house and extended to all areas of West Dunbartonshire, and consists principally of a healthcare appointments transport service (HATS) to allow access to medical appointments for those who would struggle to use mainstream bus services or MyBus.



*Your Journey
Is Our Journey*

Supporting Active Travel



Regional Active Travel Strategy

Embedded in the transport industry, and responding to an ever changing and transforming world, SPT is committed to ensuring that transport in the west of Scotland serves the needs of those who use it. SPT aims to ensure that local communities are connected to the services they require in an accessible and low carbon manner, utilising the sustainable travel hierarchy and changing attitudes towards transport choices.

Throughout 2023/2024, SPT has been working on delivery of a Regional Active Travel Strategy as a means of achieving this. The strategy, which is a delivery mechanism for the Regional Transport Strategy (RTS), will work towards the overarching vision and priorities of the RTS, supporting a healthier environment, inclusive economic growth, and an improved quality of life for those living in the SPT region through facilitating modal shift away from traditional car use to more sustainable modes of transport.

Work is well underway on the project which will deliver an aspirational network of strategic, cross boundary active travel routes, with an accompanying delivery plan and programme to help guide and co-ordinate strategic and cross-boundary active travel infrastructure projects and investments in the region. This will also provide active travel delivery partners with an improved understanding of the region's level of ambition and investment requirements, priorities, and timescales for achieving a step change in active travel provision and quality. Complementary to this, the strategy will also detail non-infrastructure interventions for delivery that will contribute to behaviour change and improve access to bikes across the region.

Between October and November 2023, SPT undertook a period of public and stakeholder engagement and consultation to identify the barriers and opportunities to active travel uptake across the SPT region. The information gathered from this exercise, along with a series of engagement sessions conducted with our partner local authorities, was used to inform the strategy's Case for Change, and ongoing strategy development.



Active Travel Transformation Fund

As a means of reinforcing SPT's commitment to active and sustainable travel, following an application to Transport Scotland's Active Travel Transformation Fund (ATTF) in January 2023, SPT was informed that an award for Design Support funding of £135,000 had been successful. This was to facilitate the development of feasibility and design work for delivering high quality enhancements to active travel infrastructure and connections around SPT's Subway and bus stations with a view towards establishing a pipeline of active travel projects ready for delivery in future years.

The project aims to provide transformational change to the active travel facilities both within the footprint of the stations themselves and to link the infrastructure with current and proposed wider active travel networks to provide seamless integration and interchange at station locations, making the stations more accessible and allowing further destinations to be reached more sustainably.

A feasibility study has been conducted identifying the most suitable stations for intervention, and design work is underway to deliver outcomes which ensure there are links for walking, wheeling, and cycling into local networks. The final designs will allow SPT stations to act as active travel hubs with enhanced infrastructure provision at these locations to permit more users to utilise these transport modes for their everyday journeys as part of a seamless journey experience, as well as overall enhancements being made to public realm, creating spaces for communities, and improving user experiences.



People & Place Programme

The introduction of the Verity House Agreement saw increased funding and control move to local authorities. Over 2023/2024 Transport Scotland recognised the importance of increasing capacity and capability of local authorities to ensure conditions are right for the benefits of future active travel investment to be realised. Dependent on this success is a closer relationship between active travel infrastructure delivery and behaviour change activities.

In line with SPT's ambitions to support active travel uptake across the region, Transport Scotland has altered the approach to its active travel behaviour change and access to bikes funding delivery model as of 2024/2025, with co-ordination and overall programme delivery lying with the Regional Transport Partnerships (RTPs). This programme of work, known as the People & Place Programme, has been under development through 2023/2024 with project delivery beginning 2024/2025.

Projects

To promote active travel across the region and encourage modal shift away from traditional car use to more sustainable travel choices, SPT has continued delivering active travel investment through its Capital Programme. Throughout 2023/2024, we invested £5.73 million in walking, wheeling, and cycling projects in our area.

This key investment included:

- **Argyll and Bute Council:** Helensburgh and Lomond Cycleways (£90,000) to support completion of route designs.
- **East Dunbartonshire Council:** Kirkintilloch Town Centre Sustainable Transport Improvements (£600,000) – creation of a more pedestrian friendly, accessible environment within the town centre area between Regents Garden, Kirkintilloch Town Hall and Peel Park.
- **North Ayrshire Council:** B714 Active Travel Links (£260,000) – improving active travel connections within Dalry and Saltcoats, linking with the active travel route planned to run alongside the upgraded B714.
- **North Lanarkshire Council:** Motherwell Station Active Travel Links (£190,000) –improving walking & cycling routes within the town centre and connections to Motherwell rail station and Interchange.
- **South Ayrshire Council:** Local Cycle Network Improvements (£700,000) – supporting various active travel projects including preparatory works to enable delivery of a new off-road walking and cycling path linking Dundonald and Barassie.
- Through its **Regional Active Travel Grant (RATG)** fund, Transport Scotland provides funding to Regional Transport Partnerships for cross-boundary active travel infrastructure projects with each region. In 2023/2024, six active travel projects totalling £1.04 million were delivered within the SPT region following SPT’s successful application on behalf of council partners. These projects were:
 - **Glasgow City Council:** A77 Connections to East Renfrewshire (£45,000) - Feasibility Study and Concept Designs of an Active Travel Route from the East Renfrewshire boundary connecting into the South City Way (and emerging Connecting Battlefield project) and onwards to Glasgow City Centre to develop a strategic link of Glasgow City Council’s strategic City Network.
 - **Glasgow City Council:** A80 Connections to North Lanarkshire (£40,000) - Feasibility Study and Concept Designs of an Active Travel Route from the North Lanarkshire boundary along the A80 connecting into Glasgow City Centre and developing a strategic link of Glasgow City Council’s strategic City Network.
 - **Glasgow City Council:** NCN 7 Missing Link Yoker to Clydebank Towards West Dunbartonshire Council (£45,000) – Feasibility Study and Concept Designs of National Cycle Network Route of regional importance linking West Dunbartonshire Council’s Bowling project, the Clydebank town centre improvements and Glasgow City Council City Network.
 - **Inverclyde Council:** National Cycle link Wemyss Bay to Skelmorlie Feasibility Study (£30,000) - Feasibility Study, design and construction of a suitable active travel route from Wemyss Bay to Skelmorlie, connecting Inverclyde and North Ayrshire plugins transport gaps in the network provision.
 - **North Lanarkshire Council:** Cross Boundary Strategic Active Travel Connections Between North Lanarkshire and South Lanarkshire (£80,000) – Development of concept designs for multiple strategic cross-boundary active travel routes connecting North Lanarkshire and South Lanarkshire.
 - **South & East Ayrshire Council (Ayrshire Roads Alliance):** Doon Valley Active Travel Route (£800,000) – Design of a new, high standard and widely accessible active travel link between Dalmellington and Ayr connecting to the Ayr Hospital and existing Alloway to Burton core path via the Corton development in addition to future aspirational schemes such Accessible Ayr, The Culzean Way and the Prestwick to Barassie Active Travel Route.



A77 Strategic Cycle Corridor (East Renfrewshire Council)

Building on SPT's previous investment supporting East Renfrewshire Council in its ambitions to deliver the A77 Strategic Cycle Corridor, 2023/2024 included a further investment totalling £0.30 million to support completion of phase 2 of the project.

Works commenced in early 2023 and run between the M77 overbridge and Malletsheugh junction. The £1.3M second phase is supported by Cycling Walking Safer Routes (CWSR), awarded as part of the Scottish Government's Active Travel Transformation Fund.

The project, which will be completed over several phases, will eventually see over 5 kilometres of high-quality segregated walking and cycling infrastructure introduced along the A77 road from Maidenhill to beyond Eastwood Toll roundabout linking to the Glasgow City boundary where the project will see continuance.

Paisley to Renfrew Active Travel Route

A capital funding contribution of £0.55 million has helped support the completion of Renfrewshire Council's Paisley to Renfrew Active Travel Route project. The route provides a safe cycling and walking route and comprises the construction of a 5km route linking the two towns running from Paisley Gilmour Street Station northwards to Renfrew Riverside via the disused railway line. The route crosses the recently reopened White Cart Footbridge at Abercorn Street, funded previously by SPT, and also connects to walking and cycling routes around the Advanced Manufacturing Innovation District Scotland (AMIDS).

Climate Change Strategy & Net-Zero Strategy



SPT's new Climate Change Strategy and Net-Zero Action Plan, approved at Partnership in March 2024, demonstrates our corporate commitment to environmental responsibility and highlights the actions we will take to achieve rapid emissions reductions across SPT. This also includes adapting our property portfolio and transport services in preparation of changing climatic conditions.

Vision and goals

In alignment with the Scottish Government's statutory 2045 targets as well as Glasgow City Council's 2030 targets, SPT is aiming to be a low carbon, resource efficient and climate resilient organisation with a robust net zero carbon pathway to 2045 across all of our operations and supply chains.

- We will have a green organisational culture and a workforce highly trained in climate change mitigation and adaptation.
- We will have a leading role in delivering a decarbonised and adapted transport network in the west of Scotland.
- We will have strong partnerships in place to maximise co-benefits of green investment and innovation and ensure a Just Transition.

Within this Strategy, SPT has set ambitious policy-based targets which are specific to our operational emissions boundary, and from which all future progress will be measured:

- **Target 1:** SPT aims to have zero carbon emissions across our Scope 1 and Scope 2 operational emission boundary by 2030.
- **Target 2:** SPT aims to have net zero carbon emissions across our full operational emission boundary by 2045.

We recognise that our targets are ambitious but are committed as a public sector body to ensuring that our targets are in alignment with Glasgow's Net-Zero target of 2030, and at the same time, to demonstrating leadership as a transport provider in the region.

Building on previous success

Addressing climate change is not new to SPT, and we have already taken significant strides toward aligning our operations with the principles of sustainability. SPT has had a Carbon Management Plan (CMP) in place since 2008/2009 which has been instrumental in delivering emissions reductions across our estate. SPT's 'corporate' carbon footprint has reduced significantly over the last 10 years, with a 57% reduction in 2019/2020 from the original 2008/2009 baseline.

This has been achieved through investment in a range of initiatives such as utilising solar power and voltage optimisation at Buchanan Bus Station, an LED lighting upgrade on the Subway, and innovative initiatives such as a ground source heat pump at Broomloan depot which provides up to 40% of the heating load of staff facilities. In addition, we have installed air source and water source heat exchangers in several of our Subway stations making use of the 12-14°C water and air temperatures prevalent in the Subway tunnels.

This Corporate Strategy builds on this work as well as our Public Bodies Climate Change Duties Reporting (PBCCDR) through the Sustainable Scotland Network (SSN) to enhance our emissions quantification methodology and data collection processes. Evidence gathered from across SPT's major departmental functions identified relevant emissions sources and gaps in reporting, highlighting key areas for optimisation. This informed the development of a Green House Gas (GHG) emissions inventory for SPT, from which progress can be measured.

Delivering Net-Zero

This corporate strategy targets areas that are most within SPT's control to directly change. This includes our supply chain, our property portfolio, our staff and business travel, our operations, and the transport services and projects administered, managed and/or funded by SPT. Evidence gathered from across SPT's major departmental functions identified relevant emissions sources highlighting key areas for optimisation to inform the development of a Green House Gas (GHG) emissions inventory for SPT from which future progress can be measured. Using our baseline, we identified SPT's priority carbon hotspots and developed our Net-Zero Pathway and Action Plan to address them. Key areas to achieve Net-Zero for SPT are set out below.

Key initiatives and actions

1 Buildings and energy

Our approach to reducing SPT's direct emissions sources across our estate is twofold - we are committed to improving energy efficiency in our buildings and operations, and implementing measures that support a transition to cleaner energy sources including substituting where possible existing carbon energy use with the delivery of green and blue infrastructure (GBI).

Key actions include:

- Transition from natural gas as a heating source in SPT buildings;
- Review the potential for further energy efficiency measures in SPT's property portfolio (buildings); and
- Assess viability to connect SPT estate to regional heat networks by working with GCC to carry out a Building Assessment Report (BAR).

2 Fleet and infrastructure

SPT is committed to working with our partners to facilitate and promote an accelerated transition to ultra-low emission road transport vehicles as well as the implementation of electric vehicle charging infrastructure.

- Convert SPT's vehicle fleet to zero emission vehicles. This includes SPT's cars and vans as well as SPT owned buses leased to operators through supported service and MyBus contracts; and
- Continue to review and pursue opportunities to secure funding for electric buses (EVs).
- In alignment with the Regional Transport Strategy (RTS2) and to promote a regional and co-ordinated approach to electric vehicle network charging, SPT will work with regional partners to take forward our approach to electric vehicle charging across our estate.



3 Circular economy & resource optimisation

SPT is committed to supporting a low carbon economy, prioritising sustainable goods and services and embedding sustainability into our procurement and purchasing decisions. We plan to achieve this by:

- **Being more resource efficient** – Identifying opportunities to minimise waste and promote a circular economy (where materials are re-used, recycled, or repurposed);
- **Wider sustainability in procurement** – Driving emissions reductions in our supply chains in the long term; and
- **Following best practice principles** – Prioritising collaboration with key suppliers to drive decarbonisation efforts across our supply chains.

4 Sustainable Corporate Mobility

In Scotland, the domestic transport industry contributes over 30% of greenhouse gas emissions, with cars continuing to account for the largest contribution, 38% in 2020. Scotland's Climate Change Plan update in 2020 set out a world-leading commitment to reduce car kilometres by 20% by 2030.

In support of this, SPT is working to achieve modal shift from private car travel to more sustainable ways of travelling, including using public transport or walking, wheeling and cycling. Through our Regional Transport Strategy (RTS2), we have set a target to aim for at least 45% of journeys to be made by means other than private car as the main mode, by 2030.

Corporately, and as a significant Regional Transport Partnership: SPT will lead by example to address internal active and sustainable travel within our own staff.

SPT will continue to support staff by providing incentives to encourage the uptake of public and active travel modes in support of our wider commitments to the west of Scotland Region. Effort will be taken to identify new insights into staff travel behaviour, to support effective promotion of active and public transport across SPT for both commuting and business travel.

To address corporate emissions arising from staff commuting:

- SPT employees will be encouraged to consider the environmental and carbon impact of their chosen transportation.
- Awareness raising/promotion of teleconferencing, active travel, public transport, journey sharing etc. (sustainable transport).

To promote sustainable business travel within SPT we will:

- Develop a staff-based forum to encourage behavioural change in business travel arrangements;
- A review of business travel arrangements will be undertaken to identify improvement mechanisms to promote more sustainable travel; and
- This will involve refreshing our travel plans and policies to align with our Net-Zero goals, and also in recognition of SPT's position as a leader in public transport in the region.

SPT's fleet renewal programme continues, replacing diesel engine vehicles with zero emission vehicles. This is in line with SPT's strategy to move towards net zero emissions for the organisation. In the past year we increased the number of zero emission vehicles by four and have installed a further six electric vehicle charging points in Buchanan Bus Station to support of this and future procurement of zero emission vehicles.



5 Climate Resilience and Adaptation

SPT recognises that adaptation is a critical component to addressing the climate emergency and aim to build resilience into our operations by adjusting our processes and practices in anticipation of current and future climate change impacts.

All climate change scenarios for the Glasgow City Region show that the region will experience increasing extreme weather, heavier rainfall in winter and drier summers, higher average temperatures, sea level rise and increased likelihood of flooding. The annual economic cost of climate change in Glasgow City Region is estimated to be £400 million each year by the 2050s. By understanding our climate vulnerabilities and taking proactive, prioritised actions, SPT can reduce adverse impacts on our staff, passengers, infrastructure, and services and be a key partner in ensuring the transport network is reliable and resilient.

To ensure continued and effective functionality of SPT's operations and safeguard our assets and infrastructure under changing climatic conditions, we will develop a corporate approach to climate risk within our organisation which supports a green recovery and promotes sustainable, nature-based solutions where possible.

Collaborative climate action

SPT continues to work closely with the Climate Ready Clyde and Sustainable Glasgow initiatives to support reduced emissions and adaptation priorities. Together with Network Rail, SPT is a joint lead of the Climate Ready Clyde Regional Transport Climate Resilience Group which works to increase co-ordination among transport partners on climate adaptation and resilience across the regional network. We also continue to engage with other local authorities, infrastructure operators and national bodies through the Public Sector Climate Adaptation Network (PSCAN) to benchmark our progress and identify and share learning on climate change adaptation.

Way Forward

Implementation of this Strategy will strengthen our achievements by increasing our understanding of our emissions impact as an organisation and improve the accuracy of our monitoring and reporting processes year on year. By employing effective improvement mechanisms, emissions data and carbon accounting methodology can be improved annually to increase accuracy and ensure that we develop a deeper understanding of the complex dynamics of climate change and the impacts for SPT, our staff and our passengers and customers.

Looking ahead it is crucial to understand that our approach to delivering and implementing the Action Plan needs to be flexible. Given the fast-paced nature of change in this field, we must be ready to adjust our strategies accordingly. By staying adaptable, we can effectively respond to new policy developments, embrace innovative solutions, and maintain the relevance and effectiveness of our efforts in addressing climate change.



Our People

At 31 March 2024, SPT employed 487 people (465 FTEs) and incurred a total of £26.429m 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.

This was demonstrated with the recruitment of 75 new staff during 2023/2024 across a range of functions in various positions including a Trainee Accountant and a Modern Procurement Apprentice. In addition, three mature apprentices completed their Apprenticeship at the end of November 2023.

SPT regularly reviews service workloads and areas which have identified a need for temporary or permanent changes in resource levels. Our Bus Development & Contract Management and Ticketing and Data & Survey functions were restructured during 2023/2024, providing opportunities for career progression for internal staff and opportunities to recruit new staff. Other recruitment campaigns during the year have been a result of career progression following internal promotion for staff and staff moving on from SPT.

A new People and Development Strategy 2023-2026 has been developed which aligns with the aims and objectives of SPT's Corporate Plan. The People Plan focuses on four main themes:

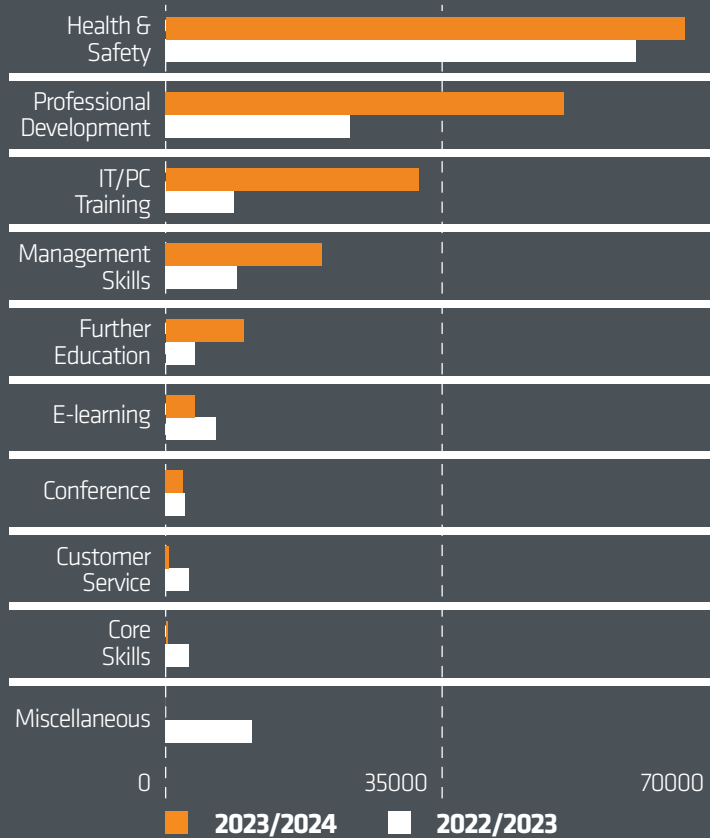
- Leadership, Management, Development and Succession,
- Workforce Training and Development,
- Equality, Diversity and
- Inclusivity and Health, Wellbeing and Safety.

SPT recognises that our employees are key to organisational success. SPT and representatives from Unison and Unite have therefore worked in partnership to develop a Recognition and Partnership Agreement which was finalised and signed off by all parties in March 2024. SPT is committed to working with our recognised Trade Unions to improve the working lives of staff and the services we offer to the public. SPT and our union colleagues are committed to working in partnership to bring about change, improvements, and a modernised employee relations environment.

The physical and mental health and wellbeing of our employees remains our priority. For the past few years SPT has offered on-site flu vaccinations to all staff in Autumn each year. This is a popular programme for staff and will be continued in Autumn 2024. SPT provides an externally delivered employee assistance programme through PAM Assist, which provides a 24/7 service for staff to talk in confidence with professional counsellors or specialists. During the year there was a specific focus on training and support around mental health, men's health and menopause.

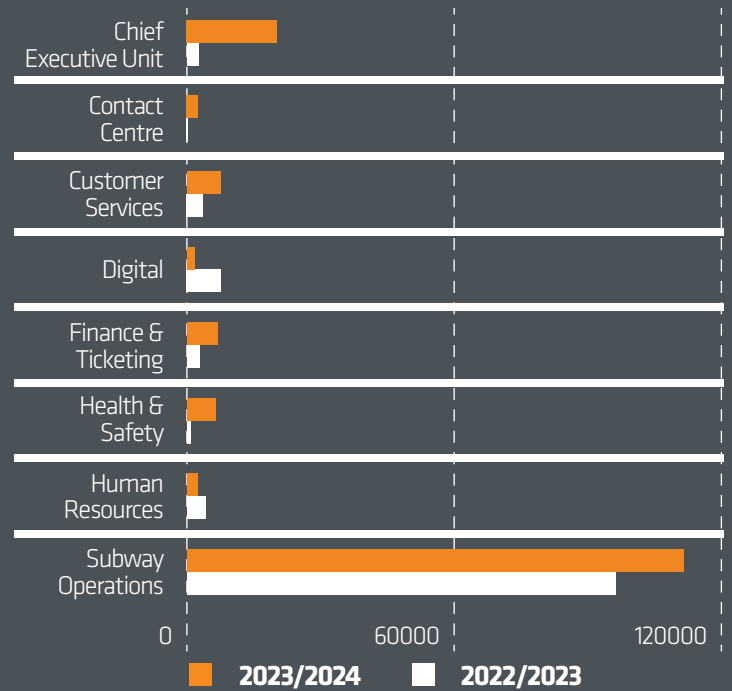
SPT invested £198.8k in staff learning and development over the course of 2023/24, an increase (30.6%) on 2022/23. We remain committed to staff development, with no change to the learning and development budget despite the financial challenges.

Spend per category

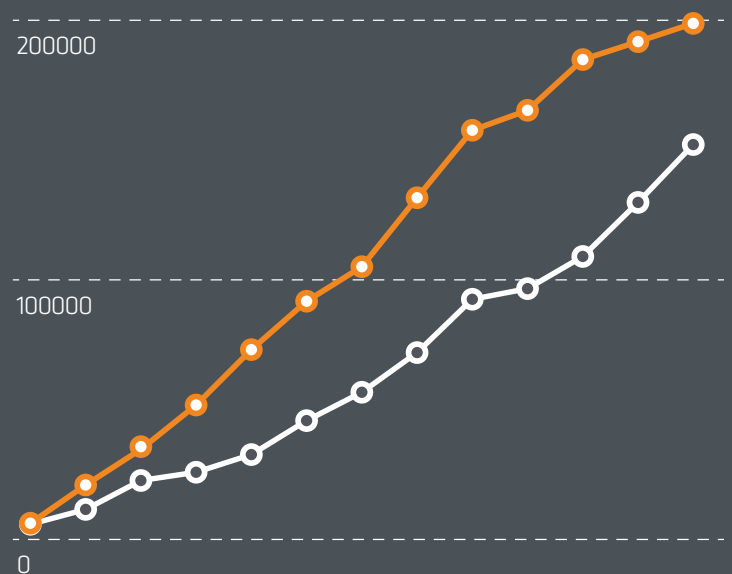


The highest category of spend captured was Health and Safety (£65.6k), with the highest percentage of budget spend on Subway Operations staff (£111.5k) who make up 56.9% of the workforce.

Spend per directorate



Cumulative spend





Maintaining and supporting the continued learning and development of our workforce remains an SPT priority. This report highlights the importance of staff development to the organisation and touches on some of the key deliverables over 2023-2024.

A programme of training has taken place during the past 12 months to ensure maintenance staff have achieved required competencies with new maintenance tasks associated with the new fleet and signalling introduction. This training included the new Automatic Train Inspection (ATI) and new carriage wash within Broomloan Depot. Further training has been conducted on the LEU (Lineside Electronic Unit) and balise (new signalling system) which ties the old signalling system into the new and allows for mixed fleet running.

All Subway train drivers completed four modules, including practical elements with mentors for the new fleet introduction. In addition, during Subway Operations training weeks, delivery of vital safety communications took place as well as the de-training procedure for the new trains.

A crisis management planning course was organised for Subway Operations and Health and Safety to assist live play emergency services exercises. These events are periodically arranged with emergency services to help co-ordinate a response should a crisis happen in the city. The training course was delivered to 11 staff members made up of management and line supervisors. The course provides tools and techniques to ensure everyone on the incident team performs in line with expectations and covers the intricacies of managing a team during times of extreme pressure.

As well as our ongoing health and safety and regulatory compliance training there has been several soft skills training courses delivered in house by external training providers; all of which identified through Personal Development Plan (PDP) discussions with staff and offered across the business to make it more cost effective. These are:

- Assertiveness
- Communication Skills
- Conflict Resolution
- Coping With Change
- Introduction to Project Management Principles
- Interview Skills
- Leading and Managing Change
- Positive Influencing Skill
- Presentation Skills
- Time Management

Recognising Heads and Managers play a key role in supporting the health and wellbeing of their staff, training on neurodiversity awareness, menopause in the workplace and having quality conversations was rolled out; the latter providing guidance on effective listening and questioning skills to overcome workplace barriers to effect communication.

A key objective for 2023-2024 was to provide staff with the opportunity to attend wellbeing sessions. As a result, delivery of menopause awareness, men's health (covering the top five preventable killers of men in the UK) and mental health awareness was offered to staff. We managed to reach 112 employees, including those on shifts. One of the most rewarding outcomes was delivering a men's health session in the evening in order to capture those on permanent nightshift.

Deafblind Scotland offered free training sessions in February 2024 to help raise awareness of deafblindness. The offer was taken up by our Contact Centre staff as part of a continued drive to improve customer service. The training session lasted two hours and was conducted online and co-facilitated by a project coordinator and a deafblind individual.

SPT has also addressed our corporate responsibilities during 2023/2024 in relation to Equality, Diversity and Inclusion, Cyber Security and Data Protection, by having an all staff roll out of these online modules. These particular modules remain part of our staff induction process.

SPT continues to sponsor staff through further education programmes. This includes our Apprenticeship Programme, as well as supporting day release to achieve NC/HNC qualifications. We also have staff members studying online certified distance learning courses for continual professional development.

In order to ensure the Learning & Development (L&D) budget is invested appropriately, learning and development requests are considered against SPT's overall priorities with an on-going focus on value for money. SPT remains committed to staff development, with a continued focus on increasing our capacity to deliver internal development programmes, such as our online compliance modules, comprising of Code of Conduct, Cyber Security Awareness, Equality, Diversity and Inclusion and Social Media Best Practice as well as utilising our internal training leads to deliver targeted learning within their areas of the business.

Health & Safety



SPT's Health & Safety department, management and staff are dedicated to ensuring a safe and secure environment for everyone passing through our doors and using our services. SPT ensures a methodical process of identifying potential hazards, assessing risks, and continuously monitoring and evaluating control measures to reduce risks to the lowest reasonable level (ALARP).

The introduction of a new fleet of trains into service without experiencing any major incidents was one of SPT's great successes of 2023/2024. SPT will strive to maintain this performance as the remaining fleet is introduced and the disposal of old units takes place.

This financial year also saw the successful renewal of SPT Subway's non-mainline safety certificate and safety authorisation under the Railways and Other Guided Transport System Regulations 2006, which was completed well in advance of expiry and has been renewed until August 2028. The renewal process involved SPT's rail regulators, the Office of Rail and Road (ORR), complete an assessment of the Subway safety management system employed

by SPT to mitigate the risks to all employees, contractors, visitors, and passengers within the entirety of its workplaces and stations.

The most frequently reported incidents being faced by SPT remains to be incidents of antisocial behaviour and work-related verbal abuse towards staff/contractors within premises across both Subway and Bus operations. SPT has a zero-tolerance policy against all forms of abuse within its premises and is committed to supporting anyone who has been affected by these occurrences, working with Police Scotland and British Transport Police (BTP) to help promote and supply a safe and welcoming environment for both employees and passengers alike.

Monitoring performance against safety metrics is one of the fundamental aspects of managing risks and as such SPT will continue to closely track and report on all safety incidents reported within the business. Further specific analysis, statistics and commentary on SPT health and safety performance as well as key performance indicators (KPIs) will be available within the Annual Safety Performance report 2023/2024 due out later this year.

Customer Services

Inner approaching
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SPT requires a safe, clean, and secure environment for its employees, passengers and visitors across its facilities and our Customer Services department ensures that these services are continuously delivered.



6,896

During 2023/2024, the Facilities Team completed over 6,896 jobs.

Customer Services performs facilities management at SPT bus stations, subway stations, office buildings and our Broomloan engineering depot. Using an in-house facilities team and external contractors, we conduct both planned and reactive maintenance across the SPT estate. The Facilities Management (FM) team drives cost efficiencies through swift response times and can avoid the requirement for an external contractor to repair defects. The FM team also work to enhance SPT's infrastructure, through various improvement projects. During 2023/2024, the team completed 6,896 jobs. Some of the additional project work completed in the past year includes renovation works in retail units at Buchanan Bus Station and further installation of electrical charging points for SPT fleet vehicles at Buchanan Bus Station.

The department oversees various goods and service contracts, ensuring key deliverables are achieved, from contract mobilisation until expiration. Customer Services also manage various revenue generating contracts, one of which is the advertising contract associated with advertising in bus and subway stations.

The department provides confidence to SPT stakeholders that objectives are being met and are monitored for continuous improvement. We also help benchmark customer standards within the organisation through providing frontline and maintenance personnel with corporate work wear and PPE work wear.



Equality



SPT is committed to advancing 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. This commitment is one we continue to actively manage and is at the heart of everything we do as an organisation.

In delivering transport services and supporting infrastructure, SPT strives to improve the journey experience of all our customers taking into account their individual protected characteristics and overall travel needs. Through all aspects of service planning and delivery, SPT recognises the role that public transport has in enabling people to access key services and participate in daily life and we strive to minimise the disadvantage experienced by communities and people with protected characteristics. This is considered through our bus network planning and the delivery of our MyBus Service, the information we provide at bus stops, and the steps we take to improve the quality and accessibility of bus stop infrastructure across the region and is a key consideration through our Subway Modernisation.

Actions to address issues identified through accessibility audits previously undertaken at our Subway and bus stations are ongoing and we continue to consider how we can improve the accessibility of our services. An action plan to address any issues has been identified aimed to ensure a certainty of journey experience for all our passengers. The impact of our transport plans and projects on people with protected characteristics is considered throughout our transport planning and project development activity.

The need to advance equality of opportunity for all people with protected characteristics was at the core of the development of the Regional Transport Strategy (RTS). Throughout the Strategy vision, priorities, objectives and policies, there is an emphasis on meeting the needs of all, benefiting everyone, and enabling and facilitating a range of travel choices for everyone.

SPT continues to invest in projects which enhance the accessibility of the transport network including Subway modernisation and enhancements to bus stop, shelter and information infrastructure across the region. Funding contributions from SPT have supported accessibility improvements at Port Glasgow rail station, Greenock town centre, Ardrossan Harbour interchange, Cumbrae ferry bus stops, Lanark Interchange as well as through a range of active travel projects.



Safety and security concerns are a key issue affecting people's choices and decisions around how and when they travel. To confront these concerns, we have continue to have a strong security presence in Buchanan Bus Station and strengthened liaison and information sharing with the British Transport Police (BTP) and Police Scotland along with increased promotion of The Railway Guardian app, which helps the public report crimes on the rail and Subway network to BTP. SPT continues to work with industry partners, including Transport Scotland, ScotRail, British Transport Police and Police Scotland, as part of the Safer Transport Group, to address safety and security concerns on the public transport network.

As part of our commitment to outreach and engagement work with equality groups, SPT met with Sharpen Her: the African Women's Network (SHAWN) which brings together and supports African women settling in the UK. The group works to change lives and transform communities for global impact.

The group hosted an event, as part of its programme called Sharpening New Scots, which is about giving information to peer educators about how different systems and organisations work. The aim is to inform their peer educators, who are all volunteers, about how various groups and organisations work and can support people living in Scotland, including the role of transport in helping people move about to access work, education and leisure.

As part of the engagement, SPT's Head of Bus Strategy & Delivery was invited to speak to the group about transport in Glasgow including providing information on the different modes and services available and how to access them. The idea being that, informing and educating peer educators, means they can use this knowledge to help others newly arrived in the country. To drive forward our commitment to equality and to meet the Public Sector Equality duty, SPT has five Equality Outcomes for the period 2021-2025.



These are:

- Disabled people have improved access to SPT facilities and services.
- People have improved knowledge of and access to our best value fares.
- Our passengers' differing needs are better reflected in how we plan and deliver SPT transport services.
- Younger people, older people, women, disabled people, LGBT+ people, and people from minority ethnic backgrounds feel safe when using SPT services.
- SPT's workforce demographic reflects the SPT area, helping us to better understand the needs of our communities.

SPT's Equality and Diversity Delivery Group, led by our Chief Executive, is responsible for driving forward equality and diversity across the organisation, ensuring all departments are progressing agreed action plans and implementing corporate wide equality and diversity initiatives. SPT recognise the close interrelationship between socio-economic disadvantage and the experience of people with protected characteristics and therefore the group also has the responsibility to consider the impact of SPT's actions and activities towards reducing inequalities of outcome caused by socio-economic disadvantage.

Further information on our commitment to equality, our workforce demographics and our gender pay gap can be found on our Equality web page.



Marketing

The marketing strategy for 2023/2024 saw a number of new and existing campaigns being promoted across our marketing channels. Whilst continuing with a digital first approach the team achieved their goals of raising awareness of SPT and its' associated services across the west of Scotland.

Social Media



Our social marketing platforms proved to be a key channel in supporting our messages throughout 2023/2024. We were able to support other significant campaigns such as Scottish Indoor Volleyball Championships. As their travel partner we provided free Subway travel to the competing teams which resulted in the highest percentage of attendees using active transport at this event compared to every other event in 2023 and over a third of spectators using public transport, with 12% specifically making use of the Subway.

Compared to 2022/2023 our social marketing channel performance resulted in:

- **Total audience growth of 14.2%**
- **Total Impressions increased by 78.4%**
- **Total Engagements increased by 13.1%**
- **Post Link Clicks increased by 7.3%**
- **Video views increased by 329.8%.**

Corporate social stats also increased compared to 2022/2023:

- **18.6% increase in impressions**
- **5.4% decrease in engagements**
- **1.2% decrease in link clicks.**

'Get Smart, Get Cycling' Active Travel Event

- From **24 July to 12 August** we ran our campaign to promote SPT's cycling event during UCI World Cycling Championships
- **Patronage at Kelvinbridge** station where the event was held was higher than previous years
- More than **112,000 impressions** achieved with 165 followers intrigued to find out more and visit our web page

Subway Journeys - Subway Podcast

- **Subways' first Podcast** released in May with a launch campaign and then a reminder campaign in July
- **4082 downloads** received to date
- More than **two million impressions**
 - More than **500 new followers**

'Start Here and End At Your Favourite Place' Buchanan Bus Station

- Ran over Easter, Summer and Autumn
- 2,778,067 footfall received throughout the campaign periods
 - More than 327,000 Impressions
 - More than 21,000 web page views

'My Glasgow, My Subway

- Subways' brand new brand campaign ran **four weeks in July**
 - More than **20k page views**
- Almost **1.5 million impressions** received across TV, digital audio and social
 - More than **one million radio reach**.

Subway Explorers

- Ran during **Easter, Summer, October** and **February** school breaks
- Objectives were to **encourage families to travel with Subway** and explore the city
- **'Subway Explorers' Podcast** bringing the four Explorers audio trails to life
- **46,069,609 patronage**, almost 400,000 impressions

Hello Future

- Ran from **August to October**
- Objectives were to **increase awareness of Subway** amongst new students and encourage existing ones.
- Attended Freshers Festival and hosted **SPT Transport Fayre** at BBS
- More than **three million digital Impressions** achieved; 1% increase on 2022/2023
- **36% increase** in website clicks
- **38% increase** in social link clicks
- **134% increase** in social accounts reached
- Over **60% increase** in Instagram reel views

Festive Timetable

- Ran throughout **November and December**
- More than **2.3 million digital Impressions** achieved; 64% increase on 2022/2023

'Join The Revolution'

- Subways' awareness campaign **celebrating the arrival of the new fleet**
- Ran **5 February to 3 March**
- More than **20,000 web page views**
- More than **2.2 million impressions**
- More than **1000 new followers**



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

By post

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131 St. Vincent Street, Glasgow G2 5JF