



SPT Annual Report 2022/2023

Date of meeting 23 June 2023

Date of report 7 June 2023

Report by Chief Executive

1. Object of report

To recommend the Partnership consider and approve the final draft of the SPT 2022/2023 Annual Report, 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 Net Zero and Just Transition and the Transport Minister for information, as well as to other key stakeholders.

The purpose of the Annual Report is to:

- (i) highlight the achievements of SPT during the year and the projects SPT has progressed and invested in across the region; and
- (ii) update 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 2022/2023 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 2022/2023 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	Neil Wylie	Name	Valerie Davidson
Title	Director of Finance & Corporate Support	Title	Chief Executive

For further information, please contact Andrea Thompson, Media & Public Affairs Manager on 0141 333 3657 or andrea.thompson@spt.co.uk



Strathclyde Partnership
for Transport

Annual Report 2022/2023





STACK & STILL

Route 206

BUS STOP

WAITING

Strathclyde Partnership for Transport Annual Report 2022/2023

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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 pleased to present this year's annual report from SPT. It is with great pride that we take this opportunity to look back and share our achievements over the past year despite the challenges facing the transport industry continues to experience.

In an ever changing and evolving world, the importance of transport for communities in the west of Scotland cannot be underestimated. SPT is committed to delivering exceptional services, and embracing new technologies to ensure our region is served by an attractive, well-connected and efficient public transport network.

As we reflect on the challenges and achievements of the last year, we are once again indebted by the dedication and resilience of all SPT staff who continue to deliver for communities we serve across all 12 local authorities each day.

The wellbeing and satisfaction of our passengers when using any of our services remains our priority. As reflected in our new Regional Transport Strategy, only by understanding their needs and by working closely with our stakeholders, transport operators, community groups and others, can we deliver more seamless travel experiences as passengers have made clear they want and expect.

Our Subway modernisation programme continues with our new trains undergoing rigorous testing ahead of their introduction into passenger service. As always, our commitment to ensuring operational safety in our Subway and at our bus stations is unwavering.

This annual report is a snapshot of everything we have delivered behind the scenes as we continue to look for opportunities to invest and improve services for all those who rely on us to get around. In addition, we continue to make the case that public transport is an enabler to a better, more enriched and safer society. We will continue to build this case on behalf of all citizens in our area.

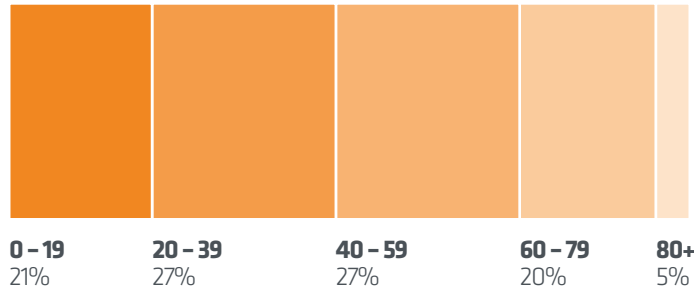
I would like to extend my gratitude to all those how have contributed to SPT's success this year, our stakeholders, our Partnership, our staff and the public. I hope you enjoy this annual report and thank you for your continued support as we look forward to another remarkable year ahead.

Stephen Dornan

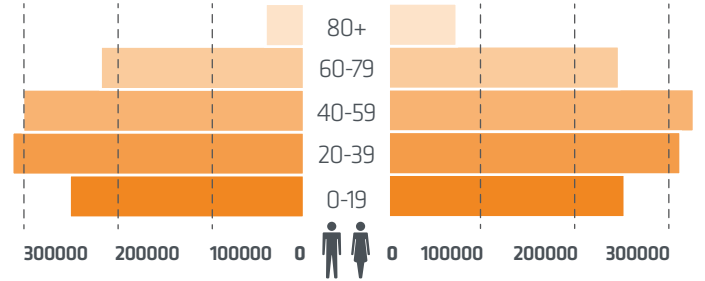
Stephen Dornan
Chair, Strathclyde Partnership for Transport

About the Region

Population by age category (SPT Region) (%)



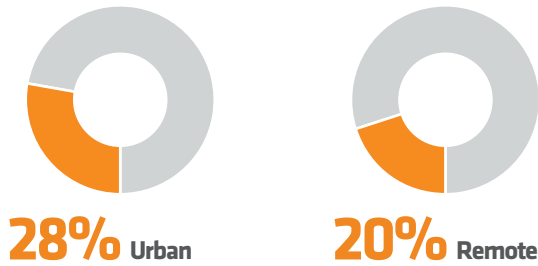
Population by age and sex (SPT Region)



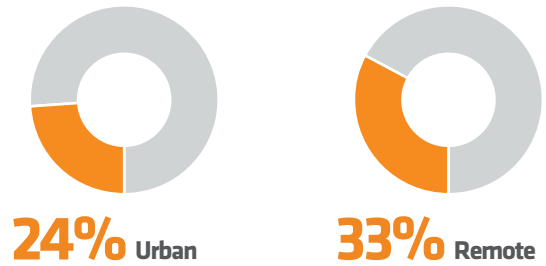
Source: NRS Small Area Population Estimates 2019

% population by age group and area type, 2019 (SPT region)

20-39 years old

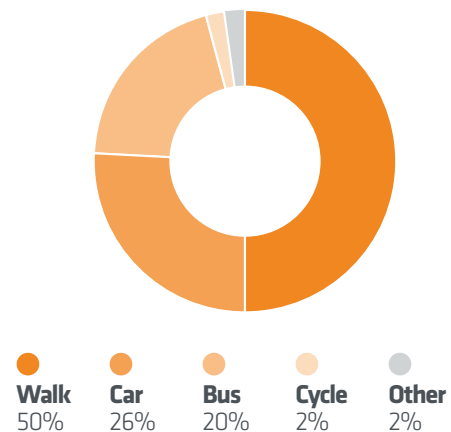
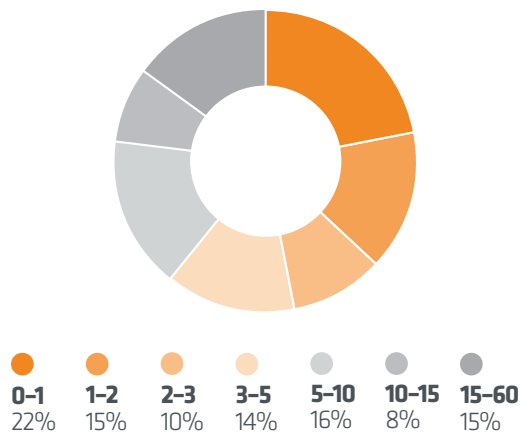


60 years and older



Source: National Records of Scotland Mid year population estimates 2019

Percentage of all journeys in the region by distance (km) (2019)



Source: Transport Scotland, Transport and Travel in Scotland Local Area Analysis 2009/10-2019



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 pre-Covid.

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 2023)

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 five times in 2022/2023.

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

The Strategy and Programmes Committee met three times in 2022/2023.

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

The Operations Committee met three times in 2022/2023.

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

The Audit and Standards Committee met three times in 2022/2023.

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

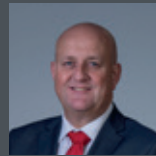
The Personnel Committee met once in 2022/2023.

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



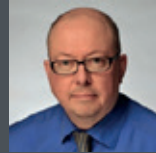
David Wilson

Vice Chair, Inverclyde Council –
Scottish Conservative and Unionist



Alex Allison

South Lanarkshire Council –
Scottish Conservative and Unionist



Ken Andrew

Glasgow City Council –
SNP



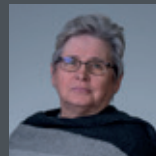
Greg Beecroft

Appointed Member



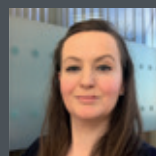
Gordon Currie

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



Mark Horsham
South Lanarkshire Council –
SNP



William Lennox
East Ayrshire Council –
SNP



Ed McGrachan
Appointed Member



Michael McPake
North Lanarkshire Council –
Labour



Christy Mearns
Glasgow City Council –
Green



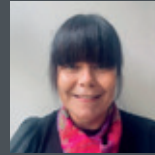
Malcolm Mitchell
Glasgow City Council –
SNP



Owen O'Donnell
East Renfrewshire Council –
Labour



Lawrence O'Neill
West Dunbartonshire Council –
Labour



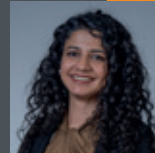
Kirsty Orr
Appointed Member



Jim Paterson
Renfrewshire Council –
SNP



Donald Reid
North Ayrshire Council –
Labour



Roza Salih
Glasgow City Council –
SNP



William Sinclair
Argyll and Bute Council –
Liberal Democrats



Adam Smith
North Lanarkshire Council –
SNP



Duncan Townson
South Ayrshire Council –
Labour



Andrew Walters
Appointed Member



Regional Transport Strategy 2023 – 2038

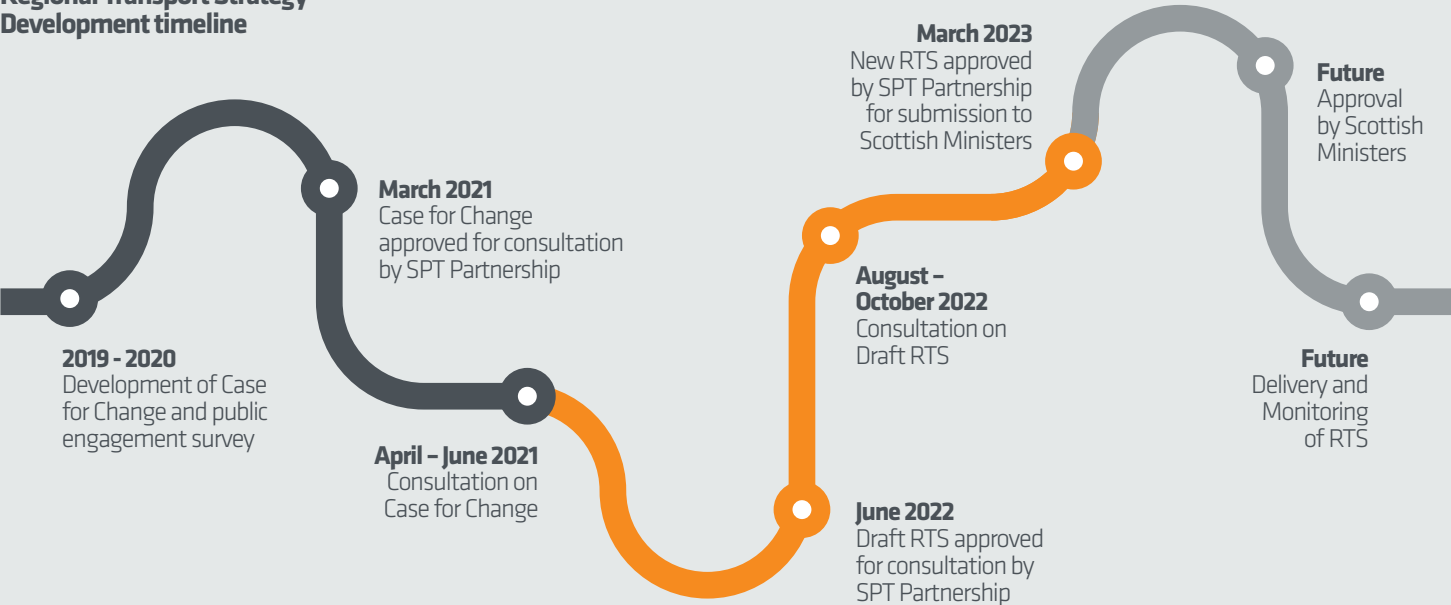
In 2022/2023, SPT passed a major milestone in the development of the new Regional Transport Strategy (RTS).

SPT consulted upon the draft RTS in 2022, receiving input from a wide range of stakeholders including members of the public and our partner councils. After taking on board the consultation feedback, SPT’s Partnership Board approved the new RTS for submission to Scottish Ministers in March '23. SPT expects the new strategy - A Call to Action: The Regional Transport Strategy for the west of Scotland 2023 – 2038 - to be approved by Scottish Ministers later in 2023.

The new RTS sets out a new vision and five objectives for transport. The strategy will be delivered through actions, projects and interventions guided by the ambitious RTS policies and its success will be measured by progress towards three strategic targets for a more sustainable transport system.

The new RTS will 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, cycling, wheeling and public transport for our everyday journeys and more.

Regional Transport Strategy Development timeline





Public engagement survey



3,837 Responses

Case for Change consultation



41 Organisations responded



387 Members of the public responded

Draft RTS consultation



51 Organisations responded



607 Members of the public responded

Read the full Regional Transport Strategy.



Subway Patronage

New milestone for Smartcard

Subway reached a huge milestone this year, issuing its 300,000th Smartcard. Launched in 2013 the Smartcard continues to offer the best value to Subway customers.

Our 300,000th Smartcard customer was Darren who has been using the Subway for more than seven years, saying: "I like the ease of it, and how good it is."

And the main reason he registered? Darren explained: "Probably because of the wastage of all the tickets I was going through and a friend from work told me about the Smartcard, so I applied for it."

Darren was rewarded with free Subway travel and a goodie bag for being our 300,000th registration.

Topping up online

In March 2023 a new feature was enabled for Subway Smartcard customers, allowing automatic top-up of Subway Pay As You Go (PAYG) credit and automatic renewal of Subway season tickets through a customer's online account. This convenient new optional feature allows for seamless Subway travel without the need for an expensive one-off purchase, providing added benefits to customers during the ongoing cost-of-living crisis.

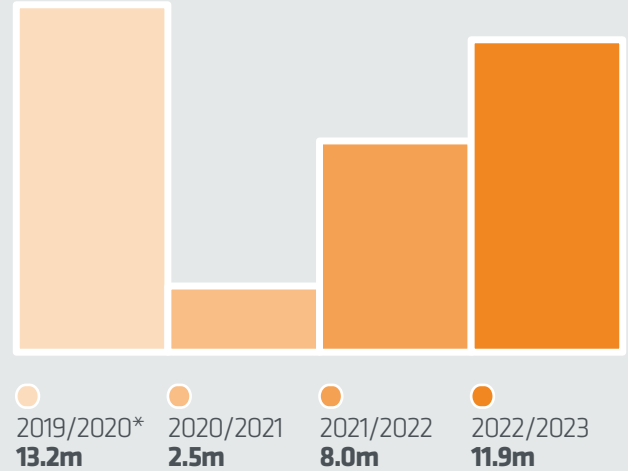
Child NEC fares

Subway customers aged under 16 can now use their National Entitlement Card (NEC)/Young Scot card and benefit from child PAYG fares at the Subway entry gate. Taking advantage of the increasing use of NEC/Young Scot cards by under 16 customers, this feature removes the need for customers to register for a separate child Subway Smartcard, and will reduce the issuance of single use child tickets in support of SPT's net zero ambitions.

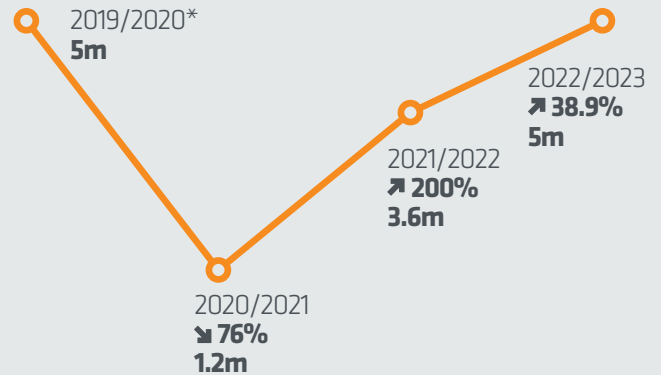
125 Smartcards

One thousand limited edition Subway 125 Smartcards were made available to Subway users this year to mark our 125th anniversary. These were randomly available when you purchased a Smartcard in stations or at the ticket machine.

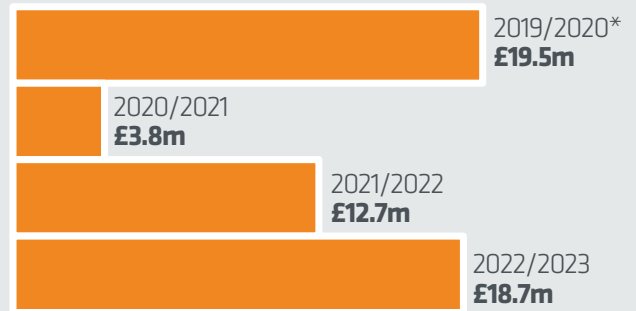
Patronage by year



Number of transactions

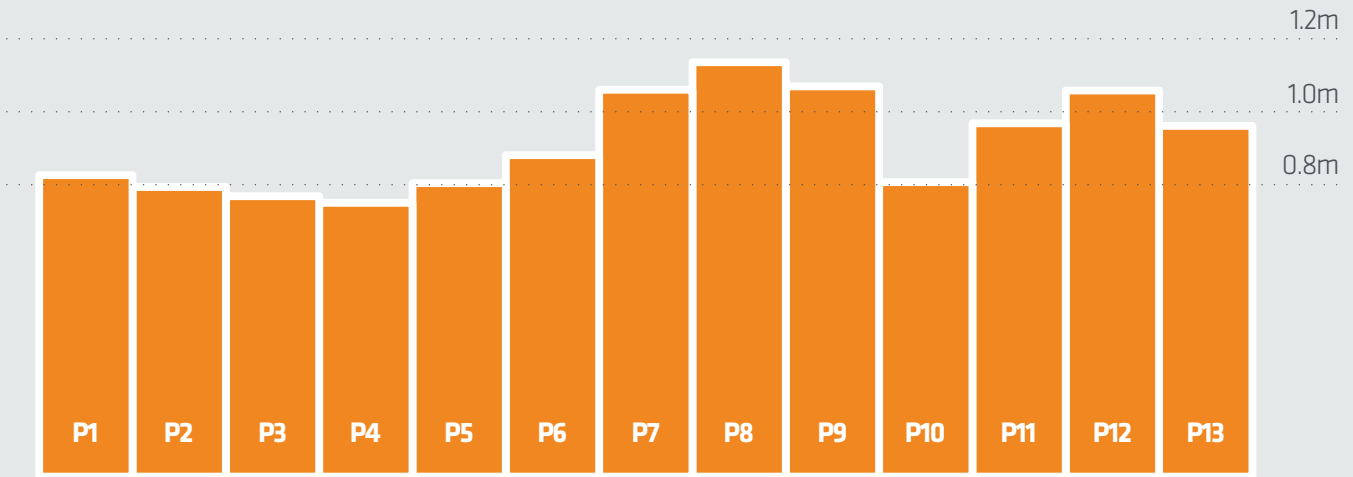


Ticket sales revenue

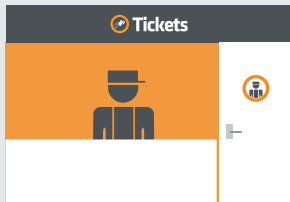


*2019/2020 figures included as pre-covid baseline.

— Ticket sales revenue 2022-2023 (by period) —

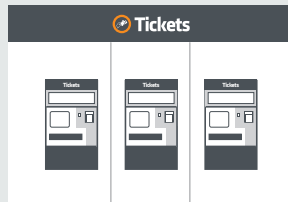


— Sales by channel —



48%

Sales at ticket office



52%

Sales at ticket machine



0.4%

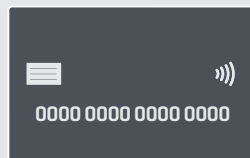
Sales online

— Ticket sales revenue —



22%

Payments made by cash



78%

Payments made by credit/debit card

— PAYG loaded to Smartcards —



Subway Modernisation





The Subway modernisation programme achieved another key milestone in the project this year with the first of our new trains being tested in the Subway system.

This “online” testing is the most vital part of the programme before the trains come into passenger service. While the trains have already undergone lots of testing on our test track facility at Edmiston Drive, the trains now have to complete 2000 miles fault free running in our system before they will be considered fit for our passengers.

All the testing is carried out during the night when the Subway closes to passenger service by our train supply contractor, Stadler. Testing begins after midnight running the trains and carrying out various tests until around 5am each weekday. They must then vacate the system so SPT can get ready for daily passenger service.

Transport Minister visit

The new trains were also viewed by Transport Minister Jenny Gilruth in November last year. Ms Gilruth visited SPT’s Subway depot in Govan meeting with key staff delivering the project and with SPT Chair Stephen Dornan and Vice Chairs Alan Moir and David Wilson.

This was the first opportunity for the minister to see the trains up close as they continue to undergo testing both off-site and within the Subway system each night after passenger service ends.

Speaking during the visit, Ms Gilruth said:

“It’s fantastic to see the new Subway trains undergoing testing. The Subway means so much to so many people who live, work in and visit Glasgow. Having seen the progress being made, I’m confident people will be delighted with the next generation of trains.”

Continuing modernisation

To assist with the installation of the new signalling and communications system within the Subway by contractor Hitachi, SPT had to schedule a number of Sunday closures towards the end of 2022 and in January 2023 to help facilitate the continued rollout of Subway Modernisation.

These scheduled Subway Sunday closures allowed our contractor teams to continue to work intensively on the efficient and safe installation of cabling and equipment for the new signalling and communication systems for the new Subway trains.

Sunday is traditionally our lowest daily patronage and due to our early Sunday closure, the lowest number of customers are impacted. However, dates are flexible to accommodate events in the city happening on Sunday when people may use the system to get around more.

A limited free shuttle bus service operated during the Sunday closures to assist passengers on our busiest routes.

Subway patronage

Subway has continued to see a positive growth in patronage in 2022/2023 as new working and leisure patterns establish themselves following the end of lockdown and COVID restrictions.

Towards the end of 2022, Subway carried in excess of 56,000 passengers on two occasions – Wednesday 12 October and Tuesday 1 November – both of these saw football matches at Ibrox which normally sees an extra 5000 passengers travel on the system.

On Tuesday 1 November, 58,887 passengers used the system – the highest number of daily passengers in the Subway since October 2018.

In a further nod to the important role Subway plays in the transport network in Glasgow and beyond, Subway is now reporting a passenger patronage approximately 95% of pre-COVID figures.



Bus Infrastructure

SPT's customer service department provides a front-line operational service to the travelling public, managing all of SPT's bus stations and interchanges at: Buchanan Bus Station, Hamilton Bus Station, East Kilbride Bus Station, Greenock Bus Station, Govan Bus Interchange and Partick Bus Interchange.

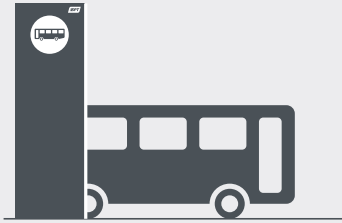
From bus regulating to customer service enquiries, staff across our stations continue to provide key services to the travelling public.

This year has seen a continuation of our rebranding and refurbishment with East Kilbride Bus Station being brought into in line with our other bus stations.

In Buchanan Bus Station we have installed new footfall cameras, digitalised signage and have provided new larger information screens for passengers.

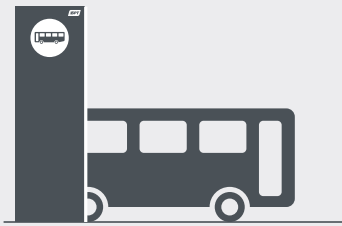


Bus Station Departures



Location	Buchanan	East Kilbride	Greenock	Hamilton	Silverburn	Braehead
2022/2023	457,422	186,282	n/a	209,104	81,294	207,702
2021/2022	449,389	203,853	n/a	214,961	139,817	205,351
2020/2021	373,436	180,776	n/a	191,106	122,922	164,425

Bus Infrastructure



1.54m

Bus station departures



11,365

Bus stops managed



13,704

Pole mounted information panels maintained



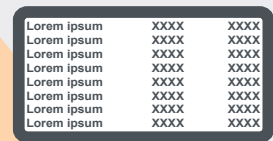
3,290

Bus shelters managed



141

New bus shelters installed



834

Real Time Passenger Information (RTPI) screens managed

Subsidised bus services



In 2022/2023, SPT awarded more than £13 million in subsidised local bus service contracts.

New SPT subsidised service for Carluke Local

SPT stepped in to subsidise a new weekday service 47 Carluke Local following the withdrawal of the service by the commercial operator, due to falling passenger numbers.

As a temporary measure, SPT agreed to provide funding for a Monday to Friday daytime service until later this year during which period passenger usage will be monitored and assessed against the cost of its operation in order to determine if the service is sustainable.

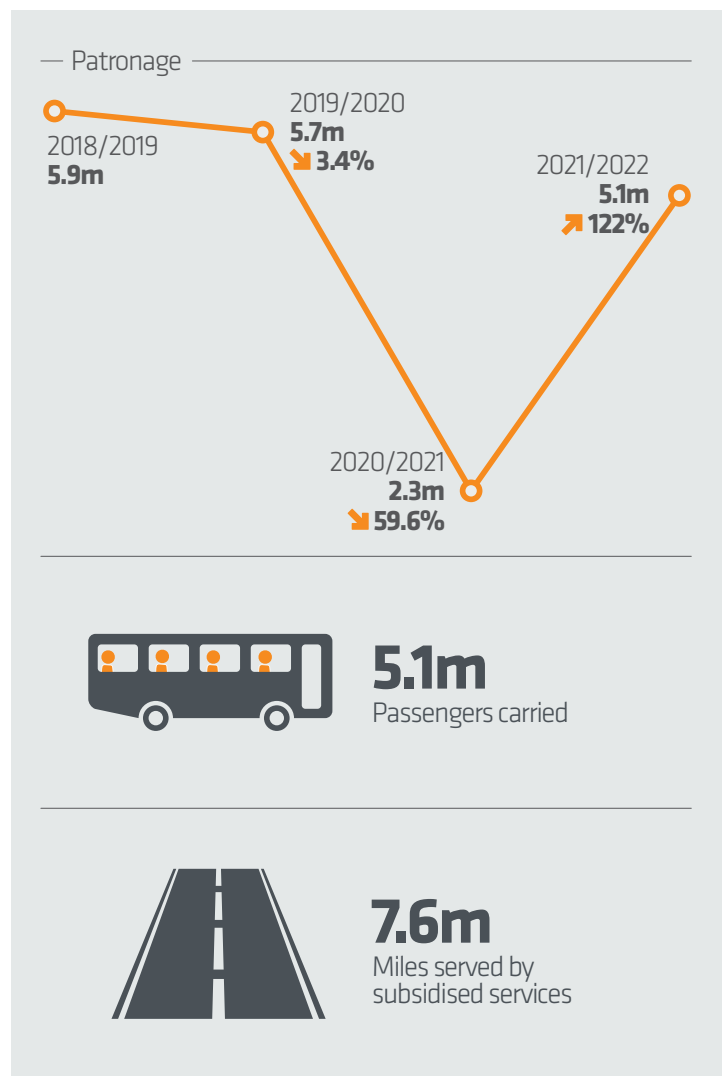
By ensuring continuation of the service, SPT wanted to ensure those in more isolated areas still had access to public transport. The hope being that by subsidising the service, usage of it will once again increase. Changes to the route means it now stops at the train station to meet rail services connecting travel to / from Glasgow and Lanark, helping more people get to their final destination.

New operator for 101/102 service.

SPT, alongside funding partners SWestrans and Scottish Borders Council, also stepped in to ensure the future of the 101/102 service.

Following an 86% increase in costs to run the service from the operator, all partners agreed that a more sustainable solution had to be sought for the service.

A temporary contract to run the service was put in place while usage of the 101 / 102 service was monitored and meetings held with local councillors and campaigners. SPT was able to negotiate and procure a three-year contract with a new operator (with an optional two-year extension) at a cost of £385,000 per annum on behalf of all funding partners.





MyBus Review



MyBus Demand Responsive Transport (DRT) is an essential door-to-door pick-up and drop-off service which enables people with mobility issues or without access to traditional public transport services across the Strathclyde area to get around.

The unique service enables users to make essential trips (e.g. shopping), better access to a range of opportunities and in essence, live more independent lives in their local communities and ultimately retain a sense of local social inclusion.

Like most public transport services, MyBus was impacted by the effects of the COVID pandemic experiencing reductions in passenger use across the SPT area. Whilst MyBus more recently has shown positive signs of recovery, patronage remains below public transport passenger growth on other modes. As a result, the service has operated on a reduced basis with restricted booking measures and with a reduced number of vehicles operating over larger areas.

However, recognising that MyBus remains a vital lifeline bus service, in June 2022, SPT began a review of the design and operation of the service to examine ways to ensure MyBus can continue to meet the needs of its current and future users and how best to serve them within the budget available.

The review progressed during 2022/23 and has examined:

- MyBus **service objectives**
- **Eligibility & registration** criteria
- **Booking & scheduling** processes
- **Marketing** of the service
- Use of **MyBus Web**
- User and non-user **feedback**
- Driver and contact centre **staff training**
- DRT **service comparisons**
- Potential **operating models**.

The review was reported to SPT's Operation Committee in Spring 2023 with recommended actions presented.



99% said drivers were courteous and friendly



95% stated call centre staff were courteous and friendly



85% stated that MyBus provided an excellent service



80% stated the operating hours met their needs



77% stated the MyBus area met their needs



77% stated the call centre opening hours met their needs

Source: MyBus user survey

Improving the passenger experience

SPT’s Network Analysis Team has taken a leading role in improving the standard of information available at bus stops across Strathclyde. This includes continuing the rollout of more Real Time Passenger Information (RTPI) at bus stops and importantly, improving the provision of bus service information at bus stops across the region to reflect the most up-to-date timetable for services in a uniform, clear and precise manner.

Providing high quality, accurate, timely, and easy to understand information on all local bus services is an essential part of encouraging use of local bus services and in planning the efficient delivery of bus networks.

SPT’s Bus Information Standards sets the framework for roadside bus stop information provision for over 560 registered local bus services - both commercial and supported - delivered by 44 operators across Strathclyde. There are c.11,500 bus stops and c.14,000 bus information display cabinets across the region.

Working with operators as part of the Glasgow Bus Alliance (GBA), SPT has worked to ensure one set style of roadside information is now available for passengers. This is a significant improvement on the varied information available previously provided by individual operators reflecting their own corporate style.

The project was delivered in two phases:

- Phase 1 delivered nearly 13,000 updated information panels at more than 9,400 bus stops across the region.
- Phase 2 of the project is currently underway and consists of c.360 multi-operator cases at c.260 bus stops in Renfrewshire and c.80 multi-operator panels at c.40 bus stops in Inverclyde.
- Going forward, as service changes are received, information panels will be updated by operators in the usual way as per SPT’s Bus Information Standards.

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.

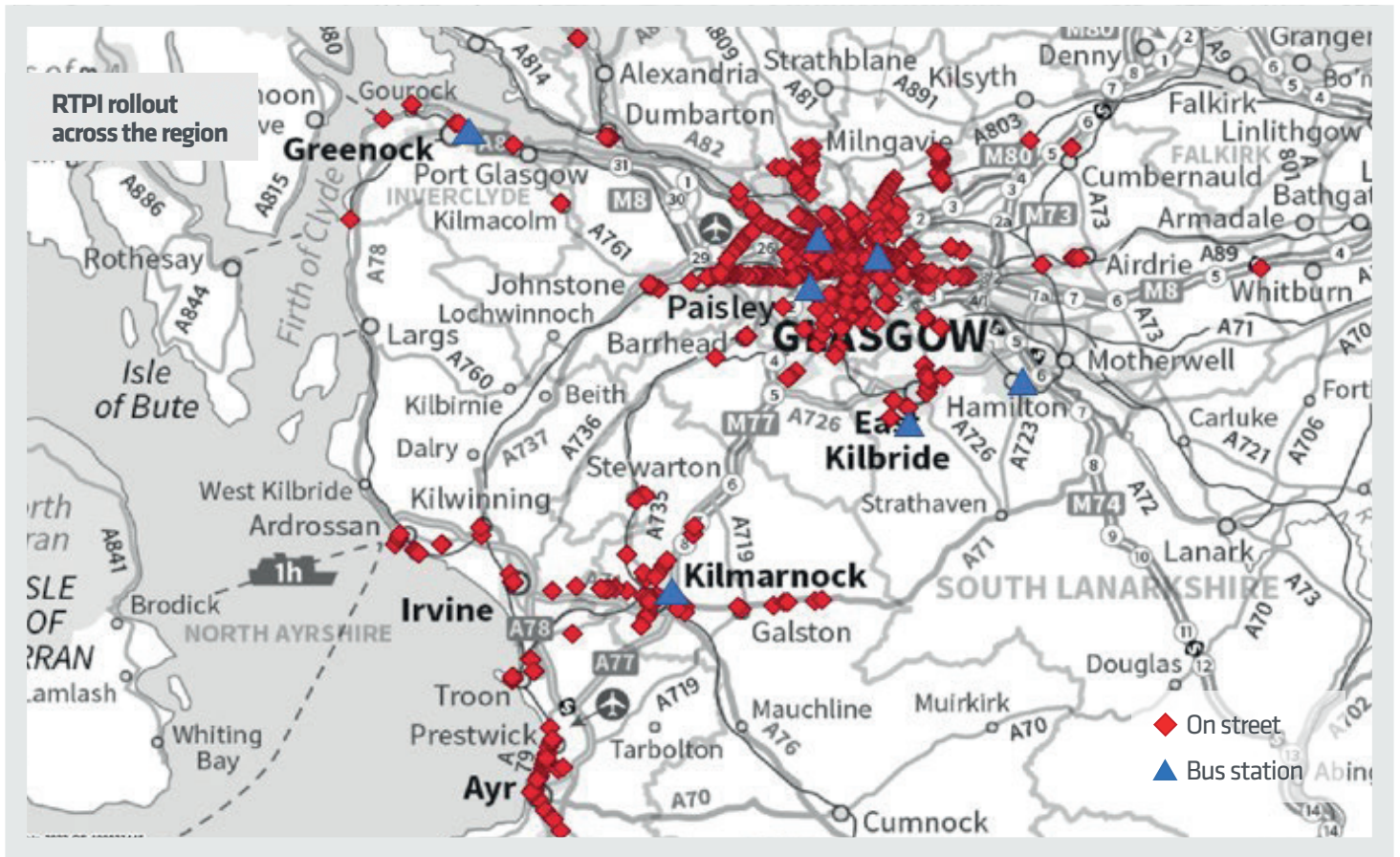
Around 140 junctions in Glasgow are now enabled to provide TLP for bus. Similarly, historical outputs from the system have been used to highlight average bus running speeds and traffic hotspots across the city which have been utilised as part of the Glasgow City Region bid to Transport Scotland’s £500m 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 and are now in operation.

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 c.40 junctions in the Hamilton, Blantyre, Cambuslang and Rutherglen areas.

Providing high quality, consistent and easy to understand information on all local bus services benefits the travelling public and hopefully, encourages more people back to public transport.

Local Authority	with TLP
Glasgow	162
North Ayrshire	12
East Ayrshire	1
Renfrewshire	12
South Lanarkshire	43



RTPI rollout

SPT's regional RTPI system rollout commenced operation in 2016. Since then, approximately 400 new signs have been installed across the region. This brings the total number of electronic signs in place to 850 providing live service departure information for the four main local bus operators, four smaller operators and two Community Transport operators, while also linking to the Traveline Scotland online journey planner and Glasgow City Council's traffic control system.

RTPI installations

- 65 Renfrewshire
- 60 East Dunbartonshire
- 6 North Lanarkshire
- 10 Inverclyde.

Further expansions during 2023 will take place in East Renfrewshire, South Lanarkshire and East Dunbartonshire.

Following the successful roll-out of RTPI at Govan and Partick Bus Stations, RTPI provision at Buchanan Bus Station was upgraded in 2021. RTPI at Greenock and Hamilton Bus Stations was upgraded during 2022/23 and similar improvements at East Kilbride Bus Station are currently underway.

In addition, SPT officers have been working with bus operators to enable service information on cancellations to be displayed on the RTPI screens. This project has recently launched, providing additional information for the travelling public should a journey be cancelled for any reason. This has been particularly useful during the recent and ongoing driver shortage affecting the bus industry which has had an impact on service provision.

SPT's RTPI system continues to provide live bus capacity information to Traveline Scotland for their online journey planner and app, to assist the public in planning their journey.

ZoneCard



In 2022-2023 the ZoneCard ticket, administered by SPT on behalf of the participating operators, continued to deliver integrated multi-operator ticketing for customers. Year-on-year ticket sales increased for the second year in a row after the effects of lockdown, this year by around 12%.

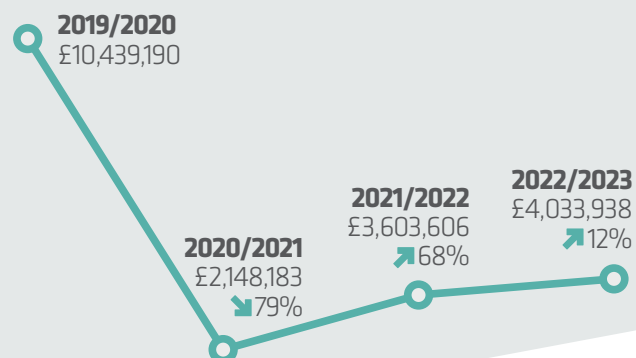
Longer term tickets are showing particularly strong recovery with 10-week adult ZoneCard sales up by more than 35% year-on-year.

Sales of under-16 ZoneCard tickets fell over the course of the year, as a result of the availability of free bus travel for all under-22s.

SPT has continued to work with the participating operators and with suppliers to migrate ZoneCard onto a smart format, which is expected to be completed within the next financial year.

ZoneCard revenue

In 2022-2023 ZoneCard revenue continued to recover after the impact of Covid and lockdown, with a 12% increase in revenue year-on-year.



Concessionary travel



The Strathclyde Concessionary Travel Scheme (SCTS) is administered by SPT on behalf of our 12 constituent councils and provides discounted travel on rail, Subway and some ferry routes for people with disabilities and people aged 60 or older. More than 600,000 people living in the west of Scotland have access to the SCTS through their National Entitlement Card.

SPT reports scheme performance and budget updates to the Joint Committee and continues to advise Members of measures to ensure the financial sustainability of the scheme is maintained in the longer term.

At the meeting of the Joint Committee in March 2023, Members approved SPT's recommendation to pause implementing a new agreed concessionary fare structure until April 2024 at the earliest, recognising the continued reduction in concessionary travel demand and ongoing cost of living crisis.

During 2022/23, SPT and ferry operator CalMac worked collaboratively to explore ways in which to integrate SCTS ticketing within CalMac's new digital booking and ticketing system – Ar Turas. From 17 May 2023, SCTS ferry card holders, for the first time, will be able to advance purchase their concessionary tickets online then simply present their emailed 'eTicket' to vessel staff when boarding. This major enhancement to SCTS ticketing will improve the journey experience for eligible Ferry Card concessionary customers.

Investing in Transport

SPT continues to play its part in making public transport a more attractive and sustainable mode choice for people through our investment in transport projects across the west of Scotland.

SPT's investment during 2022/23 helped our councils to deliver a range of transport infrastructure projects across our area totalling £11.6 million 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 supporting the development of projects through design stages.

Our capital programme helped grant award 63 local authority projects and supported six requests for additional funding totalling a further £1.45 million.

Motherwell Transport Interchange (North Lanarkshire Council)

Work has continued apace on the redevelopment of Motherwell Rail Station and interchange works outside the station on Muir Street. Significant progress was made during the past year as this major transport project nears completion.

With several of the station's delivery phases having completed, a major eye-catching milestone was achieved in February 2023 with the station's new glazed dome being completed consisting of more than 140 glass panels to form the new roof, creating a brighter and more modern station. The completion of the roof, and front façade, enabled work to begin on the final phase involving the internal refit consisting of the new, larger concourse, forecourt, and ticket office.

The interchange works on Muir Street have made significant progress and will see an expanded and enhanced bus facility, complete with real time passenger information screens along with new public realm and widened station forecourt area outside the station, along with additional capacity on Muir Street for buses.

A new access road and footpath has been built creating a new arrangement for taxis as well as for disabled parking and a drop off/pick up point at the station entrance and enhancements to pedestrian and cycle access have been made, which will improve links between bus and train services as well as reducing congestion in the town centre.

SPT has continued in our role as chair of the Project Client Steering Group, the multi-partnered group set up to ensure that a fully coordinated and integrated approach is being taken to delivering both key parts of this major interchange project.

A funding contribution of £0.680 million was made by SPT to ScotRail in 2022/23 to support construction costs, bringing SPT's total investment in the project to £2.93 million.

The Motherwell Transport Interchange project was programmed for completion by spring 2023.

Port Glasgow Station Access Improvements (Inverclyde Council)

A capital funding contribution to Inverclyde Council is supporting a £5 million rail project to improve accessibility at Port Glasgow rail station.

The project is being delivered by Network Rail as part of their 'Access for All' programme and will see the installation of a new footbridge and lifts to give step-free access at this key station on Inverclyde's rail network, including improved access to the SPT funded park and ride car park located off Highholm Avenue.

SPT's funding contribution in 2022/23 supports improvements to make it easier for people with impaired mobility or those travelling with children, cycles or luggage to access the park and ride and station platforms. The project is being delivered across financial years, with SPT providing further funding contribution in 2023/24.

Preparatory work started in February 2023 with works expected to complete in full towards the end of 2023.

A further investment by SPT in 2022/23 supported completion of designs to expand park and ride facilities at the station, incorporating EV charging infrastructure.



Kilmarnock Bus Station Improvements

SPT funding is supporting the on-going major redevelopment of Kilmarnock Bus Station.

This SPT funded project, delivered by East Ayrshire Council, which started in 2019, will see significant enhancements to the look, feel and layout of this key bus interchange which serves the wider Ayrshire region and provides connections to Glasgow and beyond.

The project is being delivered in phases to ensure the bus station remains operational throughout the works. The first two phases have completed and has seen the revamp of the passenger waiting room, ticket counter and Shopmobility office, as well as the completion of essential roof works and improvements to pedestrian footway links between the bus station and London Road. Incorporated within the design was also the provision a Changing Places toilet – one of the first to be located within a Scottish bus station.

In late 2022/23, works commenced on the third and final phase of the station's redevelopment and will see the complete refurbishment of the station concourse, roof and north entrance. Real time passenger information screens will be installed at each stance, all surfaces will be replaced, weather screens will be installed at the front of the stances and the roof will be extended. Additional bench seating will be installed to the front of the stances and perch seating towards the rear of the concourse will also be replaced.

The investment from SPT has facilitated the complete upgrade and refurbishment of the station which will greatly improve the passenger experience with improved access, circulation space and modern facilities delivered including real time passenger information. The project will contribute to the wider regeneration of Kilmarnock town centre.

SPT has committed funding in 2023/24 and will see the project completed in late 2023.



A71 Horsley Brae (North Lanarkshire Council)

The A71 Horsley Brae/Brownlee Road junction has been a key priority project for North and South Lanarkshire Councils for a number of years, supported by SPT.

Traffic volumes, coupled with the poor existing road layout, affect traffic flow through the junction where major congestion is regularly experienced. This created delays for commuter, business and freight movements through the area.

The A71 itself forms part of a strategic north/south route through North Lanarkshire and South Lanarkshire, linking the M74 via the A71 and A73 to the M8. It also forms part of a key cross-country freight route linking Ayrshire and the west coast via the A71 to Edinburgh and the Lothians.

The project, which completed in late 2022, has seen a detailed re-design of the junction and its approaches and delivered:

- a new signalised junction between the A71 Horsley Brae and B7011 Brownlee Road
- a signal-controlled pedestrian crossing
- widening of the existing carriageway on the A71 to facilitate the introduction of a dedicated right turn lane into Brownlee Road
- improved footpath connections to regional walking routes
- new road lighting
- improved drainage, including Sustainable Drainage Systems (SuDS).

Planning for Clyde Metro

Looking to the future of transport across Glasgow and beyond.

The Clyde Metro project will see the development of a mass transit network across the Glasgow conurbation with a range of public transport modes filling gaps in the public transport network.

The project was first identified through Phase 1 of Transport Scotland's Strategic Transport Projects Review 2 (STPR2) report with further development and analysis work undertaken in Phase 2. This involved SPT working in partnership with Transport Scotland and Glasgow City Council who, as the project partners, collectively make up the Client Delivery Group (CDG).

The STPR2 final report included a high-level, conceptual route-map of a proposed Clyde Metro network. It is important to emphasise the indicative nature of the network map, as significant work remains to be undertaken to develop proposals but it highlights the aspirational extent of the Clyde Metro programme and its potential reach across the region, connecting into council areas such as East Dunbartonshire, East Renfrewshire, Glasgow City, North Lanarkshire, Renfrewshire, South Lanarkshire and West Dunbartonshire.

Importantly, the indicative Clyde Metro map also highlights ongoing connections of the Clyde Metro network to other areas of the region, including Argyll & Bute, East Ayrshire, Inverclyde, North Ayrshire and South Ayrshire. It is important to emphasise that SPT will continue to support those other areas not directly covered by the Metro. Ongoing improvements to the links to these areas and beyond will be a key requirement and focus for SPT and partners in ensuring the successful integration of the Clyde Metro into the wider public transport network, ensuring as many people as possible across the region have access to it.

Over the past year the three project partners have also been preparing for delivery of a Case for Investment (CFI) for Clyde Metro, comprising a Strategic Business Case, Strategic Environmental Assessment, Preliminary Engineering Statement and Transformation Programme which will provide the foundation for progression towards delivery of the first route.

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 consultations undertaken by Transport Scotland on the Strategic Transport Projects Review 2 and the 20% Reduction in Car Km Route Map. Other significant consultation responses included providing a response to the Scottish Government's Cycling Scotland Strategy among others.

Strategic Transport Projects Review 2

SPT has provided significant input to the engagement process and formal consultation undertaken by Transport Scotland on the Strategic Transport Projects Review 2 (STPR2) both through responding to the consultation and direct involvement in sub regional working group meetings.

STPR2 sets the national investment priorities for transport for the next 20 years and is one of the key mechanisms for delivering the outcomes of the second National Transport Strategy (NTS2).

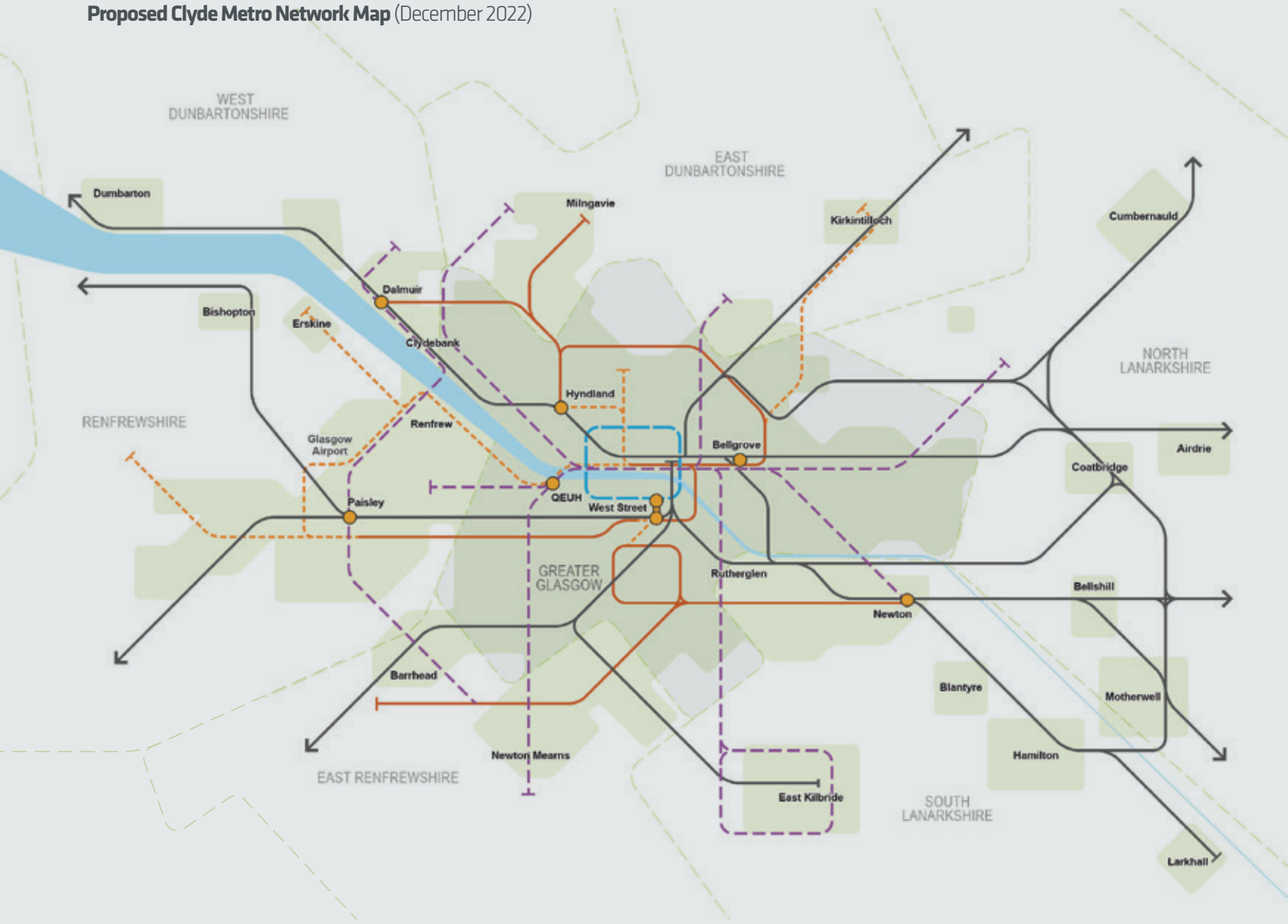
Supporting our councils

In addition, SPT responds to and provides advice and support to our constituent authorities in the preparation of their Local Development Plans including for East Ayrshire and Renfrewshire Councils and also responding to consultations by Glasgow City Council on its City Centre Transformation plan and proposals to revamp George Square.

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



Proposed Clyde Metro Network Map (December 2022)



- Retained Rail/Subway
- Potential heavy metro extension
- Potential notable interchange
- Potential rail conversion to heavy metro
- Potential light metro
- Local authority boundary

School Transport

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



11/12

Local authorities



72,000

Journeys per day



36,000

Children



1,200

Contracts



3,454

Compliance checks



2,172

School transport inspections

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



Supporting community transport.



SPT allocated more than £1.2million in 2022 / 2023 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 £425,000 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.

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. This includes funding of up to £58,000 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.

The North Area Transport Trust (NATA) was awarded almost £134,000 to support their core transport activities and specific services including local bus services; special needs club transport and children's Playscheme transport.

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

More than £203,000 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 £54,000 of the allocated funding will enable this service to continue operating during 2022/2023.

A separate application for up to £100,000 capital funding was made by SACT, to purchase a new low floor accessible minibus, specifically for use on the CB8 service. This replaced the existing vehicle which is now six years old, improving the reliability on this geographically arduous service. The existing low floor vehicle will be able to be deployed on other work with which SACT is involved.

More than £82,000 was awarded to Coalfield Community Transport (CCT), including £50,000 to support their core transport activities and running costs. An additional £32,291 saw the continuation of its Cumnock – Sorn Connector DRT service.

South West Community Transport (SWCT) was awarded more than £78,500 for their community transport activities for 2022/2023. This included £40,000 to replace a vehicle in their fleet for a new minibus with a wheelchair accessible tail-lift.

In addition:

Ardgowan Hospice receives up to £25,000 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 will be used to support vehicle running costs (fuel, insurance, maintenance etc.) and volunteer expenses.

The Blantyre Volunteer Group (BVG) receives up to £25,000 to support the organisation's provision of safe, accessible community transport services for groups and individuals. The funding will assist 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 2022/2023.

Community Central Halls (CCH) which operates transport services within the most deprived communities of northwest Glasgow. CCH has been awarded £32,500 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 £32,500.

Community Transport East Renfrewshire (CTER) receives £20,000 for a volunteer car scheme which provides transport of patients to GP, clinic and hospital appointments, principally in the East Renfrewshire Council area. The funding will be used to support vehicle running costs and staff-related costs.

The East Kilbride Community Transport (EKCT) has 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.

Getting Better Together (GBT) has also been awarded £36,000 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.

Glenboig Development Trust (GDT) has 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.

Larkhall District Volunteer Group (LDVG) has been awarded up to £48,000 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.

A new application for funding has been received from the New Tannahill Centre (NTC), part of Ferguslie Park Housing Association. Partnering with Community Transport Glasgow. NTC is seeking to launch a Community Transport project, to support the local community, and reduce loneliness and social isolation for older people. Up to £10,000 has been awarded subject to match funding being secured.

Port Glasgow Voluntary Trans-Port Group (PGVTG) received up to £10,000 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) receives up to £6,000 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.

The Rural Development Trust has been awarded core funding of £36,000 to support their community transport activities. This will assist with running costs of vehicles and staff costs to a range of community transport services including transport to healthcare surgeries for rural residents.

SPT has also awarded up to £25,000 to West Dunbartonshire Council to establish Community Transport in their area and have formed a Community Transport Action Group (CTAG) for this purpose, partnering with South West Community Transport (SWCT) to establish a pilot project. As lockdown restrictions are lifted, it will now begin a Volunteer Car Scheme / demand responsive minibus service for those unable to use mainstream public transport for medical appointments at the new Clydebank Health Centre when complete.



Total grant funding of £1.2m awarded to all projects:



Up to £425,261 to Community Transport Glasgow



Up to £133,944 to North Area Transport Association



Up to £82,291 to Coalfield Community Transport



Up to £203,942 to South Ayrshire Community Transport



Up to £78,560 to South West Community Transport



Up to £25,000 to Ardgowan Hospice

BLANTYRE VOLUNTEER

Up to £25,000 to Blantyre Volunteer Ltd



Up to £32,500 to Community Central Halls



Up to £20,000 to Community Transport East Renfrewshire

EAST KILBRIDE COMMUNITY TRANSPORT

Up to £15,000 to East Kilbride Community Transport



Up to £36,000 to Getting Better Together



Up to £25,000 to Glenboig Development Trust



Up to £48,000 to Larkhall & District Volunteer Group



Up to £10,000 to New Tannahill Centre

PORT GLASGOW VOLUNTARY TRANS-PORT GROUP

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



Up to £8,000 to Renfrewshire Council SOOPiR Bus



Up to £36,000 to the Rural Development Trust



Up to £25,000 to West Dunbartonshire Council.

Supporting Active Travel



SPT has continued to encourage active travel and promote the switch to healthier, greener and more sustainable travel choices. During 2022/23, we invested £4.47 million in walking and cycling projects in our area.

Through its Regional Active Travel Grant fund, Transport Scotland provides funding to Regional Transport Partnerships for active travel projects. In 2022/23, nine active travel projects totalling £0.49 million were delivered following SPT's successful application on behalf of council partners to Transport Scotland's Regional Active Travel Grant (RATG) fund for 2022/23.

In addition to supporting delivery of active travel projects that enable our local authority partners to achieve ambitions towards modal shift, increasing rates of active travel in their areas and contributing positively towards regional and national climate change targets, SPT has taken additional steps, demonstrating its commitment to active sustainable travel. In early 2023 SPT introduced two new roles within its policy and planning team: active travel officer and environment officer. Both of these roles will work towards achieving the changing vision of the transport industry on behalf of SPT and will work with our partners to assist in achieving this.

SPT's active travel officer will focus on the development and delivery of SPT's Regional Active Travel Strategy moving forward, committing SPT and the region to goals for active travel and modal shift away from traditional car use and onto more sustainable modes of transport. This strategy will be a key delivery mechanism of SPT's Regional Transport Strategy, which recognises the need to facilitate a step-change in active travel and sets out five policies to help enable this change:

- Development of a Regional Active Travel Network
- Accelerated delivery of walking, wheeling and cycling infrastructure and facilities
- Access to bikes
- Integration of active travel and other sustainable transport modes
- Integration of micro mobility and walking, wheeling and cycling.



Alloway Burton Cycle Route (South Ayrshire Council)

SPT funding in 2022/2023 has been supporting South Ayrshire Council in delivering the Alloway to Burton Cycle Route project. The project will complete the missing link between the Alloway to Burton cycle path and the Greenan to Ayr town centre section of National Cycle Network Route 7.

The project will see the re-opening of the Dunure Road underpass, once part of the Maidens and Dunure Light Railway, and will create a safe unimpeded route for walkers and cyclists. The underpass connection will significantly enhance safe walking and cycling along the existing shared use path on the disused railway line.

A77 Strategic Cycle Corridor (East Renfrewshire Council)

SPT is supporting East Renfrewshire Council in its ambitions to deliver the A77 Strategic Cycle Corridor project which will see more than five kilometres of high-quality segregated walking and cycling infrastructure being introduced along the A77 road from Maidenhill to beyond Eastwood Toll roundabout linking to the Glasgow City boundary.

SPT funding helped complete Phase 1 of the project in autumn 2022, delivering improvements to the existing shared-use path between North Hillhead Road and the M77 overbridge.

Phase 2 of the project got underway in early 2023 and will deliver high-quality segregated walking and cycling infrastructure and public spaces between the M77 overbridge and the Malletsheugh roundabout, close to Mearns Primary School. This phase of the project is due to complete during 2023/24.

Ravenscraig Active Travel Links (North Lanarkshire Council)

SPT funding helped North Lanarkshire Council deliver a new active travel route between Ravenscraig and Craigneuk as part of the council's Ravenscraig Active Travel Links project Phase 1. The 1km link runs south to north from Craigneuk, via "The Castings" housing development off Meadowhead Road, to the Regional Sports Facility and The Craig public park.

The project is a priority active travel route running through the former steelworks site at Ravenscraig, to support the delivery of the ambitious revised Ravenscraig Masterplan approved in 2019 for one of Scotland's largest urban regeneration sites with homes and facilities for 12,000 people planned.

Phase 1 of the active travel project officially opened in Summer 2022 and is already helping provide key connections into Ravenscraig from Craigneuk to the south and linking with existing and proposed nearby active travel routes, including connections north to Carfin, New Stevenston and Holytown, east to Motherwell town centre and the redeveloped bus and Motherwell rail interchange and west to Wishaw.

Phase 2 started in late 2022/2023 and is delivering the east-west route running from 'The Castings' housing development off Meadowhead Road and down through the wooded embankment and the Ravenscraig Railways Sidings West SINC (Site of Interest for Nature Conservation). The cycle/footpath will be set in a landscape corridor with lighting, CCTV and seating. Phase 2 is expected to complete in spring 2023.

Strathkelvin Railway Path – John Muir Way (East Dunbartonshire Council)

SPT funding supported improvements to a popular and well used walking and cycling route in East Dunbartonshire, making it easier and safer for people to get active.

In 2022/2023, our active travel investment helped deliver a much needed upgrade to The Strathkelvin Railway Path between Kirkintilloch and Lennoxton, as part of a project jointly funded by the Council's Cycling, Walking and Safer Routes allocation from Transport Scotland.

The route - which also forms part of the National Cycle Network, John Muir Way and Thomas Muir Heritage Trail - has helped deliver improvements to this important stretch of off-road path through East Dunbartonshire, better connecting communities along the route.



Carbon management update

SPT's Climate Strategy

At SPT we recognise the urgency of the climate emergency, and the crucial need to transition to a low-carbon, resource efficient and climate resilient organisation. We also understand the wider influence of our operations and the opportunity to enhance the liveability and human qualities of urban regions, particularly in relation to progressing the Scottish Government's Just Transition objectives and circular economy contributions.

The transport sector is the largest emitter of greenhouse gases (GHGs) in the UK, highlighting the crucial need to address climate change as part of an integrated approach to public transport and the need for unified, cross cutting policies which address societal, environmental and economic problems and alleviate adverse impacts on communities, human health and ecosystems.

In June 2022 SPT formalised our environmental commitment with the preparation of a new Climate Strategy for SPT, building on SPT's existing Carbon Management Plan and Public Bodies Climate Change Duties (PBCCD) reporting. The principal aim of the Strategy is to promote decarbonisation of the transport sector while protecting the natural environment and enhancing climate resilience within SPT and the wider transport network. The Strategy will also contribute to the delivery of the new RTS, which contains targets, objectives and policies for transport emission reductions and climate resilience.

The current and third stage will include detailed carbon assessment and optioneering to develop a carbon inventory for SPT. Development of a comprehensive emissions inventory management system will support improved GHG reporting, management information and will underpin decision making on projects, policies and investments to reduce carbon by understanding and accounting for their likely impact on the annual emissions footprint.

In January 2023 the policy, land-use and environment team appointed a new environment officer who will provide advice, guidance and support related to climate change policy and delivery including the development of the SPT Climate Change Strategy & Delivery Plan.

Climate Resilience

Climate change is expected to further exacerbate future risks which intensifies the need for a robust transport network which is able to respond to and mitigate severe disruption. To promote the resilience of the regional transport system and to support its adaptation to the impacts and effects of climate change, SPT chairs the Regional Transport Climate Resilience Group (RTCRC) jointly with Network Rail. As Scotland's largest RTP, SPT has a valuable opportunity to bring the group members together to strengthen network collaboration across the Glasgow City Region (GCR) to increase climate resilience across the transport network.

Established from Flagship Action 8 of the Climate Ready Clyde (CRC) Action Group, the group's key objective is to act as an informal forum for debate, discussion and exchange, as part of managing critical climate risks to the rail and wider transport infrastructure across Glasgow City Region. Additionally, the group will also support the delivery of the Glasgow City Region Climate Adaptation Strategy and Action Plan, including sharing best practice on climate adaptation in the transport sector and improving coordination of partners' respective climate change strategies.

Decarbonisation of our fleet

An important aspect of decarbonisation of the transport network, is the adoption of electric vehicles (EVs). SPT hopes to facilitate and promote an accelerated transition to ultra-low emission road transport vehicles as well as the implementation of electric vehicle charging infrastructure.

Subway moves towards net zero!

In a key step forward in SPT's progress and contribution to tackle climate change and reduce our carbon impact, all of SPT's electricity – including our fleet of electric Subway trains – is now purchased at source from wholly renewable resources which means the Subway is 100% powered by renewable electricity.

As one of the big power consumers in Glasgow, this is a major step forward in reducing SPT's carbon footprint and helps us to do our bit to tackle climate change.



Subway

**powered by
renewables**

spt.co.uk/netzero



About SPT



Our People

At 31 March 2023

- SPT employed 481 people (465 FTEs)
- Total of £23.051m of staff-related costs
- 84 new staff across all SPT departments in various positions
- Two mature apprentices completed Apprenticeship
- One graduate completes Graduate Programme & placed in role in Project Delivery

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.

SPT recognises the need to review departments where increased workloads across multiple workstreams and the need for increased resourcing requirements has been identified. Our digital and policy & planning functions have been restructured this year resulting in five new posts being created, providing opportunities for career progression for internal staff and opportunities to recruit new

staff. Other recruitment campaigns have been a result of career progression following internal promotion for staff and staff leaving SPT for a variety of reasons including ill health retirement, normal age retirement and resignations.

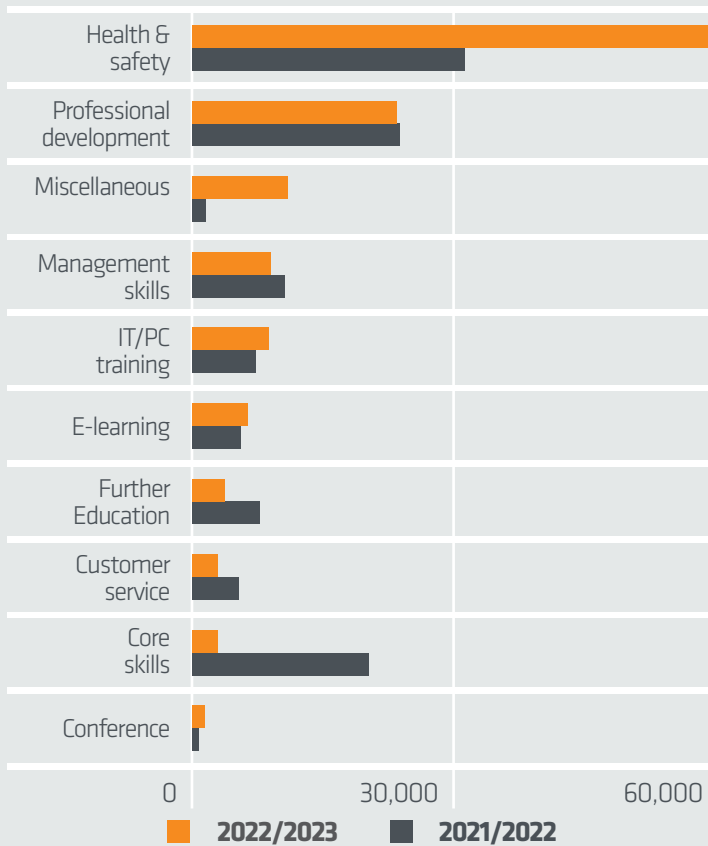
The health and wellbeing of our employees remains our priority and the professional services provided by our employee assistance programme, PAM Assist, were available to all staff. Managers and supervisors were briefed on the services offered by this service including face-to-face, online and via an App. With a focus on mental health and wellbeing our managers and supervisors undertook further ACAS training on mental health awareness. SPT has 38 Mental Health First Aiders as well as 39 First Aiders across the organisation. SPT also offered on-site flu vaccinations to all staff in October 2022. This was very successful and will be continued in Autumn 2023.

SPT has a duty in line with the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 to publish bi-annual Pay Gap and Equality & Diversity reports. Both reports were published in March 2023 with the Pay Gap report showing that the gap has closed slightly from 17.7% in 2020 to 15.3% in 2022. More staff than ever provided data for the Equality & Diversity report demonstrating an increased confidence in how SPT uses personal sensitive data.

Learning & Development

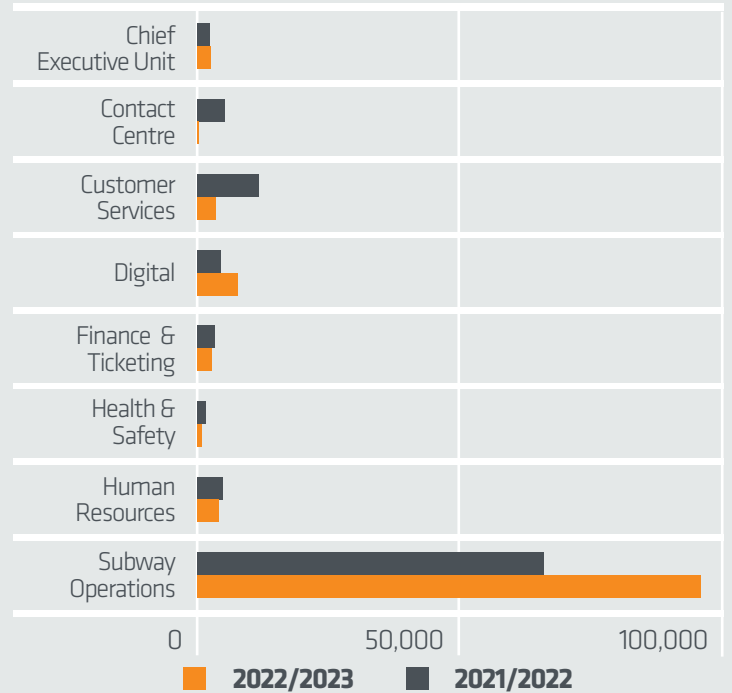
SPT invested £152k in staff Learning and Development (L&D) over the course of 2022/2023, an increase (9.8%) on 2021/2022. We remain committed to staff development, with no change to the learning and development budget despite the financial challenges.

Spend per category

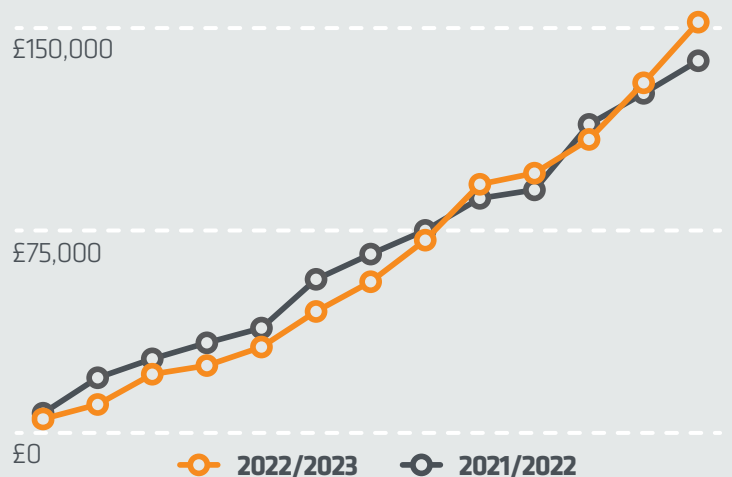


The highest category of spend captured was Health and Safety (£59.5k), with the highest percentage of budget spend on Subway Operations staff (£96k) who make up 59.5% of the workforce.

Spend per directorate



Cumulative spend



Subway Operations remains an area with significant L&D activity as we progress through Subway modernisation, and as such with L&D being a vital component of the management of change, we have seconded three new training officers to support readiness for the modernisation. However, we continue to maintain a focus on mandatory health and safety requirements, ensuring the safety of our staff and customers at all times.

Heads and managers involved in our modernisation programme attended a three-day Six Sigma course aimed toward improving business processes. There were two cohorts, comprising of six delegates in each, with delivery of theory and one-to-one coaching taking place over a 12-week period. Each delegate worked on a specific project relevant to their own area within Subway Operations, Maintenance and Engineering.

We took advantage of funds available through the Flexible Workforce Development Fund (FWDF) and arranged seven dates with West College Scotland to deliver IOSH Working Safely at our Broomloan Depot. Five of these dates were delivered during normal working hours, with the other two dates being delivered at night to capture the PWAY and those maintenance teams on permanent nightshift. This event was offered to all areas within the organisation and accommodated 85 members of staff.

All of our Tech Craft Line within Subway Maintenance has now undergone City and Guilds HV Switching and System Control training, which is vital for any person working in a High Voltage environment especially when preparing and performing switching and isolation of power systems. We are now in the process of arranging the follow up, Power Protection Relays, allowing the same group of staff responsible for the operation and maintenance of power system protection schemes, to interpret protection fault indications, and appropriate corrective actions, along with maintenance of High Voltage and Low Voltage protection relays.

We received several training courses for the new trains in preparation for the new fleet entering service during 2023. All semi-skilled maintenance staff have been trained in driving, and in addition our semi-skilled staff have received training on driving the new trains, and managers and supervisors continue to undergo familiarisation training.

SPT already offers a free and confidential Employee Assistance Programme through PAM Assist. However, to supplement our commitment to staff health and wellbeing, we asked for volunteers to become Mental Health First Aiders across all areas of the business. This ensures each of our sites has someone available who has an understanding about mental health issues.

The new Mental Health First Aiders attended a two-day Mental Health First Aid course which has provided them with the skills needed to support their own and others' positive wellbeing in the workplace. We currently have 50 Mental Health First Aiders in a number of departments, covering various shift patterns, across each of our premises.

We welcomed Alzheimer Scotland into SPT between October 2022 and March 2023 to deliver dementia awareness sessions for staff. They initially provided two sessions per day during Subway Operations' training week in October within Govan Station, with further sessions taking place at Broomloan, Buchanan Bus Station and our Glasgow HQ, reaching approx. 165 members of staff. This is generally a free service, however given the scale of the commitment by the Dementia Friend Advisors to our Organisation, a donation was made commensurate with other training providers.

We organised Emergency First Aid/Defib training to take place at Buchanan Bus Station to reach as many front facing staff as possible. We managed to train 26 members of staff, comprising of Customer Services and Contact Centre staff based at the Bus Station as well as asking for volunteers from our Bus Strategy and Delivery and Subway Maintenance departments.

As a consequence of serious incidents at Buchanan Bus Station, the decision was made to introduce a new Bleeding Kit for catastrophic bleeding. As a result, Bus Station Team Leaders, who are already first aiders, attended training on how to use the bleeding control kits. This was to help them gain confidence and the practical knowledge to be able to administer first aid following on from critical injury.

SPT is currently sponsoring four staff through further education programmes including our Apprenticeship Programme, distance learning degree course and professional development such as CILT (Chartered Institute of Logistics and Transport).

In order to ensure the 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.



Health & Safety

SPT's Health and Safety department in conjunction with management and staff is dedicated to ensuring a safe, secure and hygienic environment for both staff, passengers and visitors. Our safety management approach involves 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).

As part of the recovery of our transport services from Covid restrictions in place over the previous financial years, SPT has continued to review and update its safety management arrangements in line with governmental guidance. This included maintaining Covid risk assessments that have been amended to capture the current guidance and best practice while continuing to provide safe access to travel across both our Subway system and bus station facilities.

Health and Safety has continued to assist projects and other internal stakeholder departments in the safe delivery of modernisation programmes at both Subway and bus stations. This includes providing support and guidance on health and safety related topics, undertaking documentation reviews and approvals, liaison with contractor and external regulatory bodies and checks on contractor performance. This has ensured that the modernisation contractors and their activities are compliant with all relevant UK health and safety legislation and regulation.

Further specific analysis, statistics and commentary on SPT health and safety performance and key performance indicators (KPIs) will be available within the Annual Safety Performance report 2022/2023 available later this year.



Customer services





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.



5,508

During 2022/2023, the Facilities Team completed over 5,508 jobs.

Customer Services performs Facilities Management (FM) at SPT bus stations, Subway stations, office buildings and our engineering depot. Through the use of an in-house facilities team and also external contractors, we conduct both planned and reactive maintenance across the SPT estate. The facilities team helps drive cost efficiencies and through swift response times are able to solve defects timeously. The FM Team also work to enhance SPT's infrastructure, through various improvement projects. During 2022/23, the team completed 5,508 jobs. Some of the additional project work completed in the past year includes removing the old information desk and building a new information office on the concourse at Buchanan Bus Station, the installation of electrical charging points for SPT fleet vehicles, electrical works for passenger information signs at Greenock and East Kilbride and fit out for a new tenant in Buchanan Bus Station.

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

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.



Advancing equalities



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.

Accessibility audits have been completed of our Subway and bus stations, the information available to passengers to inform planning their journey through a SPT station, and the way information is communicated to passengers during their journey. An action plan is now being developed to address any issues identified, 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 new 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 Motherwell Interchange, Port Glasgow Bus Station and Kilmarnock Bus station, 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 increased security presence in Buchanan Bus Station with increased liaison and information sharing with 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 is working with industry partners, including Transport Scotland, ScotRail, BTP and Police Scotland, as part of the Safer Transport Group, to address safety and security concerns on the public transport network and take forward the recommendations from recent Transport Scotland research into women's and girls' views and experiences of personal safety when using public transport.

To drive forward our commitment to equality and to meet the Public Sector Equality duty, SPT has five Equality Outcomes for the period 2021-25. 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.

We have recently reviewed our progress towards achieving these outcomes and refined the key areas for action for the coming two years.

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 pages.

Marketing

The marketing strategy for 2022/23 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.

Delivering for Strathclyde

- Ran throughout April and November on our corporate marketing channels
- Raised awareness of the level of investment SPT has inputted into local authority areas
- Almost 17,000 Impressions achieved
- 4.6% Engagement Rate

Any Card, Any Time

- Ran May, August and December
- New campaign showing the range of Smartcards accepted by Subway
- Over 100,000 Impressions
- 1.8% Engagement Rate

Bus

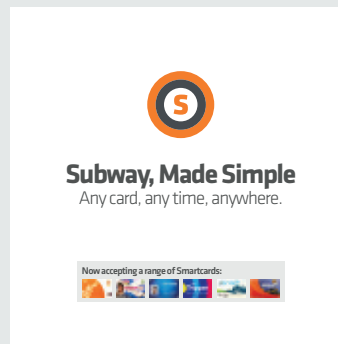
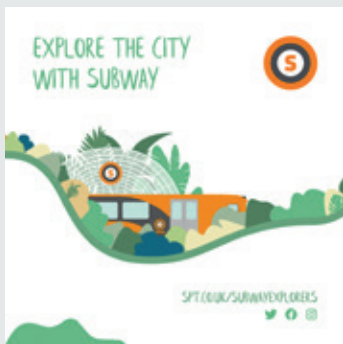
- Ran June and September
- Almost 62,000 Impressions
- Almost 3k Engagements

Subway Explorers

- Ran during Easter, Summer, October and February school breaks
- Objectives were to encourage families to travel with Subway and explore the city
- Released 'Subway Explorers' Podcast bringing the four Explorers audio trails to life
- Over 1.1 million Impressions achieved; 39% increase on 2021/22

MyBus

- Ran in June and November
- Eshot sent to all online booking users alerting them of the new booking system
- Over 70% Opens





Social Media    

Our social platforms proved to be a key channel in supporting our messages throughout 2022/23. We were able to support other significant campaigns such as Glasgow Gift Card, Subway planned closures and our children’s book collaboration ‘My Family Is So Scottish’.

- Net audience **growth of 198.4%**
- Total Impressions **increased by 1.3%**
- Total Engagements **increased by 100.9%**
- Post Link Clicks **increased by 100%**
- Video views **increased by 405.8%**

Hello Future

- Ran throughout August, September, October and January
- Over 2 million digital Impressions achieved; half a million more than 2021/22
- Over 31,000 clicks to our website; 18% increase on 2021/22
- Launched TikTok January 2023 amassing over 10,000 video views

Festive Timetable

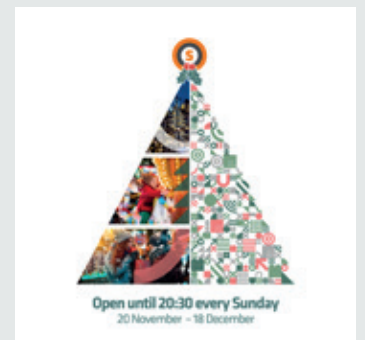
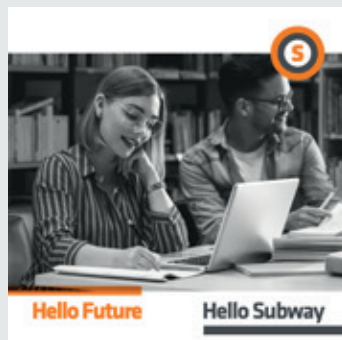
- Ran throughout November and December
- Over 1.4 million digital Impressions achieved; 27% increase on 2021/22
- 223% increase in page views

Subway 125

- Ran July
- Continuation of our December campaign celebrating Subway’s 125th anniversary
- Almost 11 million Impressions received across TV, digital audio and social

SPT Net Zero

- Ran August and October
- Promoted SPT green credentials
- Over 2.5k Impressions
- 2.7% Engagement Rate





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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