



### SPT Annual Report 2018/2019

**Date of meeting** 21 June 2019

**Date of report** 11 June 2019

#### Report by Assistant Chief Executive

#### 1. Object of report

To provide the Partnership with a draft of the SPT 2018/2019 Annual Report, seeking feedback from members prior to the report being published.

#### 2. Background

SPT is required to prepare an Annual Report on an annual basis, providing an overview of the key activities and outcomes delivered in the preceding financial year. The Annual Report, once approved, is submitted to the Transport Minister for information, and to other stakeholders demonstrating how SPT is delivering on the current RTS, as well as other local transport priorities.

#### 3. Current Position

Attached is a draft of the SPT 2018/2019 Annual Report which members are asked to consider and provide comments on. Given the wealth and breadth of activities SPT is involved in, it is not possible to include all matters and therefore the report is focused on key events and deliverables throughout the year, highlighting both the geographic spread and value of SPT activities to all communities.

#### 4. Recommendation

The Partnership is recommended to consider the attached draft SPT 2018/2019 Annual Report, providing feedback for inclusion prior to the report being finalised.

#### 5. Consequences

Policy consequences	<i>In line with 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

*None directly.*

**Name** Valerie Davidson  
**Title** **Assistant Chief Executive**

**Name** Gordon MacLennan  
**Title** **Chief Executive**

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

Strathclyde Partnership for Transport  
Annual Report 2018/19

[www.spt.co.uk](http://www.spt.co.uk)



# Strathclyde Partnership for Transport Annual Report 2018/19

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## Foreword from SPT Chair

Welcome to SPT's Annual Report for 2018/19 which highlights some of the Partnership's many achievements and successes of the last year.

Public transport continues to be an important issue across Scotland. Whilst SPT doesn't run the regional transport network, I know that every part of SPT uses the resources and powers it has to improve peoples' lives by working towards public transport in the region being more affordable, accessible, and sustainable.

This has been another busy year for SPT. On the Subway side, the challenging long process of modernising a 'live' underground system with minimal interruption continues to move forwards. We have had tantalising first glimpses of new trains, the construction of a new test track, upgrades happening at the Broomloan site and are looking forward to taking delivery of rolling stock once the testing permits.

Over at bus, the refurbishment of our largest bus station (at Buchanan Street) - one of the busiest in Scotland - has also started and will be complete later this year. Throughout all these changes, SPT staff - our greatest asset - continue to provide fantastic customer service and I would like to take this opportunity to thank them for all their hard work and efforts throughout the year. We have also started work on refreshing the Regional Transport Strategy. This is another major piece of policy work for the organisation which needs to respond to the needs of communities across the region. In the RTS we will set out a long term vision and strategy for the region's transport system for the next 20 years. Given the global and local challenges, from the need for emergency action on climate change to social, health and economic needs of the people who live here, the region's future public

transport strategy will need to face down many challenges and pull in action from all levels of government. This work has only just begun and we're delighted so many responded to our initial survey to consult on some of the issues that matter to them.

We couldn't do what we do without funding and support from our 12 member local authorities and Scottish Government, as well as the cooperation of transport operators and wider stakeholders - I want to thank them all for their continued support. Finally, I would like to thank all of the partnership members who play their part, providing strong leadership and ensuring scrutiny of all SPT plans and proposals. I look forward to what the next year holds for the organisation.



**Councillor Dr Martin Bartos**  
Chair, Strathclyde Partnership for Transport

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

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

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



## Transport across the region

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



# Partnership (as at 31 March 2019)

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



**Dr Martin Bartos**

Chair, Glasgow City Council – Scottish Green Party



**Brian Davidson**

Appointed Member



**Alex Macaulay**

Appointed Member



**David Shearer**

South Lanarkshire Council – SNP



**Alan Moir**

Vice Chair, East Dunbartonshire Council – Labour



**Maureen Devlin**

South Lanarkshire Council – Labour



**Jo MacLennan**

Appointed Member



**David Wilson**

Vice Chair, Inverclyde – Scottish Conservative and Unionist



**Ann Faulds**

Appointed Member



**Marie McGurk**

Renfrewshire Council – SNP



**Malcolm Balfour**

Glasgow City Council – SNP



**Jim Finn**

West Dunbartonshire Council – SNP



**James McNally**

Appointed Member



**Gregory Beecroft**

Appointed Member



**Anne Follin**

Appointed Member



**Michael McPake**

North Lanarkshire Council – Labour



**Colin Cameron**

North Lanarkshire Council – Scottish Conservative and Unionist



**Graham Hardie**

Argyll and Bute Council – Liberal Democrat



**Richard Nelson**

South Lanarkshire Council – Scottish Conservative and Unionist



**Graham Campbell**

Glasgow City Council – SNP



**Graham Johnston**

Appointed Member



**Donald Reid**

North Ayrshire Council – Labour



**Ian Cochrane**

South Ayrshire Council – SNP



**Tracy Carragher**

North Lanarkshire Council – SNP



**Anna Richardson**

Glasgow City Council – SNP



**Michael Cullen**

Glasgow City Council – SNP



**Alan Lafferty**

East Renfrewshire Council – Labour



**Jim Roberts**

East Ayrshire Council – SNP

**The SPT Partnership met four times in 2018/19.**  
More information at: <http://www.spt.co.uk/corporate/about/minutes-agendas/partnership/>

**The Strategy and Programmes Committee met four times in 2018/19.**  
More information at: [www.spt.co.uk/corporate/about/minutes-agendas/strategy-programmescommittee/](http://www.spt.co.uk/corporate/about/minutes-agendas/strategy-programmescommittee/)

**The Operations Committee met four times in 2018/19.**  
More information at: [www.spt.co.uk/corporate/about/minutes-agendas/operations-committee/](http://www.spt.co.uk/corporate/about/minutes-agendas/operations-committee/)

**The Audit and Standards Committee met four times in 2018/19.**  
More information at: [www.spt.co.uk/corporate/about/minutes-agendas/audit-standards-committee/](http://www.spt.co.uk/corporate/about/minutes-agendas/audit-standards-committee/)

**The Personnel Committee met three times in 2018/19.**  
More information at: [www.spt.co.uk/corporate/about/minutes-agendas/personnel-committee/](http://www.spt.co.uk/corporate/about/minutes-agendas/personnel-committee/)

Across all committees, SPT has reported back on  
\*\* public consultations to the Scottish Government including:

# Year in highlights 2018/19 at a glance

## April 2018

Independent watchdog **Transport Focus** reports back on the first Glasgow Subway survey with 97 per cent of passengers reporting overall satisfaction, including 95 per cent satisfaction with punctuality and 93 per cent for journey time.

## June 2018

SPT picks up the **Integrated Transport Project of the Year** for Govan Interchange at the Scottish Transport Awards. This recognises the £7 million investment which transformed the Subway and bus station areas, and provided a direct connection to Fastlink running between the new Queen Elizabeth University Hospital and city centre.

## August 2018

SPT supports the **European Championships** in the city, getting behind Glasgow 2018 to offer extended opening hours on both Sundays of the Games, carrying almost 75,000 extra passengers over the Games weekends.

The refurbished **Partick Interchange Bus Station** reopens. The £2.5 million modernisation increases the number of bus stances and improves waiting areas for passengers with integrated lighting, seating and Real Time Passenger Information available.

## October 2018

SPT Partnership approves the award of contract to refurbish the remaining four Subway stations – **St George's Cross; Kinning Park; Cowcaddens; and West Street**. The completion of all 15 stations will achieve a significant milestone in the overall Subway modernisation programme.

SPT picks up two awards at the **Global Light Rail Awards** for Most Improved System for the Subway and for Outstanding Engineering Achievement, recognising our work with Freyssinet to improve the Subway's tunnel lining.

The Subway also picks up **highly commended** for rail operator of the year at the National Transport Awards 2018.

SPT's first-ever **Vintage Bus Fayre** at Buchanan Bus Station proves a huge success, with almost 1,000 visitors taking the opportunity to view and get close to a number of vintage buses.

## January 2019

SPT awards 39 local bus service contracts worth **more than £15 million** across the West of Scotland, ensuring communities remain connected to vital services for work and leisure.

SPT operations committee approves the award of contract for cleaning services to **Churchill Contract Services Ltd**. The contract, worth an estimated £15 million for 10 years, includes cleaning of all SPT facilities from office space to trains.

## March 2019

Funding of £95,000 from SPT helps local community transport provider **North Area Transport Association** (NATA) buy a new minibus compliant with the Glasgow Low Emission Zone (LEZ).

SPT supports the **Strengthening Opportunities for Older People** in Renfrewshire (SOOPIR) programme, helping to buy a new bus to improve the provision of transport for older people.

SPT and North Lanarkshire Council open a **£200,000 park and ride in Airdrie** to make it easier for commuters to use the local train service and reduce congestion on the roads.

## May 2018

Major staff initiative launched to train employees on the implications of **GDPR** and the principles of the new Data Protection Act.

## July 2018

SPT Subway park and ride car parks receive Disabled Parking Accreditation (DPA) from the **British Parking Association** and a Safer Parking Scheme award.

## September 2018

The first of the new Subway trains is unveiled at **InnoTrans** in Berlin by manufacturer Stadler. The trains prove an instant hit at this international trade fair which celebrates the best of transport technology.

SPT hosts its first-ever student transport fayre at **Buchanan Bus Station** with key travel providers for Glasgow attending so students can find out more about the best travel options for them across the city.

## November 2018

The construction of the new **Robroyston Railway Station** begins. This key transport project, which SPT has been instrumental in bringing key stakeholders together on, will serve a new development of 1,600 homes in the area.

## December 2018

SPT partnership approves the award of the contract for the refurbishment of **Buchanan Bus Station**. The first phase of the refurbishment includes decluttering the main concourse to improve passenger flow and the look and feel of the station.

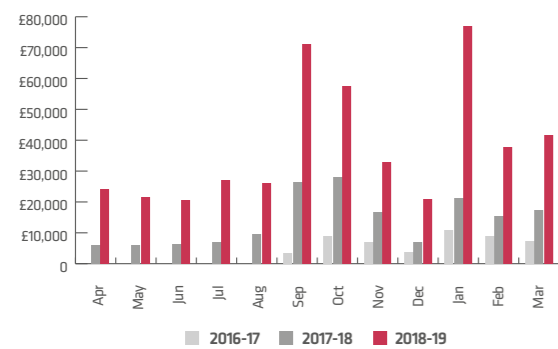
SPT introduces **body cameras for Subway staff**, following a successful trial with supervisor staff. The cameras have proved to reduce anti-social behaviour, helping to protect staff and passengers.

## February 2019

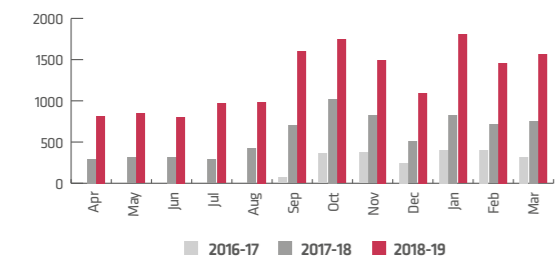
SPT launches an online public survey to find out more about the issues and challenges people face every day when travelling in the SPT area. This vital piece of work will be used to inform the new **Regional Transport Strategy** for the West of Scotland over the next 15 to 20 years.

# Attractive, seamless, reliable travel

Subway web retail value of sales

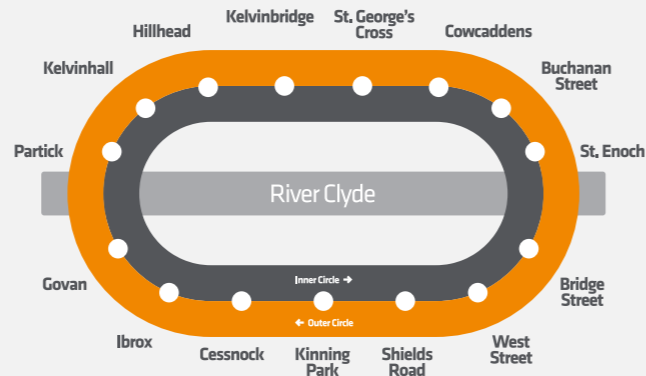
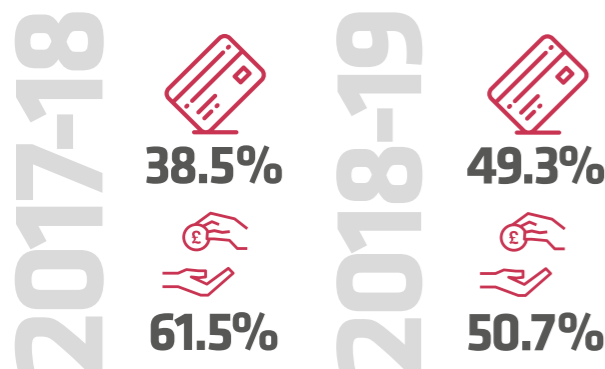


Subway web retail sales



## Web retail sales

Cash / card change (by value):



## Subway patronage

This year was a busy year for the Subway with patronage for 2018-19 reaching 13.2 million. This was up 3.7 per cent on the previous year, and for the first time in 10 years exceeded 13 million passengers.

## SPT supporting Glasgow 2018

The increase in passengers was due to a number of major events in the city, which SPT and the Subway were proud to support. The 2018 European Championships held in Glasgow saw two late opening Sundays in August and we safely transported an extra 75,000 passengers around the city during the duration of the Games from 2 to 12 August.

In addition, SPT bus colleagues assisted Games organisers with organising transport to and from the various venues for 4,500 elite athletes from around the world.



## SPT supports Pride

Pride Glasgow 2018, which took place on July 14 and 15, saw thousands of people celebrate the LGBTQI community across the city, with many people out enjoying the weekend of carnival and music or taking part in the parade.

An additional 5,000 passengers used Subway services to the event in Kelvingrove Park. The extended Sunday opening was well publicised on both our own social media accounts and via our partnership working with Pride Glasgow.

## SPT getting smarter

SPT's drive to get more customers using Smartcards is paying dividends. More than 200,000 Smartcards are now in circulation. More passengers are recognising the benefits and savings to be had by using a Smartcard. We continue to work with other operators to develop more Smart ticketing options for passengers to make travelling by public transport as convenient as possible.

The ease of Smartcard use, complete with online top-ups, is appealing to a vast number of passengers.

## ORR approves Subway safety case

This year also saw the Office of Rail and Road (ORR) approve SPT's certification to operate for the next five years.

This followed the ORR's assessment of SPT's application to renew our safety case for the Subway. This essential certification is vital to ensure the Subway continues to operate safely and involves input from many departments within SPT.

The renewal of non-mainline safety certificate and safety authorisation requires us to provide sufficient evidence that our safety management system meets the requirements of the regulations, and that provisions we have adopted meet the requirements necessary for safe operation.

Under ORR rules, a number of inspections will continue to be carried out over the next five years to ensure the continued validity of the safety certificate and safety authorisation.





**Attractive, seamless, reliable travel**

Improved connectivity

Access for all

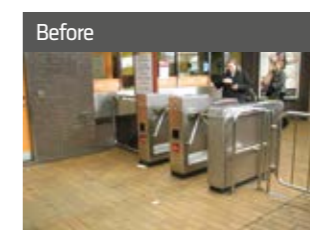
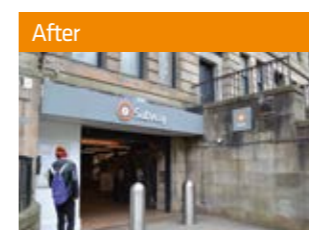
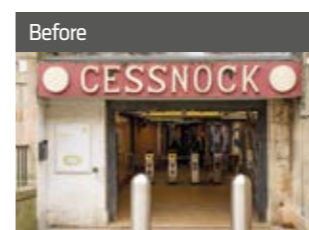
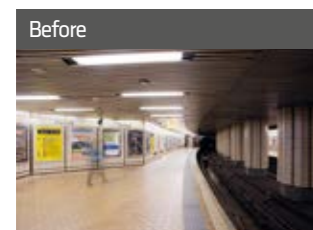
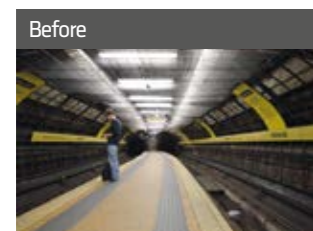
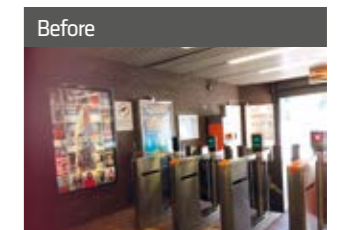
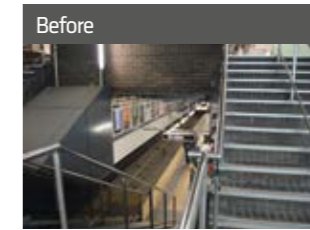
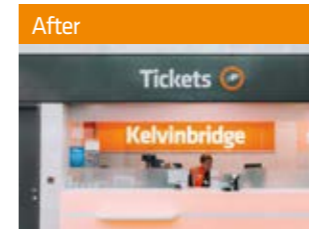
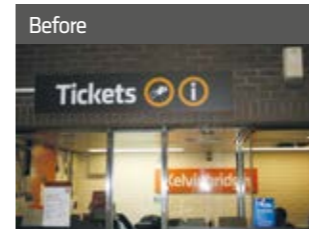
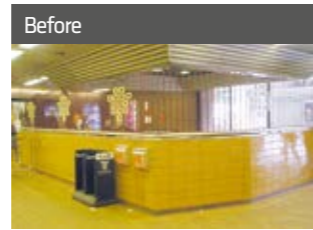
Reduced emissions

Improved service delivery

**Subway modernisation: station update**

Work began this year on the final four stations to be completed as part of the Subway modernisation programme. Work on St George's Cross and Cowcaddens stations is now well under way, with both modernisation programmes to be completed by the end of summer 2019.

The stations' modernisation team also picked up an award for Integrated Transport Project at the Scottish Transport Awards 2018 for their work at Govan Interchange.



**Kelvinhall**

**Partick**

**Govan**

**Ibrox**

**Cessnock**

**Kinning Park**

**Shields Road**

**West Street**

**Bridge Street**

**St. Enoch**

**Buchanan Street**

**Cowcaddens**

**St. George's Cross**

**Kelvinbridge**

**Hillhead**

**River Clyde**

Inner Circle →

← Outer Circle

### Subway modernisation: new trains

Subway modernisation gathered real momentum this year, with the first of our new trains unveiled at an international trade event, InnoTrans in Berlin. The first new trains will arrive on site and begin extensive testing by manufacturers Stadler at the newly-developed manufacturing depot at Edmiston Drive later this year.



Attractive, seamless, reliable travel

Improved connectivity

Access for all

Reduced emissions

Improved service delivery

### Subway modernisation: Edmiston Drive

Edmiston Drive is the new manufacturing depot for the joint venture of Ansaldo (now Hitachi) and Stadler, where they will carry out extensive testing of the new trains and communication controls systems before the trains enter commuter service.



Site establishment



Erection of steelwork for static test building



Foundation for construction of sidings building



Site establishment



Construction of retaining wall



Installation of third rail



Projects team on site



Static test concrete pour



Static test post concrete pour



Forming up for test track one and two



Welding of test track



Inside static test building

Attractive, seamless, reliable travel

Improved connectivity

Access for all

Reduced emissions

Improved service delivery

### Subway modernisation: operation control centre

The new operation control centre will manage the trains in and out of the Subway system.



Ground formation



Piling works begin



Road 6 excavation starts



Pile foundations



Reinforcement work



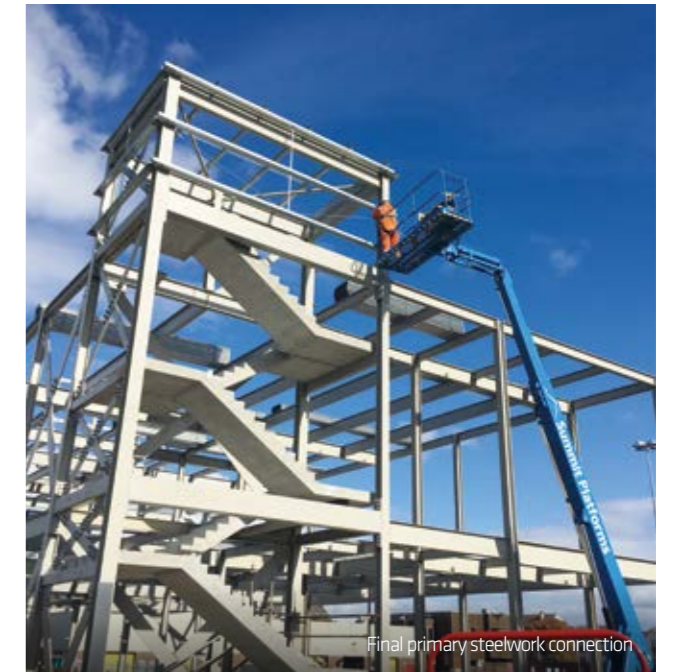
Steelwork construction gets under way



First foundation pour



Pre-cast stairs installation



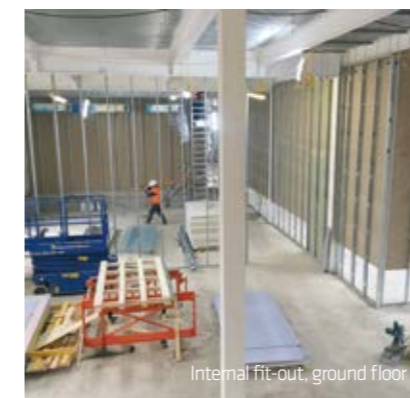
Final primary steelwork connection



Intumescent painting starts



First ground floor pour



Internal fit-out, ground floor



Installation of precast panels completed

### Subway modernisation: Stabling shed and depot preparations

The introduction of new trains and control systems has required a number of changes and renewals to the current Broomloan Depot set-up. This includes a complete renewal of the stabling shed roof and building which is one of our oldest buildings on site.

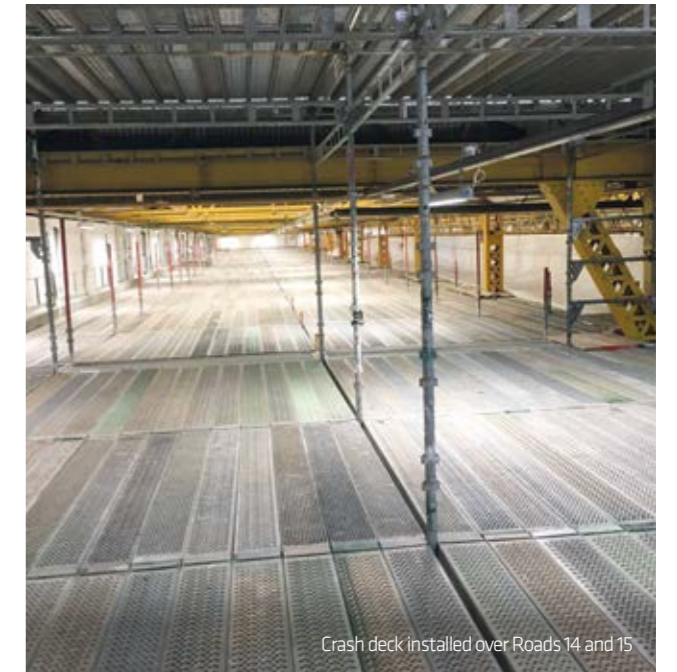
The maintenance depot is also undergoing a complete overhaul to accommodate new equipment such as a new wheel lathe, so that maintenance of the new trains can be maintained in-house.



Stabling shed site set-up begins



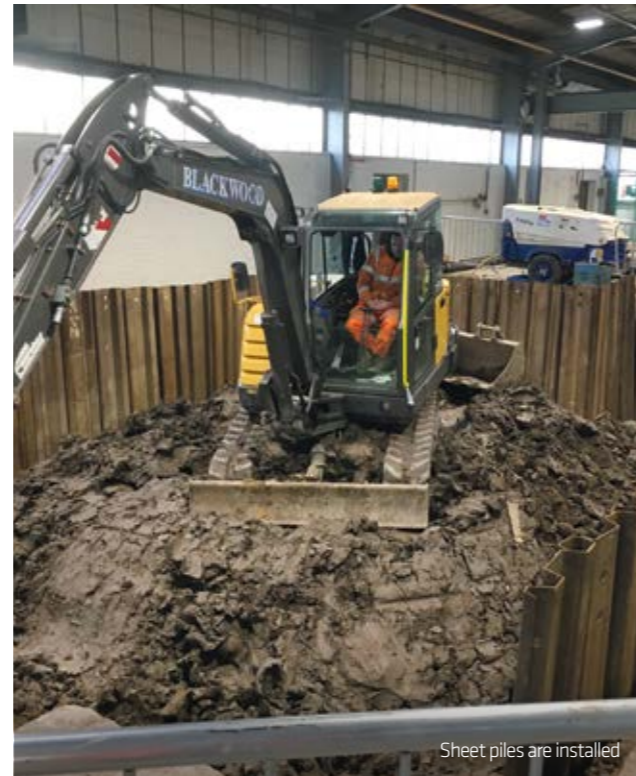
Site set-up begins



Crash deck installed over Roads 14 and 15



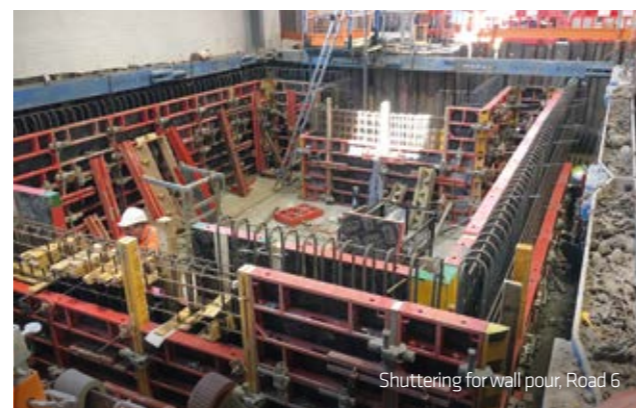
Excavation before sheet piles



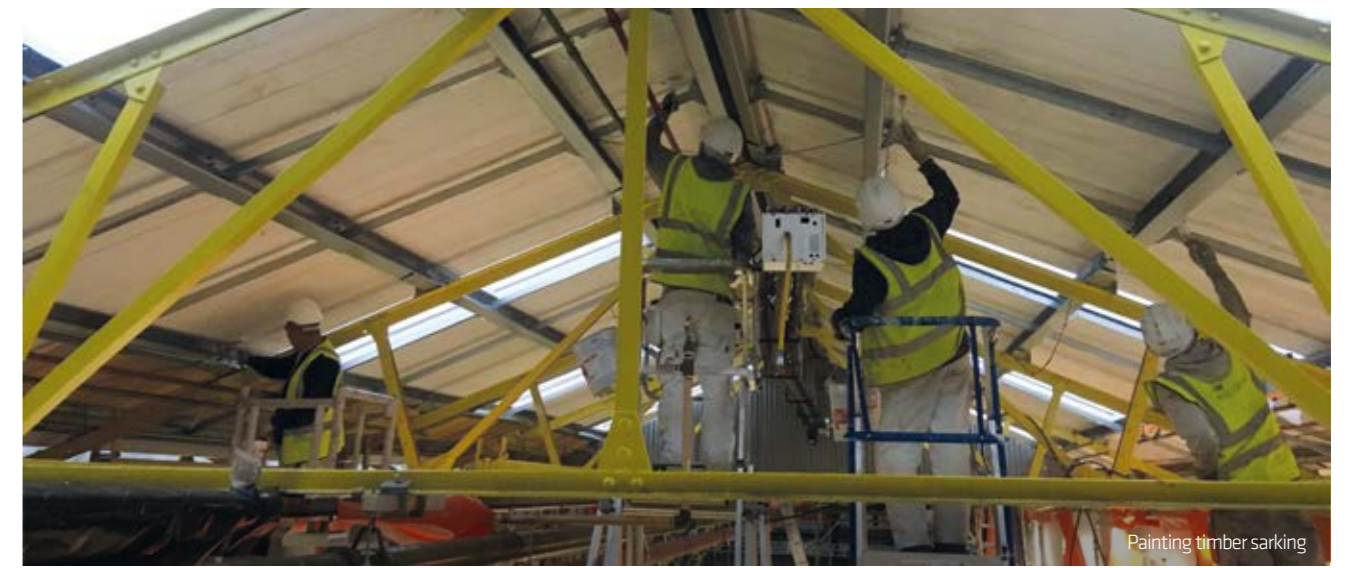
Sheet piles are installed



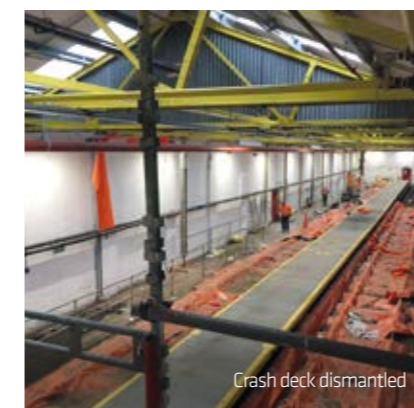
Road 6 reinforcement works



Shuttering for wall pour, Road 6



Painting timber sarking



Crash deck dismantled



Completion of roof panelling

# Attractive, seamless, reliable travel



Joseph Quay receiving his prize from ScotRail fares manager Ross Currie



Mike Potts being presented with his prize by Subway senior operations officer Brian Quinn



**163,338**  
tickets sold



**462,000**  
weeks of travel



**£11.5m**  
the total value exceeded

## ZoneCard

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

In the last year, we have introduced a new online travel diary for ZoneCard, allowing much more efficient working. A new ZoneCard website, designed to make using and navigating the site easier for passengers, has proved very popular, leading to an increase in online ZoneCard sales.

This year, ZoneCard worked with Glasgow 2018 European Championships to provide travel passes for more than 4,000 volunteers and staff on a commercial basis.

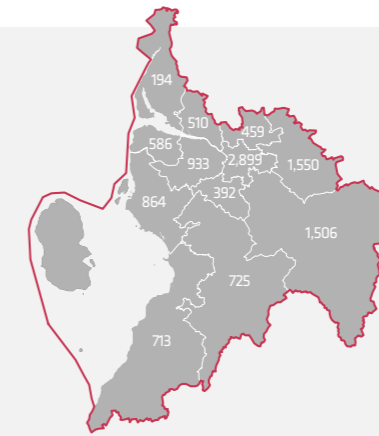
The operator-owned, SPT-administered, ZoneCard multi-modal ticket offers unlimited travel throughout Strathclyde by bus, rail, Subway and ferry from just £20.30. It is estimated that 10 million trips are made using the card each year.

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

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

This year's winners included Joseph Quay, who commutes daily from his home to Paisley town centre to get the train to work in Ayr, and Mike Potts from Kirkintilloch, who commutes during the week to his job at the Queen Elizabeth University Hospital and travels into Glasgow to shop and socialise in the evenings or at weekends.

## Bus infrastructure



**11,351**  
bus stops managed by SPT

**3,364**  
bus shelters managed by SPT

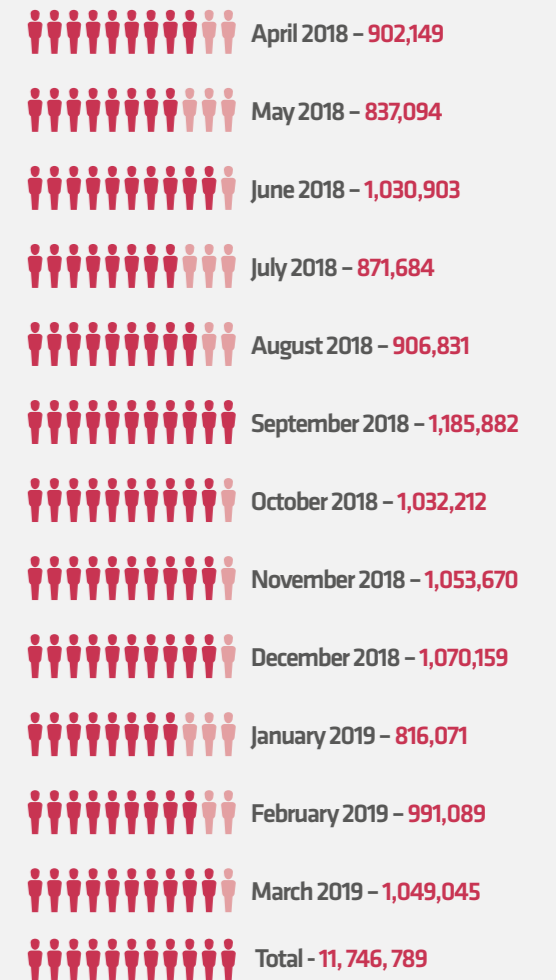
**13,817**  
SPT owned bus stop pole mounted information cases

**72**  
new bus shelters - in areas we manage, installed in 18/19 - 60 replacements & 12 new sites

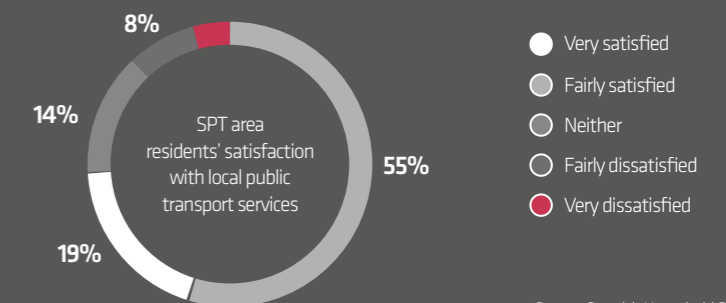
## Bus station departures 2018-2019

Total departures 18/19	Buchanan Bus Station footfall	East Kilbride Bus Station footfall	Hamilton Bus Station footfall	Greenock Bus Station footfall	Silverburn Bus Station footfall	Braehead Bus Station footfall
	524,294	237,699	247,699	175,341	148,492	232,043

## Footfall across all stations per month



## Bus passenger satisfaction



Source: Scottish Household Survey 2016

### Buchanan Bus Station freshers' event

For the first time, Buchanan Bus Station hosted a student freshers' event in September 2018. Stalls were occupied by SPT Subway and Bus Operations, bus operators, ScotRail and retailers. Clyde 1 were also at the event, with the radio station giving away prizes.

### Unexpected passenger surge

In September 2018, hundreds of passengers were forced to queue – many for more than an hour – at Buchanan Bus Station for buses to Edinburgh after the cancellation of ScotRail trains due to Storm Ali. The queues extended to outside the perimeter of the station and operational staff provided enhanced customer service to stranded rail passengers, helping customers get to destinations when other modes of transport were badly disrupted.

### Buchanan Bus Station refurbishment

The start of 2019 saw the beginning of the refurbishment programme at Buchanan Bus Station. The first phase of the work includes new public toilets and altering the main concourse to improve passenger flow and provide more retail opportunities. Facilities for staff at the bus station will also be improved. Further enhancements will also consider improvements to customer information, customer facilities and to the fabric of the building.



### First Vintage Bus Fayre was a huge success

SPT's first-ever Vintage Bus Fayre at Buchanan Bus Station proved to be a huge success in October, offering almost 1,000 visitors the opportunity to view and get close to a number of vintage buses that used to travel through the streets of Glasgow and beyond.

Some of the models on display, courtesy of Glasgow Vintage Vehicle Trust and some private owners, included a Leyland Titan – more

commonly known as 'a Wee L', a Leyland Leopard, and a Bristol Lodekka.

Visitors were able to hop on and off the buses while reminiscing about the good old days, and many enjoyed introducing some of our younger visitors to these fantastic vehicles.

With a full collection of stalls, there were lots of opportunities to view and buy bus memorabilia, including a full range of some of the most popular model buses.



### Quality Partnerships

A statutory Quality Partnership (sQP) is a statutory agreement between parties to provide improved bus infrastructure and services.

Introduced by the Transport (Scotland) Act 2001, sQPs are a partnership arrangement whereby a transport authority provides "specified facilities" and sets quality standards to be observed by bus operators for using those facilities.

In 2018-19, around £2 million was invested by SPT on bus infrastructure in sQP areas.

There are three sQPs within the SPT area:

- Fastlink (city centre to Queen Elizabeth University Hospital)
- Ayr and Prestwick
- Inverclyde

The Glasgow Statutory Quality Partnership (sQP) Scheme for the Glasgow Streamline Quality Bus Routes ended on 31 March 2019.

In November 2018, SPT attended the inaugural meeting of the new Glasgow Bus Partnership, set up to look at measures for improving bus services across the city. The Bus Partnership brings together Glasgow City Council, the city's bus operators and SPT. We will ensure our continued representation on the Bus Partnership and will look to have a key influence within the group as it develops.

 **£2m** invested in sQP areas in 2018-19

## Improved connectivity

*“Partick Interchange is an important, integrated transport hub serving **one of Scotland’s busiest and most densely populated areas.**”*

### Improving the bus passenger experience

SPT’s £2.5 million investment in Partick Bus Station – a major connecting hub for journeys across Strathclyde and beyond – has significantly improved the passenger experience.

Passengers using Partick rail, Subway and bus facilities have increased considerably over the last couple of years with the Glasgow Harbour and Clyde waterfront development, as well as the opening of the Queen Elizabeth University Hospital. Partick Interchange is used by approximately 2.8 million rail passengers and just under one million Subway passengers per year.

The bus station patronage has experienced significant increase in recent years with up to 42 westbound bus services per hour using Partick at peak times.



### The new Partick Interchange

- High-quality bespoke shelters with improved weather protection
- Real Time Passenger Information displays
- High access kerbs for level entry access to buses
- Provision for wheelchairs
- Improved LED lighting
- CCTV
- Public address system connected to bus control
- Seating
- Improved safety features
- Improved public realm

The new Partick Bus Station was designed by Austin-Smith Lord. The construction was completed by Luddon Construction Ltd

SPT Chair, Councillor Dr Martin Bartos, said: “Partick Interchange is an important integrated transport hub for west Glasgow, serving one of Scotland’s busiest and most densely populated areas, with vital transport links not only to the city centre but also West Dunbartonshire and beyond. SPT investment in Partick and the new facilities will significantly improve the bus passenger experience.”

The refurbishment of Partick bus station has resulted in an increase to the number of bus stances accompanied by improved waiting areas for passengers with integrated lighting, seating and Real Time Passenger Information (RTPI) now available for passengers. Improved provision for wheelchairs, alongside high kerbs for level entry to the buses, reflects our wish that the station is accessible to the whole community.

The new design also allows a much better flow of traffic through the interchange, segregating bus operations away from other vehicles, and separating pedestrians away from the bus manoeuvring area.

The new layout of the station incorporates a ‘Drive in, Drive Out’ style arrangement and now accommodates six stances in total.





## Improved connectivity

Our capital programme has again supported council projects that will help to improve transport infrastructure, journey times and connectivity across the region. In 2018-19, we invested £9.5 million in infrastructure that included:



**£2.8m**  
invested on our roads network



**£1.25m**  
in support of active travel networks



**£4m**  
spent on bus infrastructure

### Engagement in development and regeneration plans

#### Ravenscraig

- We continued to work closely with North Lanarkshire Council and Ravenscraig Limited to ensure provision of public transport connections and active travel are at the core of the revised masterplan for the regeneration of one of Europe's largest brownfield sites. Proposals include increased housing supply and primary school provision, a new 17-acre park and a range of town centre facilities so transport provision will be essential.

#### East Kilbride Community Growth Area

- We have worked with South Lanarkshire Council to identify options to provide bus services to support East Kilbride Community Growth Area plans which will see 2,600 houses, schools and other infrastructure built over the next decade.

#### University of the West of Scotland Lanarkshire Campus

- We facilitated discussions between University of the West of Scotland and the local bus operators to ensure that bus service provision was in place for the 4,000

students and 300 staff attending the new campus at the Hamilton International Technology Park which opened in September 2018. As a result of these discussions, two new services – the U1 and U2 – were introduced, linking with the campus with Hamilton Interchange and East Kilbride Bus Station respectively.

#### Town Centre Action Plans and Improvement Schemes

- We have worked closely with local authorities and other key partners to ensure that placemaking projects are designed in a manner which takes account of the needs of bus passengers and which integrates bus services and infrastructure. Examples include the Battlefield Street Design Project, the Byres Road Placemaking project and the Hamilton Town Centre Strategy.

#### Queens Quay development site at Clydebank

- We continue to work with West Dunbartonshire Council to ensure sustainable transport is at the heart of the Queens Quay major redevelopment project delivering new housing, a new state-of-the-art health and care centre, a care home and significant landscaping and public realm as well as new roads and walkways linking Clydebank town centre to the waterfront.

#### Maidenhill, East Renfrewshire

- We are working with East Renfrewshire Council to ensure sustainable transport options are developed alongside the delivery of new housing, a primary school/nursery, sport and play facilities and religious facility that will make up this new community.

#### Dargavel Village, Bishopton

- We are continuing our work with Renfrewshire Council and the developer to review public transport options for this new community.

#### Clydebank Transport Interchange

- We have worked alongside West Dunbartonshire Council towards developing an Outline Business Case in support of the redevelopment of Clydebank Transport Interchange; part of the council's regeneration ambitions for Clydebank.

#### Edinburgh Glasgow Improvement Programme

- SPT has continued to liaise with Network Rail, ScotRail, bus operators and Glasgow City Council to seek to minimise disruption to the travelling public arising from construction works for the new Queen Street station.



### New park and ride offers options

A new £200,000 park and ride in Airdrie, officially opened by North Lanarkshire Council and SPT, provides commuters with an extra 40 spaces, including two suitable for wheelchair users, as well as an area for bicycles and motorcycles.

The Cairnhill Road Park and Ride facility was built as part of the redevelopment of the former Alexandra Primary School at Broomknoll Street and Cairnhill Road, to create 14 new council homes. Complete with CCTV, monitored by Town Centre Activities, and energy-efficient LED lighting, the new facility has been welcomed by users in the area.

SPT Vice Chair, Alan Moir, said: "SPT is delighted to have helped fund this park and ride project in Airdrie that further demonstrates our commitment to delivering more sustainable travel choices for the people of North Lanarkshire. The new park and ride facility will help encourage people to switch to rail and reduce the need to travel by car."

Councillor Michael McPake, convener of the council's Environment and Transportation Committee, and SPT board member added: "This new facility increases the park and ride capacity at Airdrie station by 33 per cent, making it easier for commuters to use the local train service and reducing congestion on the roads. Alongside the new council housing, it has regenerated an area of land close to the town centre and improved local services for residents of Airdrie."

Underground ducting has been installed at the park and ride to allow electric vehicles charging points to be installed at a later date.



Cabinet Secretary Michael Matheson, centre, and key stakeholders visited the site

### New Robroyston station construction under way

A key transport project in Robroyston, for which SPT has been instrumental in bringing key stakeholders together on and agreeing funding, is now well under way.

The construction of the new Robroyston railway station, located between Stepps and Springburn on the Glasgow to Cumbernauld line, will serve a development of 1,600 homes in the area around the site.

SPT Senior Director, Charles Hoskins, said: "SPT is delighted that having successfully brought together a multi-stakeholder approach and funding contribution to the project, we have now entered the construction phase for the new station and associated facilities.

"When complete it will provide a vital transport link for the extensive Robroyston development as well as a strategic park and ride facility, leading to a more sustainable transport solution in the area as a whole. This is another important step in developing an attractive and accessible public transport network in Strathclyde."

Chair of SPT Strategy and Programmes Committee, Alan Moir, added: "This is a positive example of what partnership working can achieve. It's been a long standing ambition of SPT's to make this project happen, realising the benefits that the project can bring to the wider area and the travelling public.

"We are delighted to finally see it come to fruition. This project will offer passengers, not just from Glasgow but from East Dunbartonshire and North Lanarkshire, real choice and real benefits. SPT has played a vital role in ensuring that the opportunities presented by this project have been fully understood and appreciated by all partners."

Cabinet Secretary for Transport, Infrastructure and Connectivity, Michael Matheson, recently visited the site along with key stakeholders including ScotRail, Network Rail, Glasgow City Council and developers Park Lane, Elmford Ltd and Stewart Milne Holdings.

The Cabinet Secretary said: "This contract award for Robroyston station is the latest example of our continuing investment in rail infrastructure and services to better connect our communities. It will be Glasgow's 60th railway station and provide a gateway to the east for the residents of Robroyston and Millerston.

"Not only will this new station provide opportunities for the local community to better access education, leisure and employment, it will also be serviced by the new Hitachi Class 385 electric fleet – all part of this government's efforts to build the best railway Scotland has ever had."

The new Robroyston station will include step free platform access, together with two car parks with a total of 258 spaces, offering a new park and ride facility for people travelling into Glasgow along the nearby M80.



### Regional transport strategy

SPT is preparing a new Regional Transport Strategy for Strathclyde (RTS). The RTS will set out a new long term vision and strategy for an improved transport system to underpin a more sustainable and growing economy; enable a healthier, more inclusive and fairer society; and reduce the impact of transport on the environment. The new RTS is being developed through an objective-led process, drawing upon a wide range of evidence and experiences to achieve a shared approach to delivering our transport future.

During 2018/19, SPT progressed with the Issues and Objectives stage of strategy development which includes initial engagement with our partners, stakeholders and members of the public, analysis of data and review of policies and plans. Through this process, we are setting out the key transport-related issues for the whole of the region that need to be addressed by the RTS, and we are building a new 20-year vision for transport in the west of Scotland. We will consult on the findings from this stage in 2019/20.

More info at: [www.spt.co.uk/vision](http://www.spt.co.uk/vision)



**1 in 7**  
driver journeys are delayed due to congestion



**1/4**  
of bus passenger journeys in Strathclyde have reduced in 10 years



**4000+**  
members of the public engaged in our survey



**50%**  
of car/van commuters say they could use public transport to travel to work

# Access for all



## 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 a consultation undertaken by the Scottish Parliament's Rural Economy and Connectivity Committee on Stage 1 of the Transport (Scotland) Bill. In addition to providing written evidence, SPT was invited to provide evidence before the Committee.

As part of its evidence gathering to inform its consideration of the Bill, the Committee visited SPT to discuss recent transport developments in Glasgow city centre. This included a tour of Buchanan Bus Station, the refurbished Buchanan Street Subway Station, the bus gate at Nelson Mandela Place and Union Street.

SPT has responded to the Scottish Parliament's Environment, Climate Change and Land Reform Committee Call for Evidence on its Climate Change Targets where we again followed up our response by providing evidence before the Committee.

SPT also responded to the Scottish Government and COSLA's Review of Local Governance and provided evidence to Glasgow City Council's Connectivity Commission, which is generating proposals to transform the city's transport network.

In addition, SPT responds to and provides advice and support to our constituent authorities in the preparation of their Local Development Plans.

SPT has responded to more than 30 consultations in the

past year, contributing to and influencing debates on transport and wider public policy.

## Compliance

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

In 2018/2019, compliance checks were carried out for:

- 71%** school transport
- 26%** local subsidised bus services
- 3%** MyBus services

## Socially necessary transport

These contracts cover:

- North Ayrshire, North Lanarkshire, Renfrewshire, South Ayrshire, South Lanarkshire, and West Dunbartonshire council areas.
- Argyll and Bute, East Ayrshire, East Dunbartonshire, East Renfrewshire, Glasgow City, Inverclyde,

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

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

## Concessionary travel

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

More than 500,000 people living in the west of Scotland have access to the SCTS through their National Entitlement Card. During 2018/19, around five million journeys were made through the scheme.

## MyBus

The MyBus service carried 460,000 passengers during 2018/19. This essential door-to-door pick-up and drop-off service using low-floor accessible vehicles enables residents with a mobility issue or without access to traditional public transport services to get around.

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



**£11.5m** spent subsidising 153 contracts for local bus services in 2018/19

This substantial investment ensures that local communities remain connected to services for work, and leisure across the west of Scotland. These services are a lifeline for many, particular at weekends and evenings.



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



**451,000** 2018/19 total patronage



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

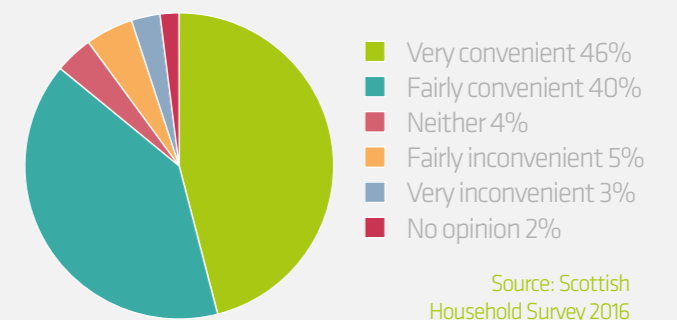


**3 in every 5 passengers** had not made any trips by private car in the previous six months



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

## Convenience of public transport



Attractive, seamless, reliable travel

Improved connectivity

Access for all

Reduced emissions

Improved service delivery



Sheltered housing residents will have access to the new SOOPIR bus



New NATA bus

### Community Transport

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

In 2018/19, SPT has allocated funding to:

#### Getting Better Together Ltd

**£32,000**

Getting Better Together is a community centred health initiative, promoting the health and wellbeing of local residents of North Lanarkshire. It delivers physical activity programmes, early years, youth programmes diet and healthy eating, health and social care, as well as environmental programmes and a vast community transport service. Activities focus on community members taking an active part in improving their health and wellbeing.

#### Coalfields Community Transport (CCT)

**£15,951**

The funding to CCT helps some of the most vulnerable, disadvantaged and disabled individuals in East Ayrshire

who are unable to access public transport tackling loneliness by ensuring accessible transport for recreational activities, promoting healthy living, diversity and equality.

#### Rural Development Trust

**£40,000**

The South Lanarkshire-based Rural Development Fund was awarded £40,000 to support its community transport activities. This funding will help towards the running costs of a range of community transport services including group transport and transport to doctors' surgeries for rural residents.

#### The Ardgowan Hospice Patient Transport Service

**£20,000**

This service is a volunteer home to hospital patient transport scheme which provides transport for 370 residents in Inverclyde to hospitals in the NHS Greater Glasgow and Clyde area for cancer treatment and outpatient hospice attendances each year. The £20,000 funding will contribute towards volunteer driver mileage allowance costs and expense.

#### The Port Glasgow Voluntary Trans-Port Group

**£10,000**

The Group provides sustainable, affordable transport solutions for residents, voluntary and community

organisations within Inverclyde. It currently provides community transport services to more than 30 community groups helping some 350 older and disabled people with limited mobility each week. The £10,000 funding will help towards vehicle maintenance and part-time staff and volunteer driver costs.

#### Strengthening Opportunities for Older People in Renfrewshire (SOOPIR)

**£25,000**

SPT funding has helped secure a new community bus for older adults in Renfrewshire who have experienced difficulty in accessing public transport, to the point where sometimes they have felt unable to leave their home. The SOOPIR bus provides transport for the council's sheltered and amenity housing groups.

#### The North Area Transport Association (NATA)

**£95,000**

NATA promotes participation in society for all socially excluded target groups in the Glasgow area by providing accessible, affordable and reliable community transport that links effectively with local services. This grant funding of £95,000 will enable NATA to purchase a new 16-seat low floor Euro 6 minibus to replace an older minibus used in the city centre and meet the requirements of the forthcoming Glasgow low emission zone.

## Reduced emissions

### Revitalising our carbon management approach

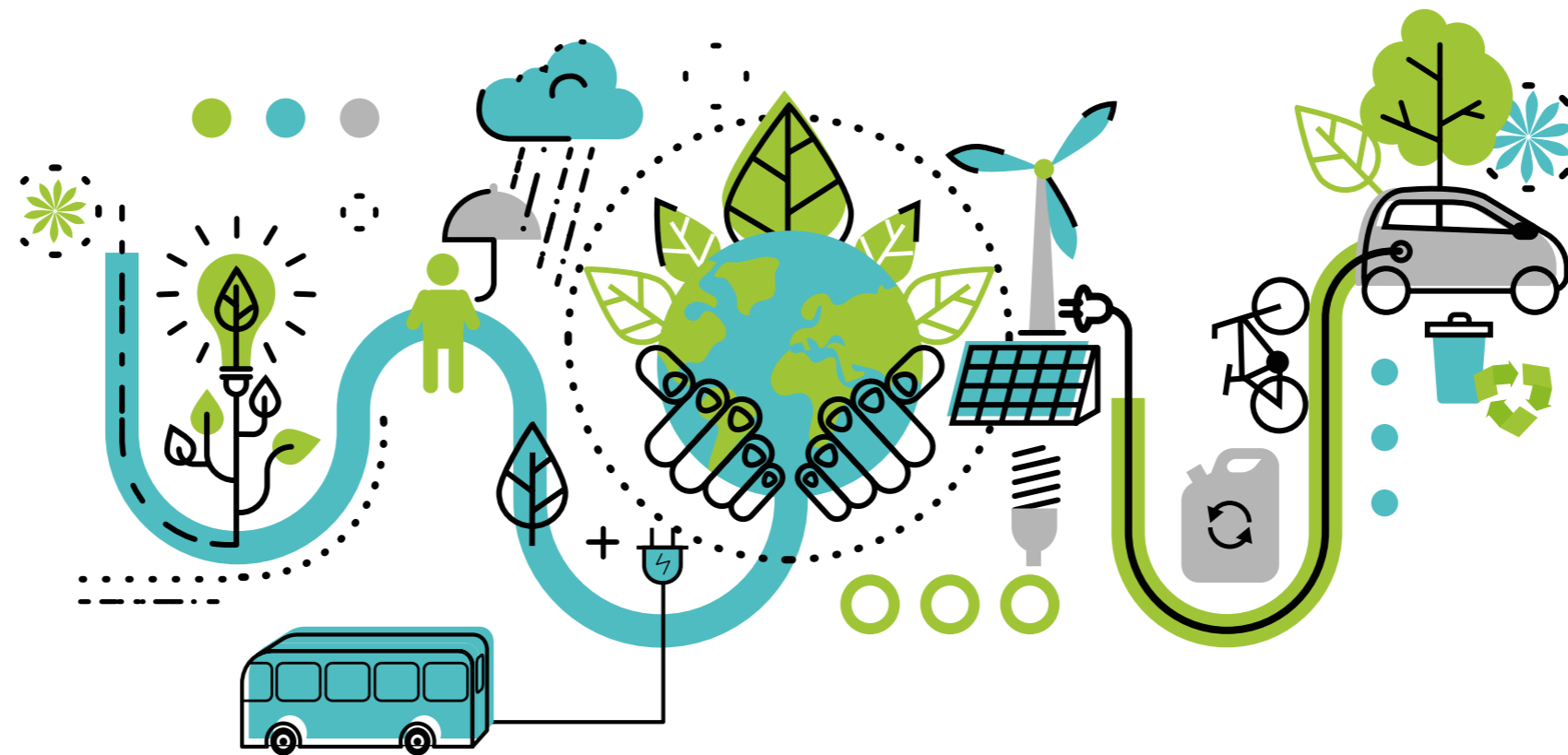
SPT is revitalising its carbon management approach as it works towards its target to reduce carbon emissions by 35 per cent by 2024/25 based on 2008/09 levels.

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

However, an updated Carbon Management Plan to 2025 now sets out a new proposal, vision and actions to help SPT achieve the target. This is in line with the Scottish Government's target to reduce carbon emissions by 80 per cent by 2050.

Among actions in the updated plan are:

- Continued roll-out of energy efficient lighting across our operations
- New, more efficient rolling stock, signalling and control systems including a new dynamic breaking system which allows energy to be generated by the trains, and the ability to power down at night
- A review of Subway substations and a rolling programme of replacement/renewal with modern, more efficient parts/equipment



- Upgrade, renewal or replacement of tunnel lining, rails, and pumping stations
- Further energy efficiency improvements at Buchanan Bus Station (including new electrical distribution board, supporting infrastructure and smart metering)
- Broomloan Depot improvements (including new electrical distribution board and supporting infrastructure)
- New energy efficient data storage
- In general a roll-out of smart metering across SPT operations to allow more intelligent interrogation and detailed measurement of consumption to allow more directly targeted improvements

This work will be overseen by the new Carbon Management Group, which has been convened by Head of Policy and Planning Bruce Kiloh. He said: "SPT has achieved a lot already in its efforts to reduce its carbon emissions and the aim of this new Carbon Management Group is to ensure that every part of the organisation

is doing its bit to continue this success.

"We really want to be leading the way in this work and making, not only the big organisational pieces of work count but also ensuring the small things count as well. Whether it's turning off unnecessary lights or turning off computer screens, these are things we can do at work and at home. By all playing our part, these practices become second nature and we can all do our bit to reduce our carbon footprint."

### Supporting active travel

SPT has continued to demonstrate commitment to encouraging active travel and promoting the switch to healthier, greener and more sustainable travel choices. During 2018/19, we invested £1.25 million in walking and cycling projects in our area through capital programme funding to our councils.

Active travel projects included:

- Twechar Path Improvements (East Dunbartonshire)
- Irvine Cycle Friendly Town (North Ayrshire)
- Ravenscraig Cycle Path (North Lanarkshire)

### Launch of Glasgow LEZ

In December 2018, SPT was proud to support the launch of Glasgow's Low Emission Zone (LEZ) at Buchanan Bus Station, below, with cabinet secretary for transport Michael Matheson; city convener for sustainability and carbon reduction, and SPT board member Anna Richardson; and representatives of Stagecoach, McGills, and First Glasgow.

Scotland's first LEZ came into effect in Glasgow's city centre on 31 December 2018 and is being phased in. In this first phase, the zone only applies to local service buses.

When the LEZ is fully implemented, by 31 December 2022, all vehicles entering the zone will have to meet the specified exhaust emission standards.



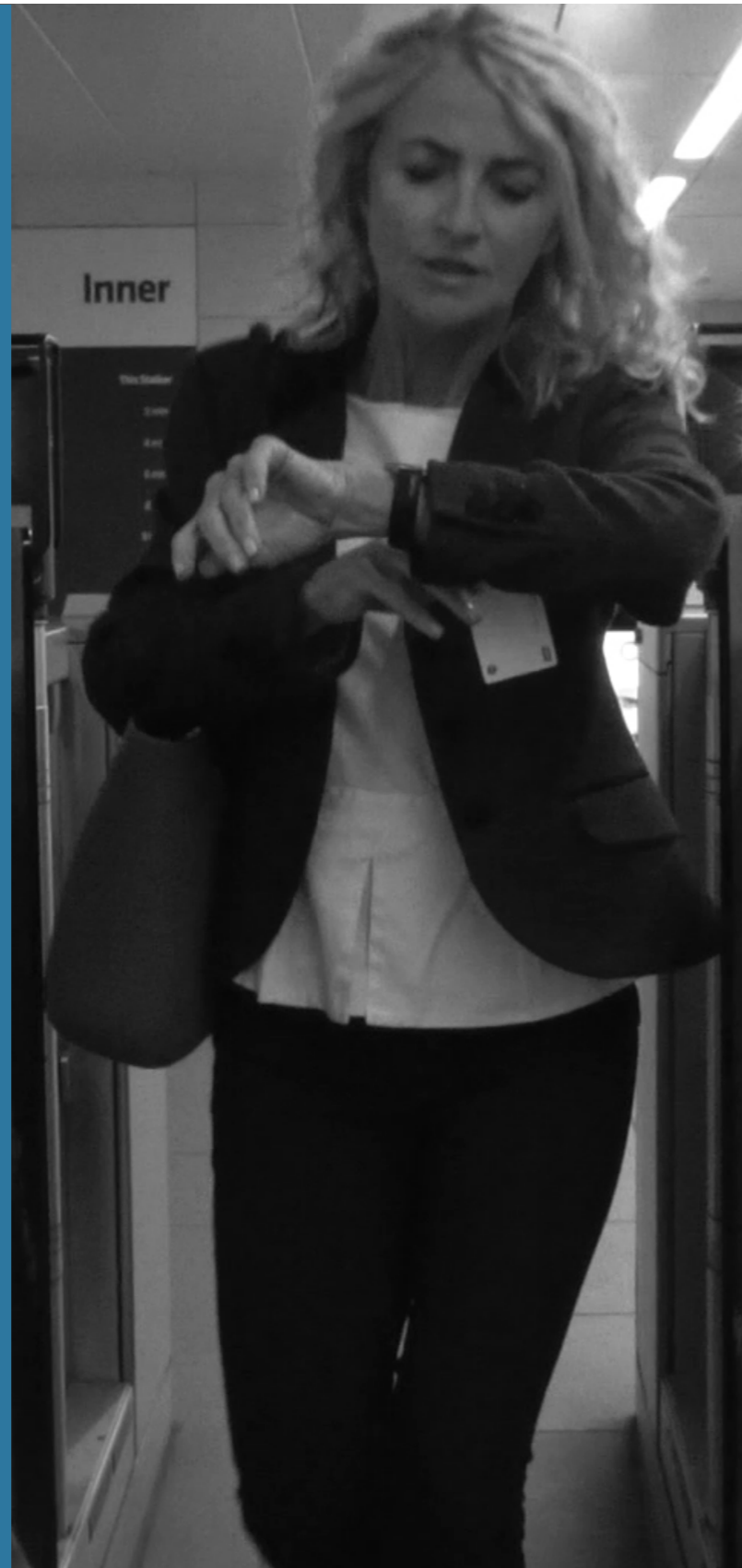
# Improved service delivery

## Our people

At 31 March 2019, SPT employed 480 people and incurred a total of £21.4 million 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 continues to support the organisation to attract and retain skilled people as well as to develop their skills and competence, enabling significant organisational change.

SPT invested £149,000 in staff learning and development over the course of 2018/19, ensuring our staff can perform their current roles safely and effectively in line with regulatory requirements as well as having the capability to adapt to change and meet the high standards expected by our customers.



 **480 people**  
employed by SPT by 31 March 2019

 **£21.4m**  
total staff costs incurred

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

## Health and Safety

SPT's Health and Safety department ensures a clean and safe environment for passengers and staff. Our safety management strategy is based on a systematic process of identifying hazards, evaluating risks, and the monitoring and reviewing of control measures to reduce risks to As Low As Reasonably Practicable (ALARP).

SPT has approximately 28 million passengers travelling through all its premises annually – over 13.1 million passengers (following an increase in patronage for Subway this year of 470,000 passenger journeys) and around 15 million passengers within bus premises.

In 2018/19 there were 200 accidents involving passengers which equates to a frequency of one in 140,750 passenger journeys.

## Developing staff for the future

SPT's five engineering apprentices are progressing well through their first year of study at college and will gain practical experience on site with both the new and current engineering assets as part of their development programme.

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

SPT introduced graduate training opportunities in March 2018, with four graduates employed across a number of functions: Engineering, Human Resources, Projects and Subway Operations. SPT believes that the energy, drive and enthusiasm that these graduates bring to SPT, combined with our investment in terms of structured training programmes and the opportunity to work alongside our current workforce, will enable them to

build on their academic skills and, at the same time, help SPT strengthen its skilled workforce.

Our focus over the last year on health and safety, core digital and engineering skills and business improvement has continued to deliver dividends in terms of strengthening our safety culture and increasing productivity.

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

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

 **28m**  
passengers travelling through all its premises annually

 **13.1m**  
passengers travelling through the Subway

 **15m**  
passengers travelling within bus premises



### Communications and marketing

This was another busy year within communications and marketing, with Subway taking a starring role in some of our most loved television series from *Celebrity Antiques Road Trip*, *Great British Railway Journeys with Michael Portillo*, and on the CBBC programme *All Over the Place*.

We continue to grow and develop our social media presence, developing direct communication and dialogue with our passengers.



<b>@GLASubwayTravel</b> 1.9m organic impressions	<b>@GLASubwayTravel</b> 616 tweets	<b>@GLASubwayTravel</b> 1,257 likes
<b>@GlasgowSubway</b> 2m organic impressions	<b>@GlasgowSubway</b> 838 tweets	<b>@GlasgowSubway</b> 1,883 likes
<b>@SPTCorporate</b> 331.1k organic impressions	<b>@SPTCorporate</b> 165 tweets	<b>@SPTCorporate</b> 338 likes

Total for Twitter accounts: 4.23m impressions; 1,792 messages sent and 3,496 likes



<b>1.8m</b> organic impressions	<b>14.4k</b> engagements	<b>649</b> posts	<b>10.8k</b> clicks
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1.7m paid impressions (ads)

Top post received a reach of 376K, 1.5K reactions (likes, shares, comments)



<b>35.3k</b> impressions	<b>2.7k</b> engagements	<b>2.2k</b> clicks	<b>27</b> posts	<b>477</b> likes
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<b>132.4%</b> increase in followers an increase of 1,430	<b>200</b> total media sent	<b>12,632</b> likes
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### Equality

SPT is committed to promoting equality of opportunity for our customers and staff. Our services and activities inevitably have a strong focus on connecting people to the places they need to go and improving the journey experience for all. SPT's Advancing Equality Report (available at: <http://www.spt.co.uk/corporate/documents/AdvancingEquality2019.pdf>) sets out how we aim to achieve this.

Ensuring that people have the confidence to travel on the public transport network is critical to ensuring people can reach their full potential. In 2018/19 we have issued our frontline Subway staff with CCTV body cameras to deter any instances of bullying or threatening behaviour directed to our passengers or staff. Staff will intervene in any situation and will report these to Subway management and British Transport Police officers who undertake regular patrols of the Subway.

This helps to ensure management and the British Transport Police Officers who undertake regular patrols of the Subway. This helps to ensure that our customers, particularly those who are most vulnerable, can feel safe using the Subway.

SPT continues to work with a range of equality organisations and partners to ensure our services and facilities are responsive to customer needs. We are currently developing the new Regional Transport Strategy (RTS) and, as part of this process, we have been undertaking a public consultation on people's experiences of the transport network.

As part of the process we will also be undertaking an Equality Impact Assessment and we have been seeking the views of a range of partners on its scope. This will feed directly into the emerging RTS.

### Customer services

The Customer Services department strives to provide a safe, clean and secure environment for its employees, passengers and visitors across the SPT estate. The department is responsible for the facilities management of bus stations, Subway stations, main administrative office building, engineering depot and associated accommodation.

The department provides a front line operational service to the travelling public through the management of the bus stations/interchanges at Buchanan Bus Station, Hamilton Bus Station, East Kilbride Bus Station, Greenock Bus Station, Govan Bus Interchange and Partick Bus Interchange.



Michael Portillo during his trip to the Subway



The CBBC show All Over the Place came to the Subway in Glasgow

Services consist of bus regulating, customer service enquiries, ticket sales (at East Kilbride), contracted security and the management of various facilities.

SPT's in-house facilities team provides a first line response for any repairs, defects and maintenance across SPT's infrastructure, ensuring customer expectations are met. The team continue to provide sustainability, cost savings, improved efficiencies; and also undertakes mini project work to enhance the SPT infrastructure. During 2018/19, the team completed nearly 5,000 jobs reported by SPT personnel.

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

Customer Standards also oversees various goods and services contracts, ensuring that SPT key objectives are being achieved and that service levels are maintained.



Joe McFadden and Philip Serrell





## Online

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

## Your suggestions

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

## General enquiries

If you have an enquiry relating to any of our services, please send it to: [enquiry@spt.co.uk](mailto:enquiry@spt.co.uk)

## By post

Write to us at:

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

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