

Partnership report



SPT Annual Report 2021/2022

Date of meeting 30 September 2022

Date of report 15 September 2022

Report by Chief Executive

1. Object of report

To recommend the Partnership consider and approve the final draft of the SPT 2021/2022 Annual Report, subject to any final comments from members prior to the report being published.

2. Background

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

The Annual Report, once approved, is submitted to the Cabinet Secretary for Net Zero, Energy and Transport and the Transport Minister for information, as well as to other key stakeholders. The purpose of the Annual Report is to highlight the achievements of SPT during the year and the projects SPT has progressed and invested in across the region. The Annual Report updates on the work SPT has done at a national level, responding to numerous consultations as well as local transport priorities.

A draft comment was circulated to Partnership members for comment in July 2022.

3. Current proposals

Attached at Appendix 1 is a proposed final draft of the SPT 2021/2022 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 2021/2022 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
Title **Director of Finance & Corporate Support**

Name Valerie Davidson
Title **Chief Executive**

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



**Strathclyde Partnership
for Transport**
Annual Report
2021/2022



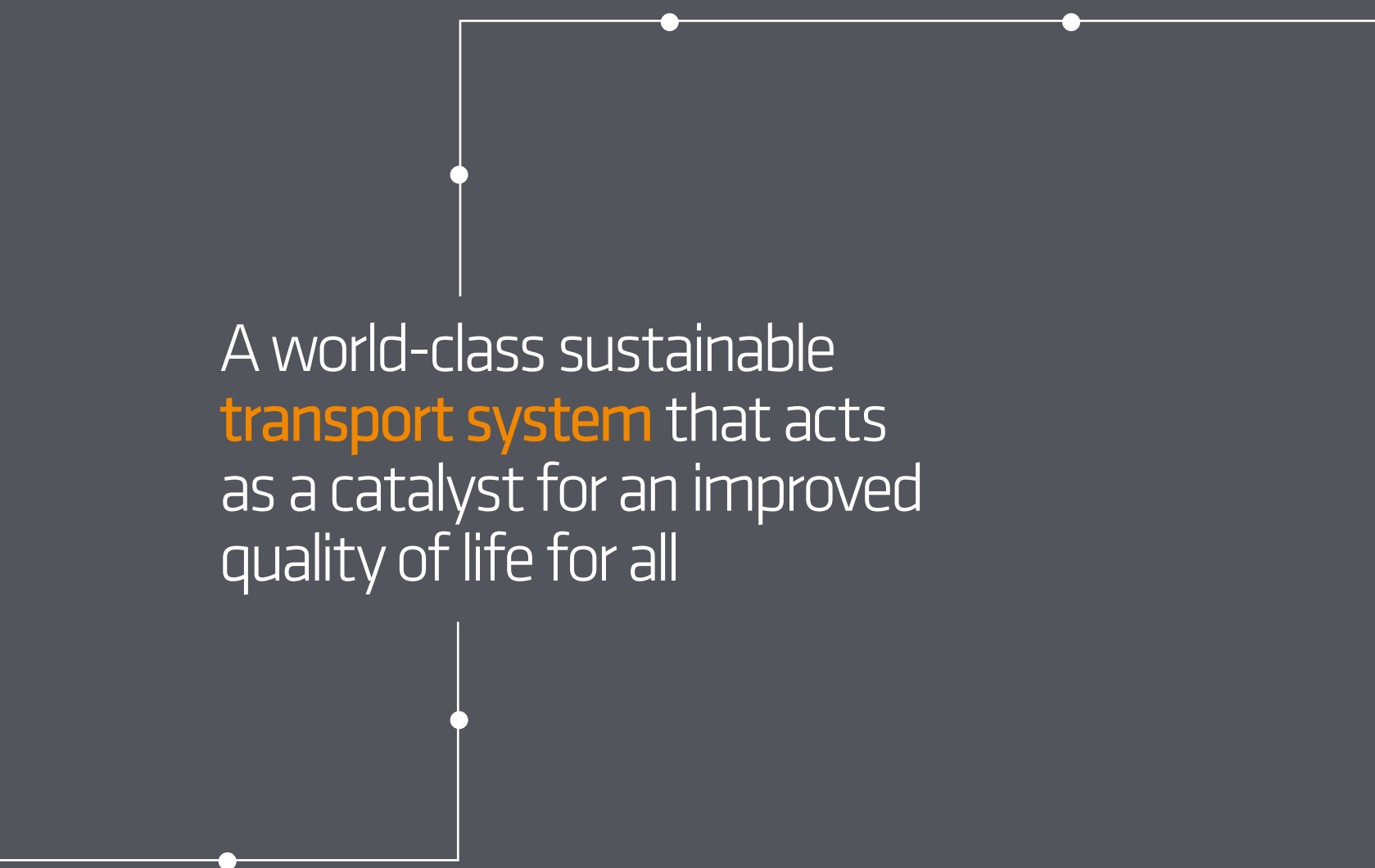


Strathclyde Partnership for Transport Annual Report 2021/2022

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Our vision



A world-class sustainable
transport system that acts
as a catalyst for an improved
quality of life for all

Foreword from SPT Chief Executive



It is with great pride that I present this year's annual report – my first as SPT Chief Executive.

2021/2022 has proven to be another challenging year for SPT, and for transport generally. We are now in the midst of the recovery from the COVID pandemic which, despite signs of a return to our usual routines and habits, continues to cast a shadow. There is no doubt that the long-term impacts of the pandemic on our working and personal lives as well as our economy and society generally have yet to be fully realised.

While SPT has continued to run services throughout the period of the pandemic and recovery, we are fully aware that we are facing new challenges within transport. Securing adequate resources to support public transport is always a challenge and we've seen problems across the transport industry in retaining and recruiting new staff which has impacted on services across the board. Working to ensure transport generally, and SPT specifically, is seen as an attractive and supportive employer in a very competitive job market must be a priority as we move forward. The transport industry offers many opportunities, and at SPT we need to demonstrate the wealth of roles and careers we have to offer.

Despite much of this 'bad news,' SPT has continued to deliver services across our region, supporting many of our most vulnerable communities.

This year, one of the biggest summits ever hosted in the UK – the 26th United Nations Climate Change Conference of the Parties (COP26) – was held in Glasgow with countries from around the world coming together to limit the impact of global warming on our planet. Our small but essential role, demonstrated again, our part in delivering transport in the city for these major, global events.

Working on behalf of the UK and Scottish Governments, we planned, procured, and managed the delivery of a dedicated green shuttle bus service to help more than 100,000 delegates travel between the City Centre and the COP26 campus over the two weeks of the conference.

In addition, this year we continue to make real tangible progress in Subway modernisation with the first of our brand new trains undergoing its first test in the Subway system in December. The first new train in the system for 42 years and a major milestone achieved in the programme. One which all of us in SPT celebrate.

I thank all of those involved in ensuring SPT's successes from our stakeholders, our Partnership, our staff and the public for whom we continue to strive to improve and deliver services so we can make public transport a reliable, attractive and viable option, not only for today but in the future.

Valerie Davidson

Valerie Davidson
Chief Executive, Strathclyde Partnership for Transport

Strathclyde Partnership for Transport (SPT) is the largest of Scotland's seven Regional Transport Partnerships, and is guided by the Regional Transport Strategy (RTS) which provides a strategic planning framework for transport 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, normally serving around 13 million passengers every year pre-COVID.

We also provide subsidised bus services 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 2022)

The SPT Partnership met five times virtually in 2021/2022.

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

The Strategy and Programmes Committee met four times virtually in 2021/2022.

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

The Operations Committee met four times virtually in 2021/2022.

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

The Audit and Standards Committee met four times virtually in 2021/2022.

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

The Personnel Committee met three times virtually in 2021/2022.

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

In addition, seven elected members of the Partnership also formed the committee to oversee a competitive recruitment process for a new SPT Chief Executive. This resulted in Valerie Davidson being appointed to the role of Chief Executive by the Partnership in December 2021.



Dr Martin Bartos

Chair, Glasgow City Council – Independent



Alan Moir

Vice Chair, East Dunbartonshire Council – Labour



David Wilson

Vice Chair, Inverclyde Council – Scottish Conservative and Unionist



Malcolm Balfour

Glasgow City Council – SNP



Gregory Beecroft

Appointed Member



Richard Bell

Glasgow City Council – SNP



Colin Cameron

North Lanarkshire Council – Scottish Conservative and Unionist



Graham Campbell

Glasgow City Council – SNP



Ian Cochrane

South Ayrshire Council – SNP



Maureen Devlin
South Lanarkshire Council –
Labour



Jenna Dickson
Appointed Member



Jim Finn
West Dunbartonshire Council –
SNP



Provost Jim Fletcher
East Renfrewshire Council –
Labour



Anne Follin
Appointed Member



Graham Hardie
Argyll and Bute Council –
Liberal Democrat



George Hazel
Appointed Member



Graham Johnston
Appointed Member



Ed McGrachan
Appointed Member



Marie McGurk
Renfrewshire Council –
SNP



Michael McPake
North Lanarkshire Council –
Labour



Richard Nelson
South Lanarkshire Council –
Scottish Conservative and Unionist



Donald Reid
North Ayrshire Council –
Labour



Anna Richardson
Glasgow City Council –
SNP



Jim Roberts
East Ayrshire Council –
SNP



David Shearer
South Lanarkshire Council –
SNP



Andrew Walters
Appointed Member

SPT – Delivering for You

SPT has published detailed reports for each of our partnership Council areas. The reports cover activity since the start of the current Partnership administration to date (2017 to 2022) and outline what we do across the west of Scotland. The reports cover the changing context for transport, the importance of SPT's regional role, SPT's operational activities, and SPT's local investment and future plans.



SPT: Delivering for Argyll and Bute

- **More than £1 million invested** to support a range of sustainable transport projects in the area between 2017 and 2021.
- Delivered a series of **targeted bus improvements** in areas like Helensburgh, Cardross, Rhu and Rosneath.
- **Supported the Helensburgh and Lomond Cycleways project** providing a cross-boundary dedicated high quality walking, wheeling and cycling route linking Helensburgh and Dumbarton via Cardross.

[Find out more about investment in Argyll and Bute.](#)



SPT: Delivering for East Ayrshire

- **Almost £5 million invested** over five years supporting a range of sustainable transport projects.
- Funding to help Ayrshire Roads Alliance complete the **A70 Road Realignment project** near Glenbuck.
- Supported **major refurbishment of Cumnock Bus Station**
- Supporting the ongoing **refurbishment of Kilmarnock Bus Station** as well as **funding developments in active travel and Community Transport.**

[Find out more about investment in East Ayrshire.](#)



SPT: Delivering for East Dunbartonshire

- **Nearly £1.7 million invested** since 2017.
- **Supported active travel developments** as part of the Walking and Cycling Off-Road Network Improvements project.
- Helping the council deliver several key projects including **Wester Way Active Travel Route, Kirkintilloch Town Centre Sustainable Transport Improvements** and **Lenzie Hub.**

[Find out more about investment in East Dunbartonshire.](#)



SPT: Delivering for East Renfrewshire

- **More than £2 million invested** in the past five years.
- Includes **funding for ongoing delivery of the Council's A77 Strategic Cycle Corridor projects**, designed to improve active travel routes and promote walking, wheeling and cycling.
- **Funding of £300,000** to enable construction works to start on a project to **improve the shared-use path** between North Hillhead Road and the M77 overbridge.
- Funding towards the **design and delivery of park and ride facilities** in East Renfrewshire.

[Find out more about investment in East Renfrewshire.](#)





SPT: Delivering for Glasgow

- **More than £125 million invested** since 2017 supporting a range of sustainable transport projects.
- **Funded bus stop improvement projects** in the city's busiest areas around Hope Street and Renfield Street.
- Invested **£5.7 million to help the local authority deliver a series of targeted bus improvements**, which has resulted in new and upgraded bus shelters, raised kerbs to allow those with mobility issues to board buses more easily, and Real Time Passenger Information displays.
- **Supported the roll out of Traffic Light Priority technology** and supported the council in the **delivery of active travel measures** as it aims to reach climate targets.

[Find out more about investment in Glasgow.](#)



SPT: Delivering for Inverclyde

- **More than £4.5 million invested** supporting a range of sustainable transport projects in the area including the widening of Chapelton Bridge in Port Glasgow and providing a footway on both sides to increase pedestrian safety.
- Supported the **regeneration of Greenock Town Centre**.
- Contributed to the **regeneration of Port Glasgow town centre** since 2018 to help improve the town's walking and cycling environment and link the railway station, bus station and town centre.

[Find out more about investment in Inverclyde.](#)



North Ayrshire Council
Comhairle Siorrachd Air a Tuath

SPT: Delivering for North Ayrshire

- **More than £4 million invested** in the past five years.
- Supported a range of sustainable transport projects in the area, helping to **deliver a series of targeted bus improvement projects** in Irvine, Ardrossan, Largs, Dalry, Beith and Kilwinning.
- Supported the council's **Irvine town centre improvement project** that saw a major upgrade of the High Street and Bank Street areas.
- Supported the **development of Ardrossan Harbour Interchange**, and provided over £1 million to the council's ongoing "Irvine Cycle Friendly Town" project.

[Find out more about investment in North Ayrshire.](#)



SPT: Delivering for North Lanarkshire

- **More than £6 million invested** over the past five years, supporting a range of sustainable transport projects and active travel initiatives to encourage more walking and cycling in the area.
- Providing funding for the **redevelopment of Motherwell Rail Station**.
- Funding for **improvements to the A73 Corridor to address safety and congestion** issues around the M8.
- **Developing park and ride facilities** to boost development, design and delivery of the projects in Airdrie, Motherwell and Wishaw. More than half a million pounds has also been contributed to the **A71 Horsley Brae / Brownlee Road junction**.

[Find out more about investment in North Lanarkshire.](#)





SPT: Delivering for Renfrewshire

- **More than £3.8 million invested** over the past five years.
- **Investing in bus infrastructure, traffic management** including the introduction of modern traffic control systems which improve safety and efficiency.
- Funding for a number of **active travel initiatives** introduced between Paisley and Renfrew.

[Find out more about investment in Renfrewshire.](#)



SPT: Delivering for South Ayrshire

- **More than £1 million invested** over the past five years, supporting a range of sustainable transport projects in the area, including active travel projects which have received the bulk of the investment.
- Includes funding of the **Ayr to Colton, and the Alloway to Burton, cycle route as the active travel corridor** connecting the community of Loans with Troon railway station.
- Invested in **improvements to bus infrastructure** throughout the area, including better bus shelters, raised kerbs at bus stops, and real-time passenger information displays.

[Find out more about investment in South Ayrshire.](#)



SPT: Delivering for South Lanarkshire

- **More than £8 million invested** in South Lanarkshire over the past five years to support a range of sustainable transport projects.
- Delivered **road safety improvements on more than 30 strategic routes.**
- Invested in **Park and ride facilities** in Carstairs, Cambuslang and Hairmyres and invested £1.2 million on strategic cycle routes as part of a bid to increase active travel.

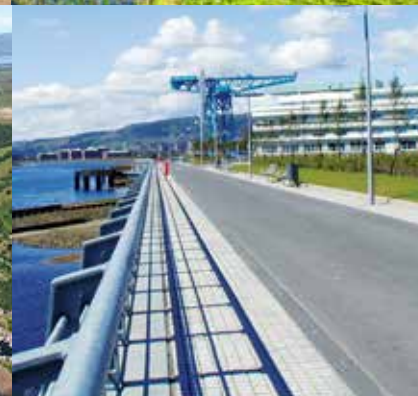
[Find out more about investment in South Lanarkshire.](#)



SPT: Delivering for West Dunbartonshire

- **More than £800,000 invested** to support a range of sustainable transport projects in the area.
- **Congestion reduction measures** introduced on the A814, which links West Dunbartonshire with both Argyll and Bute and Glasgow has seen a significant increase in traffic volumes, resulting in slower bus running speeds.
- Funding to **improve traffic flow**, helped with the introduction of an extra westbound traffic lane to tackle the “congestion hotspot” on Glasgow Road at its junction with Mountblow Road.

[Find out more about investment in West Dunbartonshire.](#)





Glasgow hosts COP26

Glasgow played host to the 26th Conference of the Parties (COP26) from 31 October to 12 November 2021 at the biggest summit the UK has ever hosted.

The event was seen as crucial as world leaders from across the globe and / or their representatives met to discuss how climate change is to be brought under control and whether enough has been achieved since 2015's landmark Paris climate agreement - previously the most important attempt to date to commit all the countries of the world to limit global warming.

Each country was asked to come forward with ambitious 2030 emissions reductions targets that align with reaching net zero by the middle of the century.

For the city of Glasgow, COP26 presented a unique opportunity to demonstrate all it is doing to be one of the greenest cities in Europe, and achieve its target for carbon neutrality by 2030.

SPT played its role, working with stakeholders to develop opportunities to highlight the work it is doing to help Scotland achieve some of the key targets it has set to reach net zero emissions by 2045.

As an organisation, SPT is committed to developing and investing in more sustainable green transport options, to tackling climate change, promoting carbon reduction, and to ensuring a green recovery from COVID-19.

These messages were highlighted in our bus and Subway stations and on social media during COP26.

In addition, the canopies at our two City Centre Subway stations were lit up in green to show support for the conference for the duration of COP26.

SPT procures contract for key COP26 service

SPT played a practical role in the conference by ensuring a key service was delivered to delegates during the conference.

On behalf of the UK and Scottish Governments, SPT ran a tender process to appoint an official transport operator of the COP26 delegate shuttle service which was to be fully electric.

The contract was awarded to First Bus which provided delegates with a state-of-the-art fleet to take them to and from the event. The COP26 shuttle bus service was fully operated by First Glasgow's brand new fleet of 22 electric buses built in Scotland by manufacturer Alexander Dennis Ltd.

Almost 200 nations were represented at COP26 with 120 heads of state and a daily average of 14,000 delegates. A total of 38,457 delegates attended the event making it the largest COP summit in history.

The shuttle service provided a fast and frequent link for all delegates attending the event between the city centre and the Blue and Green zones on the event campus based at the SSE Hydro and Scottish Exhibition & Conference Centre site.

Speaking at the launch of the service, SPT Chair of Operations Committee, Councillor David Wilson, said:

“COP26 is a huge opportunity for Glasgow and we all want to ensure the visiting delegates from across the globe are able to travel around the city as easily and efficiently as possible.

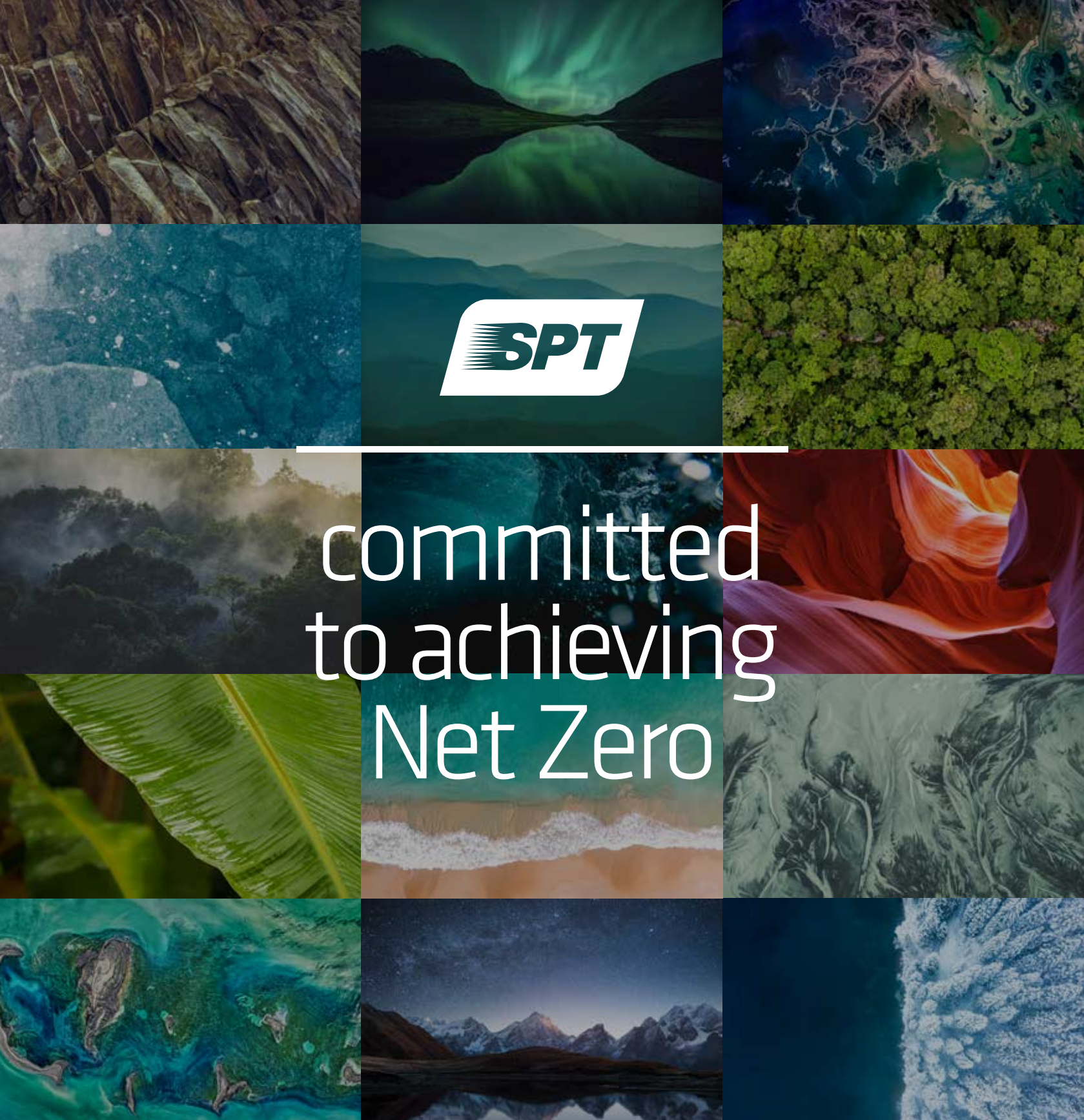
“SPT is, once again, proud to play its part assisting with the transport organisation across Glasgow while the city hosts yet another major international event. We've procured on behalf of the UK and Scottish Governments this Zero Emission shuttle bus service to ensure we meet the transport demands of COP26 and to ensure our international visitors can move around the city.”

Buchanan Bus Station (BBS) was a key travel hub for delegates arriving from Edinburgh and via Glasgow Airport to the city. From here, delegates could access the shuttle bus service direct to COP26.

The shuttle bus proved an important public transport service during COP26. Over the two-week conference period, it facilitated 101,784 delegate journeys – an average of 8,030 journeys being made on each conference day.

Operating each event day between 6am and midnight, and maintaining a five-minute frequency in peak times and every 10-15 minutes at off-peak times, the service served key locations including BBS, Glasgow Central and Queen Street rail stations. Real-time Information was available along the shuttle route.





committed
to achieving
Net Zero



SPT at COP26

The international event also saw SPT partner up with the International Association of Public Transport (UITP) on a number of key events.

As part of a fringe event, Chief Executive Valerie Davidson attended a high-level transport event on board the HydroFLEX (hydrogen) train, travelling the Cathcart Circle Line, as part of a COP26 fringe event at Glasgow’s Central Station. The “Fireside Chat” style event was recorded and later broadcast as a podcast.

Mrs Davidson also took part in an event at the World Health Organisation (WHO) Health Pavillion in the “Blue Zone” within the COP26 campus, along with several other international speakers looking at Transport Systems that Protect Health and Climate.

SPT Chair Martin Bartos participated in an EU Pavilion event within the COP26 Blue Zone looking at Green Mobility and Transport Systems at the service of Carbon Neutral EU local communities.

SPT was also represented at an event at Glasgow City Chambers where the UN Secretary General’s Special Envoy on Climate Ambition and Solutions Michael Bloomberg addressed invited guests.

Recognising the importance of the event and to ensure SPT delivered its key messages , we hosted a Welcome to COP26 Glasgow reception for UITP members and key stakeholders at our main headquarters at 131 St Vincent Street.

Buchanan Bus Station and other sites were also involved in a number of events during the duration of COP26 with Climate Cafes where people from around the world came to talk in an informal setting about the experiences of climate change in their country. Transform Scotland also attended on various days to support the Love My Bus Campaign and talk to people about the advantages of using the bus and public transport and the positive impact it can have on the environment. All in all a huge success.



COP26 behind the scenes

Behind the scenes, SPT worked closely with a number of key stakeholders tasked with the planning and delivery of a successful COP26 for Glasgow. This included Transport Scotland, Glasgow City Council / Get Ready Glasgow, Police Scotland, British Transport Police, ScotRail and main operators to ensure that people could still travel around the city during this major event.

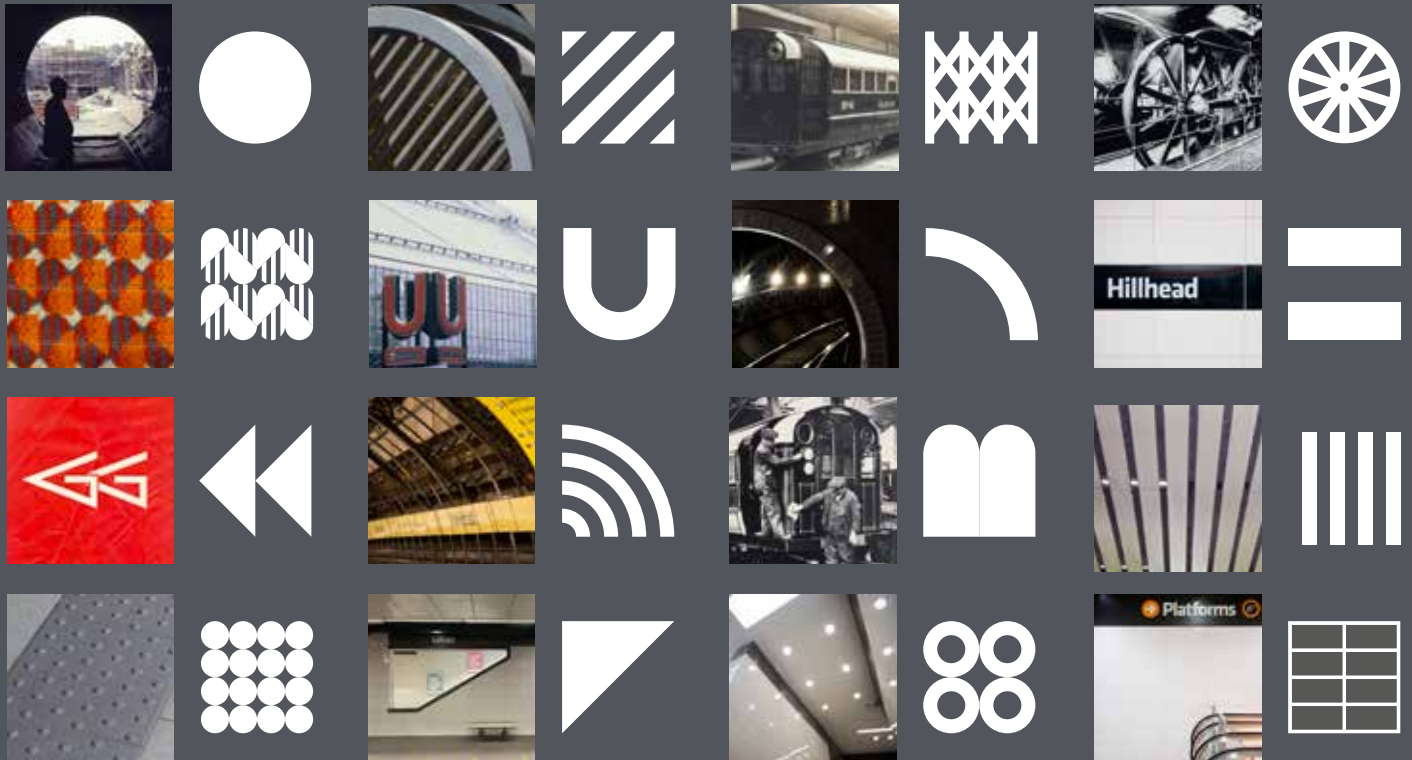
We had staff working every day covering long shifts in the Transport Co-ordination Centre (TCC) overseeing all traffic and transport matters so we were always aware of events as they happened in real time. This ensured that we were all communicating the same joined up messages which we could share widely via all communications platforms so we had one source of correct information across all channels.

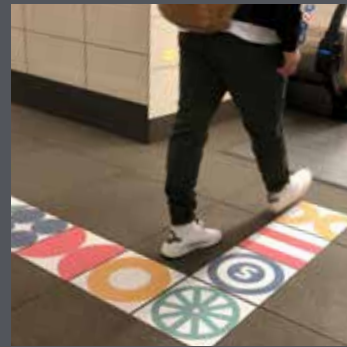
Hourly updates on the COP26 shuttle bus were sent to SPT staff based within the TCC. This allowed for live updates on shuttle service reliability, punctuality, and patronage whilst simultaneously informing control of any network issues, delays and disruption which could be communicated to all bus operators in the city. This communication proved pivotal in helping manage live incidents and was used as the mechanism for decisions over deployment of contingency vehicles.

Watch a video of SPT activity during COP26.



Subway Celebrates 125





Third oldest Subway system in world marks birthday.

Subway celebrated its 125th anniversary in December 2021. Officially opened on 14 December 1896, Glasgow Subway is the third oldest in the world after London and Budapest.

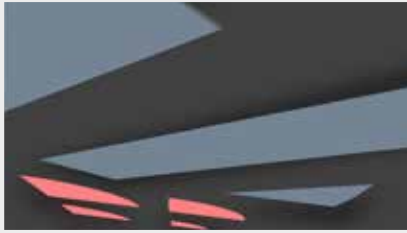
To mark our 125th year, SPT has unveiled a new anniversary logo. Created by our own in-house marketing team using shapes taken from Subway brand styles, historic branding and the physical Subway environment – both past and present.

The new logo and branding were unveiled across Subway stations on the day of the anniversary.

The anniversary was marked with events and activities in stations, teaming up with Capital radio for a birthday set on the Capital Drive Time show. Their “Street Stars” were also out and about in stations handing out bespoke co-branded 125 birthday scratch cards so Subway users had the opportunity to win some great prizes.

The anniversary itself started a year of celebrations and activities to mark the Subway’s unique history and its bright future.





Watch our TV advert

First television advert



Watch our TV advert

Second television advert





Marking Subway heritage with a Red Wheel

As the third oldest underground system in the world, the Subway has a significant role in the history of transport.

For its 125th anniversary, The National Transport Trust (NTT) has recognised Glasgow's Subway system with a commemorative Red Wheel, marking it as a "significant site of historical importance to transport heritage in the UK".

This is only the second Red Wheel for Glasgow, the first being at Glasgow Queen Street Station to mark the Edinburgh and Glasgow Railway - Scotland's first inter-city passenger line.

Unveiling the Red Wheel at the original ticket office for St Enoch station, NTT deputy chairman Jerry Swift said:

"NTT is delighted that the Subway is the subject of Glasgow's second Red Wheel. The Subway serves as a symbol of international significance being the third-oldest underground metro in the world.

"Its place and significance in the public transport system in Glasgow cannot be over-estimated. It has played, and continues to play, a key role in the transport system in the city for more than a century."



SPT Chair Councillor Dr Martin Bartos said:

"SPT is honoured to be the recipient of this Red Wheel which recognises the proud history of the Subway in Glasgow. I'd like to thank the National Transport Trust for this recognition on behalf of all those who rely on the Subway when travelling around our city."

The system is currently undergoing its third major modernisation in its lifetime. The first modernisation in 1935 saw the Glasgow Subway fully electrified for the first time, the second in the late 1970s saw the system fully shut down for three years while all the stations were refurbished or built as new, and tunnels underwent major repair. New trains with automatic train operation (ATO) were also introduced.

The current modernisation programme is ongoing while SPT maintains services every day for people across the region. This modernisation programme has seen the introduction of a new Smart ticketing system; the refurbishment of all 15 Subway stations making them more modern and welcoming for passengers; and will see the introduction of new trains and signalling and communication system before we move to unattended train operation (UTO). This will see platform screen doors installed in all stations.

More info at: spt.co.uk/125/

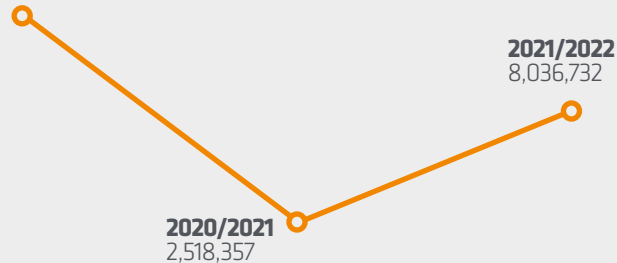


Subway patronage and Smartcard usage

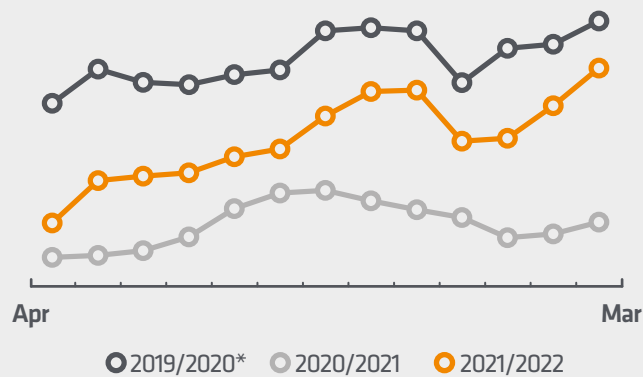


Total Subway Patronage 1 April to 31 March

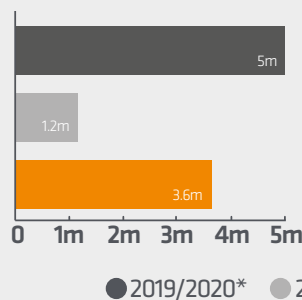
2019/2020
13,217,129*



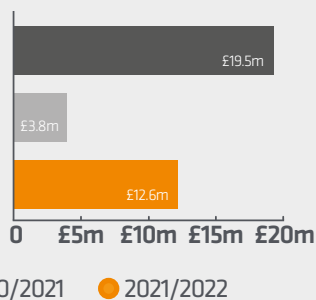
Subway Patronage (Period)



Subway Sales & Revenue Sales Transactions



Ticket Sale Revenue

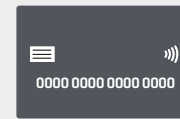


*All 2019/2020 data adjusted to provide a 'normal' pre-COVID comparison

Subway Ticket Types and Payments



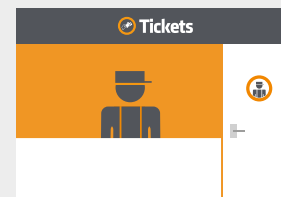
£3.2m
PAYG value loaded to Smartcards



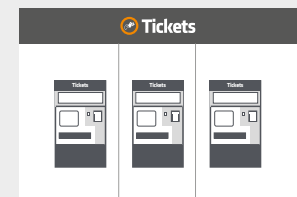
73%
Payments made by credit/debit card



60.5%
Subway journeys made by paper tickets



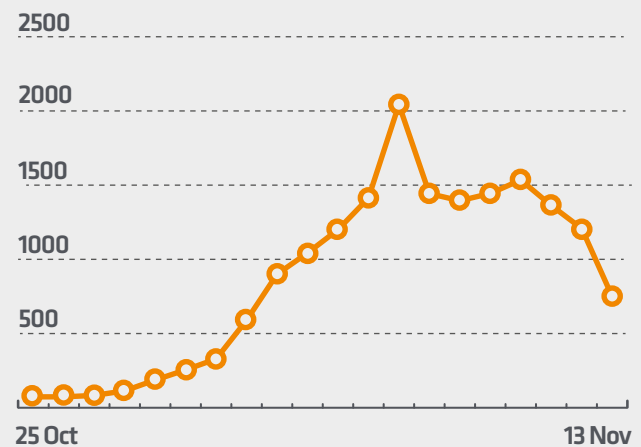
55%
Payments at ticket offices by card



92%
Payment at ticket vending machines by card

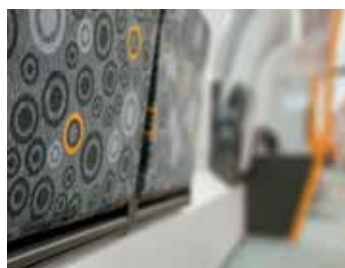
COP 26 Smartcard usage

17,405 journeys made with COP26 delegate/volunteer travel passes



Subway modernisation

Another major milestone reached



In another major milestone for the Subway modernisation programme, Joint Venture (JV) contractors Stadler and Hitachi ran the first two trial exercises with a new Subway train in the system.

The first of the new Subway trains entered the system following the close of passenger service on Saturday 4 December, running through the night into Sunday 5 December.

The initial exercise was to run a new train from the JV testing site to Broomloan Depot and then to Govan Station – firstly to see that the train could travel under its own power into the Subway. The second stage was to see if the depot locos (normally used to move equipment around the system for our night maintenance teams or to rescue broken-down trains) could take the train out of the system should they be needed at any point to “rescue” a train. Both exercises proved very successful.

SPT Subway Director Antony Smith said:

“I am delighted that these initial exercises, ahead of the in-system testing which will begin later in 2022, went well. This has been an event long in the planning. It is an indication that things are moving forward again after a challenging year for the project with the impact of COVID and lockdowns as well as the subsequent travel restrictions for our contractors.

“Getting the first train into the system is real progress and a sign that we can hope 2022 sees us get back on track with the modernisation programme.”



Production underway for next set of trains

Meanwhile our train manufacturer Stadler is progressing with the build of the next set of new Subway trains to be delivered to Glasgow during 2022/2023.



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.

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

This year has seen a continuation of our rebranding and refurbishment with East Kilbride Bus Station being brought into line with our other bus stations. We have also introduced new improved, carbon reducing lighting.

Bus station departures

Bus Station	2021/2022	2020/2021	2019/2020
Buchanan	449,389	373,436	525,524
East Kilbride	203,853	180,776	237,991
Greenock		120,486	165,745
Hamilton	214,961	191,106	247,153
Silverburn	139,817	122,922	148,330
Braehead	205,351	164,311	216,425



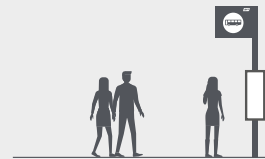
1.21m*
Bus station departures
(*excludes Greenock)



11.37k
Bus stops managed



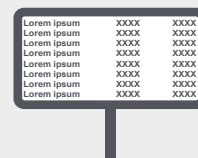
3.29k
Bus shelters managed



13.70k
Pole mounted information panels maintained



141
New bus shelters installed



834
Real Time Passenger Information (RTPi) screens managed

Subsidised bus services



In 2021/2022, SPT awarded more than £10 million of subsidised local bus service contracts.

Patronage	
2018/2019	5.9m
2019/2020	5.7m
2020/2021	2.3m
2021/2022	5.1m

COVID-19 Impact

To support the fight against COVID-19, SPT continued to play a key role in ensuring travel to a number of COVID-19 vaccination centres across the West of Scotland as booster jabs were encouraged in the continuing fight against the virus.

Specifically two buses were arranged to serve the population in North Lanarkshire needing to attend the Ravenscraig Vaccination Centre from March to July 2021, and one bus from September 2021 to March 2022.

The efforts of the Network Analysis Team to organise has been recognised by North Lanarkshire Health and Social Care Partnership. Associate Medical Director Mark Russell thanked the team for all their efforts to assist with fight against the pandemic.

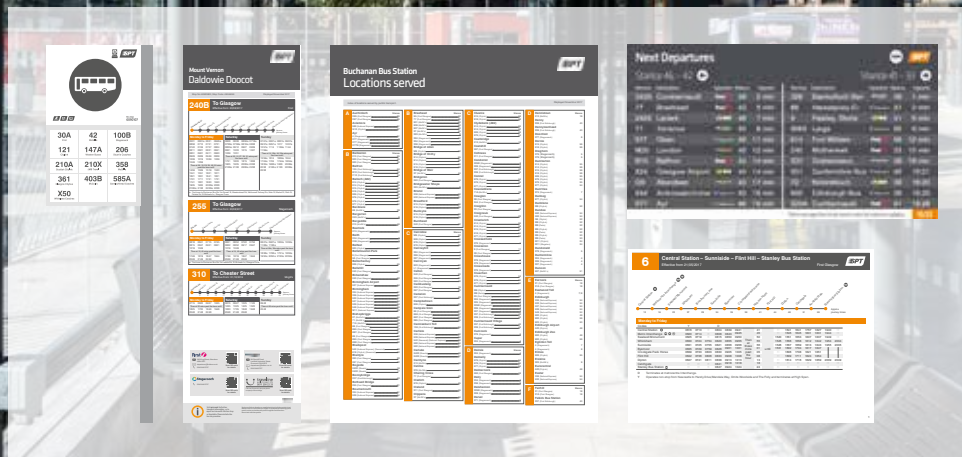
“Many thanks for the contribution your team has made over the last 15 months – both in terms of the transport solutions you offered last spring in the early part of the programme, and the subsequent work on providing access to central vaccination centres for younger age groups. Your input made it viable for us to run the supercentre model which we did last spring, and as you may be aware, this led to us being the first board in Scotland to complete the primary vaccination programme last June.

An academic paper last autumn estimated that the pace at which the vaccination programme had been rolled out had prevented 27,000 deaths in Scotland. The Lanarkshire ‘share’ of that is almost 3500.”

The team also arranged the subsidised service 59 running from the Mossbank area in the south of the city to be extended to run to the NHS Louisa Jordan Hospital from March to August 2021.

All important contributions to the shared task of fighting the virus.

Bus standards information



SPT's Network Analysis Team is leading work to improve the standard of information available at bus stops across Strathclyde.

SPT's Bus Information Standards set the framework for roadside bus stop information for more than 560 registered local bus services, delivered by 44 operators across Strathclyde. With around 11,365 bus stops in place and circa 14,000 bus information display cabinets across the region, it is estimated there are typically more than 40,000 changes to bus service information held in these cabinets in a typical year.

SPT is responsible for setting the information standards, but it is bus operators who deploy these. Recognising that there needs to be a significant improvement, SPT has engaged and consulted with local operators and other stakeholders on the proposed changes.

In general, the responses received were broadly Positive / Neutral to the proposed revised standards.

A number of respondents suggested further enhancements to the standards including the addition of route maps and further Real Time Passenger Information (RTPI) displays.

SPT has undertaken an Equalities Impact Assessment (EQIA) to consider the possible impact of the revisions to any display information at bus stops. The Royal National Institute of Blind People (RNIB) highlighted their support for the use of additional audio announcements and REACT boards within RTPI displays. SPT will take this forward in discussion with our partner Local Authorities in respect of new display installs and replacements, including at SPT Bus Stations.

SPT intends to continue to work closely with local bus operators and has scheduled further discussion to develop a suitable programme for the roll out of revised roadside bus information standards.

Once the new standards are introduced, this should provide high quality, consistent and easy to understand information on all local bus services to the benefit of the travelling public and hopefully, encourage more people back to public transport.

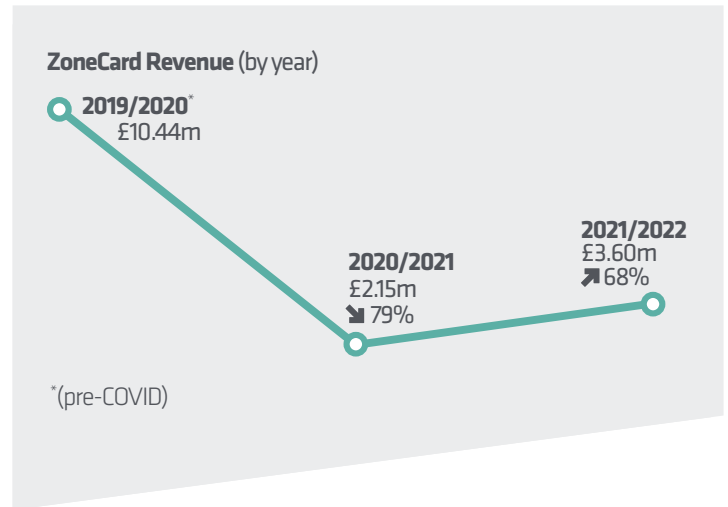
ZoneCard



During 2021/2022 SPT has been working closely with the ZoneCard operators to progress ZoneCard modernisation.

The new, smart ZoneCard will provide a range of flexible travel options much more suited to the current requirements of public transport users. The project has taken significant steps forward during 2021/2022 with the completion of a tender exercise to procure a supplier of a smart ticketing platform for ZoneCard. This will enable a customer to load a ZoneCard ticket onto a smartcard and use that ticket for travel across bus, rail and Subway throughout the SPT area.

After being significantly affected by lockdown during 2020/2021, Zonecard revenue partially recovered in 2021/2022 increasing by 68% year on year, though remaining well below historic levels.



Investing in Transport

SPT has continued to demonstrate commitment to delivering transport projects and improving infrastructure in the west of Scotland through our capital programme.

In 2021/2022, £10 million invested by SPT has helped our councils deliver a range of transport projects over the course of the past year including active travel, bus infrastructure, bus priority and park and ride.

SPT grant awarded 61 local authority projects and supported 12 requests for additional funding totalling a further £1.35 million.



Motherwell Transport Interchange

Work on the major redevelopment of Motherwell Rail Station and the bus interchange and public realm works outside the station on Muir Street gathered pace during 2021/2022.

The last major refurbishment of the station and the existing building, dates from the early 1970s and, whilst incremental improvements have been made over time, the current redevelopment will bring the station up to modern standards, meeting passenger and stakeholder expectations.

The £15.3 million station project together with the £2 million Town Centre Transport Interchange, represents delivery of a multi-partnered and funded major transport infrastructure investment being delivered by ScotRail and North Lanarkshire Council respectively, funded by Transport Scotland, North Lanarkshire Council through the Glasgow City Region City Deal, and SPT.

A funding contribution of £0.750 million was made by SPT to ScotRail in 2021/2022 to support construction costs, bringing SPT's total investment in the station project to £2.25 million.

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 was being taken to delivering both key parts of this major interchange project.

The Motherwell Transport Interchange project is programmed for completion during 2022/2023.

The project, when completed, will see transformational change with a modern, high-quality and fully integrated transport interchange delivered at this regionally significant transport hub, with measures including:

- Enhanced station forecourt building with glazed roof and brighter, larger concourse
- Larger, more open station frontage area
- Improved facilities for passengers
- A better retail environment
- Refurbished customer toilets and waiting facilities
- Improvements to pedestrian and cycling access
- New access road for taxis, car drop-offs and accessible parking
- Expansion and upgrade of the bus facility on Muir Street, including new public realm
- Expansion of nearby park and ride facilities (funded by SPT in 2019/2020).



Kilmarnock and Cumnock Bus Stations (East Ayrshire Council)

Work continued on the multi-million pound redevelopment of Kilmarnock Bus Station as part of East Ayrshire Council's Bus Station Improvements project (including Cumnock Bus Station).

This SPT funded project 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 station improvements will also deliver a step-change in electric vehicle charging technology for buses, with the introduction of Scotland's first pantograph charging points at stances, enabling the on-route fast charging for electric buses. This innovative technology is supporting Stagecoach's recent investment in the UK's first fully electric bus fleet serving rural communities and is thereby supporting CO2 reduction targets, helping reduce emissions and improving air quality throughout Ayrshire.

Works are due to complete in 2022/2023.



Supporting Park and Ride

SPT recognises the role that strategic park and ride facilities play in promoting sustainable travel choices and helping reduce the need to travel longer distances by private car. During 2021/2022, SPT invested nearly £0.9 million towards the development and delivery of park and ride across our area.

Cambuslang Park and Ride (South Lanarkshire Council)

In July 2021, a new strategic park and ride facility opened next to Cambuslang rail station, a key station on the rail network serving both Glasgow and Edinburgh. The project had been identified as a transport priority by South Lanarkshire Council.

An investment by SPT in 2021/2022 of £0.8 million helped the council complete the project and brought SPT's total investment in the project to £2.6 million.

The new Cambuslang park and ride, which was jointly funded by SPT and South Lanarkshire Council provides commuters with 256 parking spaces, dedicated disabled parking, 25 electric vehicle charging bays as well as cycle parking facilities.



Bus Partnership Fund

SPT was a key contributor to both the Glasgow City Region and Ayrshire Councils in preparing bids to Transport Scotland's £500 million Bus Partnership Fund announced in November 2020.

SPT was able to offer operational knowledge and advise on strategic issues, including from the developing Regional Transport Strategy, previous studies and business cases (e.g. Fastlink), capital projects developed and delivered by SPT and constituent councils, and lessons learned from pandemic-related Transport Transition projects (e.g. through the Bus Priority Rapid Deployment Fund).

Two bids were submitted ahead of the 16 April 2021 deadline; one on behalf of the Glasgow City Region, developed through the Glasgow Bus Partnership and the other covering the Ayrshire Region developed through Ayrshire Roads Alliance, North Ayrshire Council, local commercial bus operators and community transport services. SPT took a lead role supporting the preparation of bids for the Ayrshire Region.

The culmination of this partnership working resulted in the announcement by Transport Scotland in June 2021 of the outcome of the bid process which saw Glasgow City Region securing funding of £3.655 million and Ayrshire securing £0.305 million for delivering bus priority measures and the development of future schemes in their respective regions.

Consultations

SPT is committed to promoting sustainable travel and, as part of this, we respond to consultations undertaken across the range of public policy and development planning.

Over the past year, SPT has responded to key transport and wider policy consultations including consultation undertaken by the Scottish Government on Bus Provisions in the Transport Scotland Act 2019 (see more below) and the introduction of Free Bus travel for under 22s. Other significant consultation responses included the Department for Transport's Review of Traffic Commissioners' function and ScotRail's Fit for the Future proposals for future timetabling among others.

Bus Provisions in the Transport (Scotland) Act 2019

SPT has provided significant input to the consultation undertaken by Transport Scotland on the Bus Provisions of the Transport (Scotland) Act both through responses to consultation and direct involvement in working group meetings.

The Bus Provisions provide significant new powers to take forward enhanced opportunities to work in closer partnership with the bus industry to address patronage decline and improve standards including enhanced partnership arrangements, municipal bus operation and bus franchising.

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 Inverclyde and East Dunbartonshire Councils and also responding to consultation by Glasgow City Council on its Climate Emergency Implementation Plan and Glasgow Transport Strategy.

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

RTS development

Significant progress was made in the development of the new Regional Transport Strategy (RTS) during 2021/22.

A public consultation was completed on the Case for Change, which found broad support for the RTS vision, targets and objectives and identified transport 'key issues' to be addressed through the new strategy.

The policy framework and key actions were developed following completion of the consultation amid further engagement and discussion with local authority partners.

The draft strategy will be presented to SPT's new Partnership in June 2022. It will then be widely available for public consultation, from August for 12 weeks. We encourage all interested parties to formally respond to the draft consultation, this is the best opportunity to influence the future transport vision for the West of Scotland.

Further information on the RTS and how to respond is available at: www.spt.co.uk/vision



School Transport

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



11 / 12

Local authorities



80,000

Journeys per day



40,000

Children



1,200

Contracts



3509

Compliance checks



2294

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.



MyBus

MyBus is an essential door-to-door pick up and drop-off service which enables residents with a mobility issue or without access to traditional public transport services across the Strathclyde area to get around.

The unique service enables many people to live more independent lives in their own communities and ultimately retain a sense of local social inclusion. We typically meet around 90% of all requests.

The impact of COVID-19 and subsequent lockdowns undoubtedly adversely impacted the older and more vulnerable in the population. With the success of the vaccination rollout and the opening of up of society again, MyBus patronage continues to improve as many people return to social clubs and societies to meet up with friends and reconnect to their communities.



91,444

MyBus passengers



122,225*

MyBus journey requests


*figure does not include cancellations



33

MyBus services





Supporting community transport

Supporting projects across Strathclyde

SPT has allocated more than **£1.2million** 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 people 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 people with special needs and kids' clubs, community bus services for older people and for people 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 has been 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 people. 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) has been awarded almost £134,000 to support their core transport activities and specific services including local bus services.

Funding of £47,000 will also help support club transport to 19 clubs in Glasgow for those with special needs, older people and other vulnerable people.

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 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 will replace the existing vehicle which is now some six years old, improving the reliability on this geographically challenging 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 will allow continuation of its Cumnock / Sorn Connector Demand Responsive Transport (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 received 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 supported vehicle running costs (fuel, insurance, maintenance etc.) and volunteer expenses.

The Blantyre Volunteer Group (BVG) received up to £25,000 to support the organisation's provision of safe, accessible community transport services for groups and individuals. The funding assisted with the running costs of their vehicles and volunteers so that they can continue to provide group transport to the local community of Blantyre and the surrounding area during 2022/2023.

Community Central Halls (CCH) operates transport services within the most deprived communities of northwest Glasgow. CCH was awarded £32,500 to continue to provide transport services for all people in this area. Funding of £7500 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) received £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 supported vehicle running and staff-related costs.

The East Kilbride Community Transport (EKCT) received £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) was 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) received £25,000 to provide transport services to a wide variety of groups such as nurseries, social work, children and youth groups, elderly and disabled. The Trust also operated 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) was awarded £48,000 to provide services to various community groups and an access to education service for the children from the travelling community. The group supported 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 was 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 in the community. Up to £10,000 has now been awarded.

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) received 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 travel 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 continued community transport activities. This assisted with running costs of vehicles and staff costs to support a range of community transport services including transport to healthcare surgeries for rural residents.

SPT has also awarded £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 people unable to use mainstream public transport for medical appointments at the new Clydebank Health Centre when complete.

Total grant funding 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 2020/2021, we invested £3 million in walking and cycling projects in our area through capital programme funding to our councils.

Active travel projects included:

- Walking and Cycling Off-Road Network Improvements (East Dunbartonshire)
- A77 Strategic Cycle Corridor (East Renfrewshire)
- Active Travel Network Enhancements (Glasgow City)
- National Strategic Cycle Routes (South Lanarkshire)
- Ravenscraig Active Travel Link (North Lanarkshire)
- Brodick to Corrie Cycle Path (North Ayrshire).

Ravenscraig Active Travel Links (North Lanarkshire Council)

In 2021/2022, with the help of £500,000 of SPT funding, North Lanarkshire Council was able to begin construction of the first phase of the Ravenscraig Active Travel Link project, a priority active travel route running north-south 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.

The active travel route project will establish key connections into Ravenscraig from Cragneuk to the south and link 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.

Once complete, the new active travel route will support the redevelopment of 376 hectares of land, including new residential areas, education and community facilities, business and employment opportunities, new park and green spaces, hotels, a new town centre with retail, leisure, and associated transport infrastructure.

SPT and the Council worked closely to overcome a number of funding challenges. Partnership working and regular communication was key in helping secure the £2 million needed to complete the first phase.



A77 Strategic Cycle Corridor (East Renfrewshire Council)

SPT has supported the Council in its ambitions to deliver the A77 Strategic Cycle Corridor project which will see over 5 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 of £0.3 million in 2021/2022 enabled construction works to start on the first phase of the project which will improve the existing shared-use path between North Hillhead Road and the M77 overbridge.

Phase 2 of the project is due to get underway in 2022/2023 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.

The Council launched an online consultation in December 2021 asking people for their views on the proposals and will continue to engage with SPT, the local community and businesses as the project is developed.

White Cart Footbridge

SPT funding of £0.170 million helped Renfrewshire Council complete the strengthening and refurbishment of the footbridge over the White Cart Water, linking Abercorn Street to Carlile Place, Paisley.

The bridge was permanently closed to pedestrians in 1996 following the identification of structural issues. SPT's investment helped the Council carry out necessary repairs, and in 2021, after 25 years, saw the crossing re-open and form part of a key walking and cycle route connection between Paisley and Renfrew.

Not only has the original bridge been strengthened, but a new protective paint system of vibrant colours has been applied to the bridge along with new architectural lighting installation that enhances the features of the unique bridge structure.

The project helps support a number of the Council's policies and objectives including better connections between population centres with key employment, education, health, retail, leisure and transport hubs and provides users high quality, safe, segregated and more direct routes.

Safer Walking Routes

Pedestrian Crossing Installation Project (Renfrewshire Council)

SPT supported Renfrewshire Council's Pedestrian Crossing Installation programme with a capital funding contribution totalling £0.330 million in 2021/2022.

The project's aim is to create a network of safer walking routes, specifically targeting locations near to Renfrewshire's schools and play parks.

The project was developed by the Council after local safety concerns had been raised about several uncontrolled crossing points on busy roads which had seen a number of recent accidents.

Using analysis of data that included crash map data, vehicle flows, traffic speeds and pedestrian volumes, the Council was able to identify around 40 locations that will see improvements introduced in the coming years.

Initially, the Council identified 12 priority sites for the installation of new crossings in 2021/2022, including three busy crossings on Sandy Road, Renfrew at the junctions of Haining Road, Broadloan and Newmains Road.

The project, joint funded between SPT and the Council, has been welcomed by local residents and elected officials.

SPT Cycle to Work

As well as being a more environmentally friendly way of travelling, cycling on a regular basis is shown to be one of the best ways to improve people's mental-health, boost physical fitness and support well-being.

Over the spring / summer period in 2021, SPT re-launched the popular Cycle to Work Scheme, offering staff the opportunity to purchase brand new bikes and equipment – all whilst making savings of between 25-39% on costs.

The relaunch saw 14 staff take advantage of this salary sacrifice scheme with bike purchases totalling £13,000.



Carbon Management



SPT is committed to reducing its carbon footprint and adopting sustainable policies and practices.

The organisation is at the centre of shaping the transport system to meet the economic, social, recreational and environmental needs of Strathclyde. Our mission is to champion and deliver the development and provision of high-quality sustainable transport choices to assist the growth of the Scottish economy to enable all people who are living, working or visiting the west of Scotland to share in the benefits of this growth.

Environmental management is an integral part of our mission, and we are fully committed to minimising our impact on the natural environment and continually improving our environmental performance.

Working with partner organisations, SPT contributes to sustainable economic growth by planning and delivering regional transport improvements, and through the operation and support of transport services.

We are currently undertaking a fundamental review of SPT's climate change and carbon management strategy with the proposed aim of refreshing our approach and resetting SPT's climate change vision to a 'net zero carbon' approach. This will include establishing SMART targets ideally covering the whole of SPT's carbon footprint.

SPT electric vehicles

Currently, SPT's has two electric vehicles in the fleet, these were purchased in 2020/2021 financial year.

There are currently two more electric vehicles on order and these will be delivered this financial year.

As the fleet is reviewed and renewed, Zero emission vehicles will always be considered first to determine their suitability for the tasks they will be used for.

Working in Partnership

SPT is a member of Climate Ready Clyde (CRC), along with other public sector partners including all city region local authorities. CRC is a cross-sector initiative funded by its fifteen member organisations to create a shared vision, strategy and action plan to adapt Glasgow City Region to the impacts of climate change.

CRC has prepared and consulted on a draft Climate Adaptation Strategy and supporting Action Plan developed over 18 months, including extensive public consultation, setting out a blueprint for a Glasgow City Region that flourishes in a future climate. The Strategy, already endorsed by the Climate Ready Clyde Board, was approved on 1 June 2021 by Glasgow City Region Cabinet and formally launched on 29 June 2021. The Climate Adaptation Strategy is a key input to SPT's work, and among a number of others includes a flagship action on SPT in partnership with Network Rail to create a Regional Transport Climate Resilience Group,

SPT in partnership with Network Rail arranged an initial discussion with potential partners for such a group in mid-December 2021. The purpose of the group is to identify future issues for our transport network arising through the impacts of climate change, and to look collectively about how to address them. The initial meeting included representatives from Transport Scotland, ScotRail, the Confederation of Passenger Transport, Caledonian MacBrayne, the Society of Chief Officers of Transportation in Scotland and Sustrans.

The meeting focused on how to increase co-ordination and enhanced partnership working on climate adaptation and resilience issues affecting the regional transport network. There was positive support for establishing such a group, and partners gave presentations on their current approaches to adaptation. There was also initial discussion on a future terms of reference for the group. In advance of the next meeting, SPT, Climate Ready Clyde and Network Rail are liaising in regard to next steps including the appropriate governance arrangements and forward agenda for the group.

SPT Climate Change Duties Annual Reporting

In line with the Public Bodies Climate Change Duties arising as a result of Part 4 of the Climate Change (Scotland) Act 2009, SPT has a duty to report progress annually on reducing its impact on climate change. Since the pilot year of 2014/2015, SPT has submitted the required information within deadline to the Scottish Sustainability Network (SSN), the custodian body for reporting and which is subsequently made publicly available on the SSN website.

SPT's carbon footprint for 2021/2022 was 3,671 tCO₂e, the majority of which came from electricity usage on the Subway, specifically traction for the trains. This is a reduction of 63% reduction since our baseline year of 2008/2009. While acknowledging that this reduction is in some part due to changes made at UK level in the grid emissions factor (the measure by which the amount of carbon generated by electricity is calculated), it shows positive progress and serves as added impetus for SPT to continue to show leadership in reducing carbon use.

About SPT



Our People

As at 31 March 2022, SPT employed 462 people (447 FTEs) and incurred a total of £22.123m of staff-related costs.

In line with all sectors and society in general, the coronavirus pandemic continued to impact SPT during 2021 and into 2022. SPT remained committed to staying as operational as possible during the pandemic and critical to this was ensuring the protection of our frontline and operational staff and our passengers. Not a single day of operation was lost during this time - a massive credit to all our staff.

Frontline staff remained at work to support the continuity of public transport services for key workers and the wider community across the Strathclyde area. SPT ensured their safety by following Government guidance at all times including social distancing, good hygiene and implementing cross-contamination prevention measures. Office-based staff continued to work from home but moved to a hybrid arrangement from Autumn 2021.

The health and wellbeing of our employees is a 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 also offered on-site flu vaccinations to all staff in October 2021. This was very successful and will be continued in Autumn 2022.

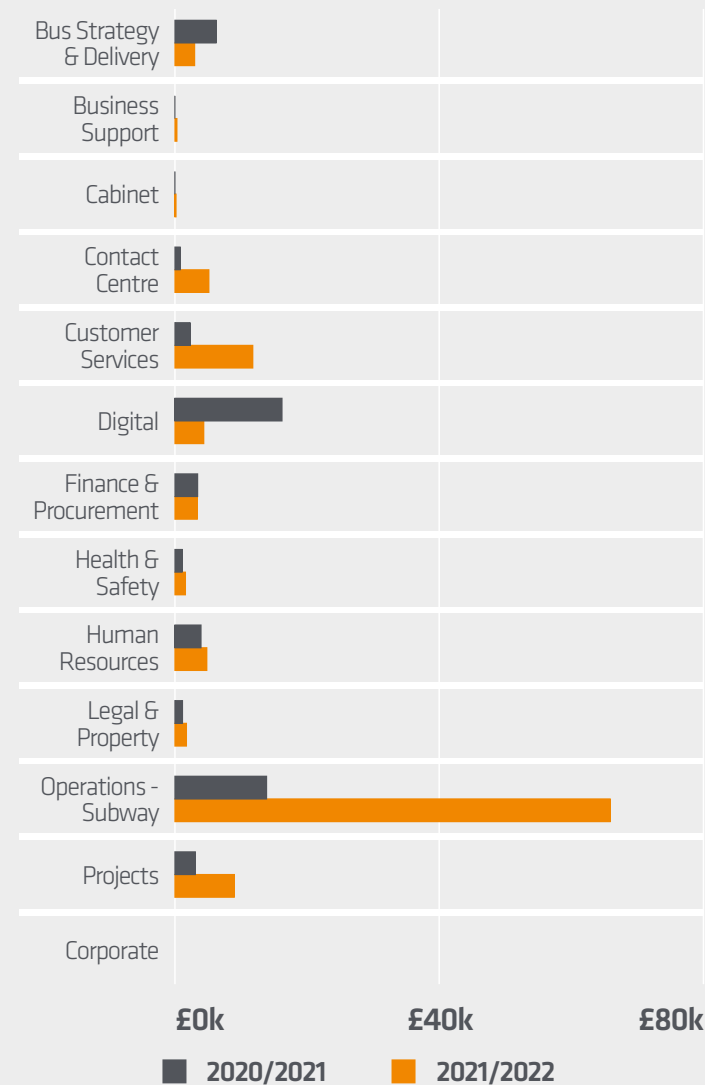
SPT recognises the importance of continuously improving our business, reviewing processes and adopting new technologies and good practice that enable us to deliver our core services in a cost-effective and relevant way. Our people are at the heart of this strategy and the HR department continued to support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

This was demonstrated with the recruitment of 41 new staff during 2021/2022 across all functions in various positions. In addition, two mature and three modern apprentices completed their Apprenticeship at the end of 2021 and were placed in technical craft roles within our Maintenance function and three graduates completed their Graduate Programmes and were placed in roles within our HR, Policy & Planning and Subway Operations functions.

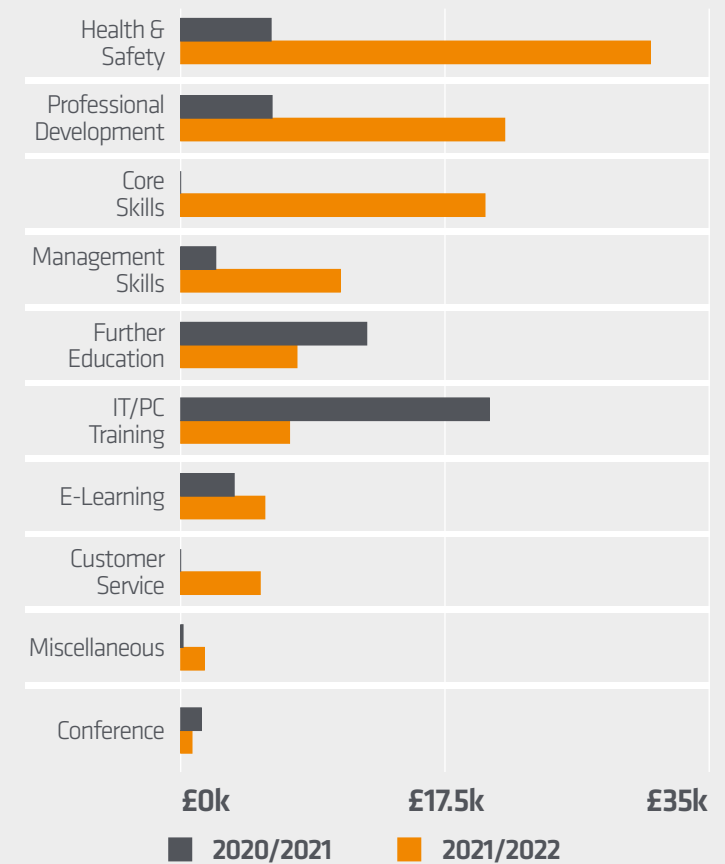
Learning and Development

Despite the restrictions from COVID, SPT invested £136k in staff learning and development over the course of 2021/2022, a significant increase (72%) on 2020/2021. This reflected the easing of Covid restrictions, an increase in demand and appetite for learning, as well as utilising different methods of delivery for training.

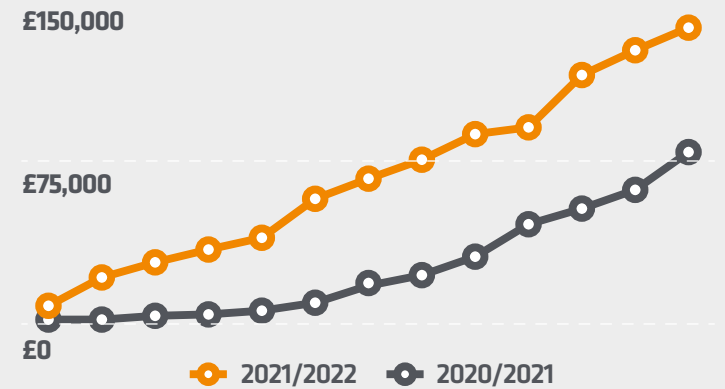
Spend per directorate:



Spend per category:



Cumulative Spend:



The highest category of spend captured was Health and Safety (£31k), with the highest percentage of budget spend on Subway Operations staff (£66k) who make up 58.5% of the workforce.

With the impact of COVID-19, SPT has taken the opportunity to revise its approach to learning and examined ways to do things differently, encouraging the organisation to adopt new ways of learning. We took advantage of new technologies needed to work and learn “any time or any place” supporting learning during the flow of everyday work. Staff benefitted from webinars and online courses, have been involved in knowledge sharing across departments as well as accessing online briefing sessions by colleagues in relation to good practice.

In addition, we have developed and rolled out new compliance modules during the past 12 months incorporating such topics as Cyber Security, Employee Code of Conduct and Social Media Best Practice. These modules will become part of a rolling programme and the foundation of any new employee’s induction process, as well as helping to meet our Public Sector obligations.

As always, we have maintained a focus on mandatory health and safety requirements, ensuring the safety of our staff and customers at all times. As part of Subway modernisation, a significant effort was made to develop and roll out new Live Line Possession briefings, targeting PTS (Personal Track Safety) card holders and PICTS (Person in Charge of Track Safety). The purpose of the briefings is to make everyone working in the system aware of the new hazards, how these have been controlled, and explain the changes in our rules, processes and procedures in preparation for testing new trains in the Subway system starting in April 2022.

In addition, a new rulebook for Subway Operations was created as part of the modernisation programme, with online modules rolled out to all relevant personnel via Moodle (a learning management system), and course completion was monitored over a three-week period to ensure staff were fully briefed prior to the rulebook going live on 1 August 2021.

Within our Bus Strategy and Delivery Department and Contact Centre, we are keen to create an environment where there are continual internal learning opportunities. Importantly, this allows for resilience and contingency planning, ensuring a more targeted and effective method of learning for these departments which involves no external cost.

All staff within the Contact Centre participated in training provided by The Samaritans to get a better understanding of how to have conversations with vulnerable people. This took place over two, three-hour sessions. On a daily basis, SPT Contact Centre staff speak with some of the most vulnerable and isolated people in our society and feedback from staff suggests the training helped equip staff with the skills and confidence to handle challenging conversations in a sensitive and professional way.

Of particular significance and on the back of COP26, the Strategy Group along with other senior officers attended Climate Emergency Training provided by Keep Scotland Beautiful. This was in order to develop skills and knowledge in relation to the climate change, climate adaptation and carbon management. This involved self-study and reflecting on their own carbon footprint. The course content covered the issues below:

- Understand the science of climate change
- Understand how our organisation will be impacted by climate change
- Appreciate the significant changes ahead as Scotland moves to a low carbon future
- Identify practical actions SPT can take to reduce emissions and future-proof our business

To help facilitate our Equality Impact Assessment process, the decision was taken to increase awareness of unconscious bias. The Steering and Delivery Groups attended both Unconscious Bias training provided by Age Scotland and Equality Impact Assessment training by Fraser Consultants. This was to highlight how our biases can impact on how we interact with people, and to stress the importance of giving due consideration to protected characteristics and equality prior to policy making decisions or changes.

Our message to all staff is “see through the eyes of others”.

Health and Safety



SPT Health and Safety continued to face challenges managing COVID-19 and subsequent restrictions on our day-to-day operations.

Throughout the pandemic SPT has maintained public transport for key workers and as people started to return to their workplaces. The wide range of strategies and control measures adopted at the start of the pandemic evolved so that SPT could continue to provide a safe working environment for frontline staff and passengers. SPT continued to follow all Scottish Government and Public Health advice and guidance.

Risk assessments continued to be reviewed regularly to ensure they were up to date with guidance and best practice for managing Covid-19 within all SPT premises. Changes and controls required under the risk assessments were communicated to staff as required. Changes which affected passengers were communicated through location signage and through media campaigns.

As the restrictions eased, it was possible to have staff return to the workplace. SPT supported staff working from home to move to hybrid working arrangements. Prior to the reopening of offices, additional checks were carried out on buildings and systems before staff returned to the office environment.

Physical control measures such as signage, physical distancing measures and provision of PPE to staff continued. SPT continued to provide cleaning materials in all premises for staff use.

Our cleaning contractor continued their enhanced cleaning regimes in our workplaces, public areas of SPT and on Subway. Staff and passengers were encouraged to use hand sanitiser that was made readily available.

In public areas, SPT continued to provide guidance to passengers regarding social distancing, wearing of face masks and hand hygiene. Public announcements were broadcast regularly reminding people not to travel if they had symptoms and that face coverings were required for their journeys on the SPT Subway.

Unfortunately as patronage has increased, so have incidents of anti-social behaviour. Anti-social behaviour and verbal abuse towards staff has continued to increase during this year. SPT is working with other transport operators, British Transport Police, Police Scotland, and Transport Scotland to deal with this issue.

Through our own social media and in our stations we continue to highlight that such behaviour will not be tolerated towards our staff or passengers and will be reported to Police Scotland.

Facilities and Customer Services

Our in-house Facilities Team completes both planned and reactive maintenance across the SPT estate. The team drives cost efficiencies and through swift response times are able to solve defects in a timely manner. The Facilities Maintenance (FM) Team also work to enhance SPT's infrastructure, through various improvement projects.



6,600

During 2021/2022, the Facilities Team completed over 6,600 jobs.

Some of the additional project work completed in the past year includes:

- Resolving condensation issues and handrail repairs at Subway stations
- Modifying office space at Broomloan Depot
- Rebranding and refurbishment at East Kilbride Bus Station to bring in line with other bus stations
- Installation of footfall cameras, digitalized signage and larger information screens in Buchanan Bus Station
- Upgrading of Seaward Street stores to enhance lighting and make better use of space

Some future plans include upgrading of high mast lighting to LED in Hamilton Bus Station and the relocation of Public Address and Voice Alarm (PAVA) system in East Kilbride Bus Station.

The Customer Services department provides assurances to SPT stakeholders that objectives are being met and are monitored for continuous improvement. We benchmark customer standards within the organisation and are responsible for ensuring frontline and maintenance personnel are provided with corporate work wear and have access to the right PPE.

In addition to this, the department oversees various goods and service contracts, ensuring key deliverables are achieved; from contract mobilisation until expiration. In 2021/2022, we have mobilised new contracts which are key to SPT's operation. We have streamlined and consolidated our supply streams which will provide cost efficiencies.

Customer Services manages SPT's vehicle fleet, ensuring key maintenance is carried out in line with manufacturer requirements. SPT has introduced electric vehicles in the past few years which has assisted with reducing SPT's carbon footprint. We will continue to explore more energy efficient vehicles as the market innovates.

COVID-19 Impact

In line with other departments within SPT and indeed most other organisations, COVID-19 has impacted on our revenue streams. We have witnessed a reduction in bus departure charges, ticket sales commission, public toilet revenue, left luggage revenue and advertising revenue streams. We are confident revenue streams are starting to return, however we will continue to explore further revenue generating opportunities.

Customer Services continuously monitor supply chains to ensure business continuity.

From strengthening SPT's cleaning service contract delivery, continuing with sanitising products for both staff areas and passenger interfaces, we have maintained control measures during the continued pandemic.

Our distribution function has also provided great assistance to staff as they return to the office, by co-ordinating and returning computer and office equipment.

Our front-line bus station and Subway personnel remain committed to serving the travelling public, through continued service provision and the change in social distancing measures. The importance of this has allowed public transport to be provided in a safe environment.

Recognising and Supporting Equality, Diversity and Inclusion



SPT is committed to advancing 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](#) sets out how we aim to achieve this.

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

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

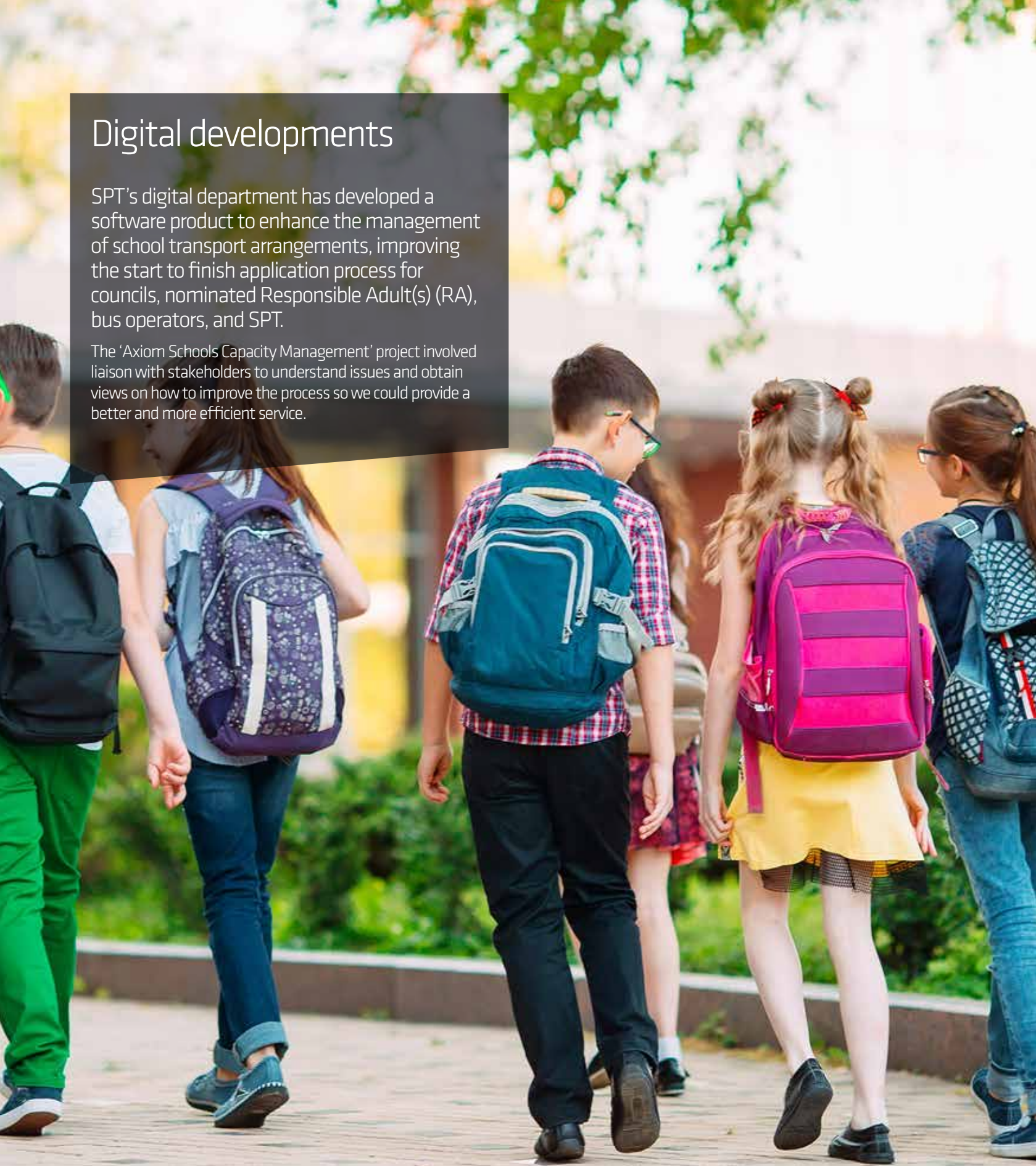
This will help to ensure the strategy meets people's needs and is focused on ensuring the transport network is accessible for all.

We are also working to ensure our future equality outcomes are most relevant to passenger day to day travel needs. This includes development of improved passenger assistance and undertaking training for our senior management team on equality impact assessment and unconscious bias in order to better understand the needs of all transport users.

Digital developments

SPT's digital department has developed a software product to enhance the management of school transport arrangements, improving the start to finish application process for councils, nominated Responsible Adult(s) (RA), bus operators, and SPT.

The 'Axiom Schools Capacity Management' project involved liaison with stakeholders to understand issues and obtain views on how to improve the process so we could provide a better and more efficient service.



Arranging school transport is complex, requiring child transport applications to be submitted to the council by the RA, the council deciding if transport is appropriate and informing of the decision. Successful applications require the council to notify SPT who then allocate the applicant to a contract, confirm arrangements with the operator and advise the RA.

This application process relied on SPT’s legacy PTIS software (Public Transport Information System) for two-way updating of records and notifying changes to school transport arrangements.

With this complexity in mind, SPT’s digital and projects teams set about improving the process with the project objective to deliver an efficient process for organising transport for school children across the west of Scotland.

Issues addressed included:

- PTIS was dated, councils reported it difficult to use, inefficient and SPT considered it no longer fit for purpose
- Councils required licences to access PTIS, often one per council meaning only one person at a time could update records and request transport. Those without licences used virtual machines which was inefficient
- PTIS gave councils limited information, meaning regular contact with SPT on applications was needed
- The process over relied on phone and email exchanges between SPT, Councils and operators. RAs had to be updated by post, often resulting in follow up communications with SPT
- Allocating transport was manually intensive, requiring SPT to identify an appropriate contract, schedule routes / pick-up points and notifying operators of changes.
- The process lacked automation, requiring active checking of changes and updates
- PTIS pre-dated latest General Data Protection Regulation (GDPR) standards.

The project has delivered a digital transformation in school transport application management. The biggest change being the move from PTIS to our web-based Axiom system used to monitor service performance. This offered integration of processes within Axiom, overcoming licencing and virtual PC issues, giving councils access with unlimited log-ins.

Information sharing has been vastly improved. Councils are now able to track application progress, access data and produce extracts for reports. The system helps councils answer questions, significantly reducing interaction with SPT.

Push notifications were introduced meaning emails were sent to the appropriate team as children were added/removed from the system, removing the need for continual email checking and reducing the risk of missing important updates. operators now receive contract change notifications automatically.

A major improvement is the contract suggestion tool, automatically matching school and child addresses and suggesting best contract match with optimum routing and pickup point, reducing the need for SPT manual scheduling.

There is also the introduction of individual child record management, helping overcome complex arrangements such as a child residing at multiple addresses or having multiple appointed RAs. Previously, these would have required separate duplicate inputs.

The introduction of automated communications now enables SPT to notify RAs via password protected email, of specific child transport arrangements.

Other benefits include:

- Enhanced GDPR compliance
- Web-based system, removes the need for confidential data to be “in transit”
- Reduction in paper and utilisation of email
- Real-time notifications and better data consistency
- Audit log for each child record.

Business Continuity meetings 2021/2022



Throughout 2021/2022, SPT continued to develop new ways of working to meet the challenges of the COVID-19 pandemic and provide continuity of service delivery to stakeholders.

In accordance with SPT's business continuity plan, the business continuity group continued to meet to co-ordinate arrangements across all services and update on key issues/changes from the impact of the pandemic.

The group was chaired by the Chief Executive and comprised of the Leadership team and senior operational and business support management across all services.

The business continuity group met via Microsoft Teams videoconferencing on a weekly basis between April and August 2021, then on a fortnightly basis from September 2021.

Outputs

During 2021/2022 more than 200 actions were recorded from business continuity meetings. These actions informed the following co-ordinated communications:

- All staff emails (updates on latest guidance and changes to service provision);
- Intranet articles;
- Strategy and procedural guidance;
- Committee reports;
- Website updates; and
- External communications to stakeholders.

Marketing

The marketing strategy for 2021/2022 saw a number of SPT campaigns return to the forefront of our activity. Whilst COVID-19 continued to impact us during the first six months, from September onwards we were able to start publicising SPT's services once more, albeit in a cautious manner.

Rediscover Glasgow

- Ran throughout **June and July**
- Objectives were to encourage Glaswegians to **re-engage with Subway**
- **Over 142,000 Impressions** achieved
- **2332 Engagements**

Hello Future

- Ran throughout **September and October**
- Objectives were to **increase awareness of Subway** amongst new students and encourage existing
- **Over 1.5 million digital Impressions** achieved
- **5546 clicks** to our website
- **TikTok successfully trialled** for the first time

Just The Ticket

- Ran during **August**
- Objectives were to **raise awareness of PAYG** options and **covert paper ticket users** to Smartcards
- Almost **19,000 Impressions** achieved
- **224 Engagements**

COP26

- Ran during in the **run up to and during COP26** in November
- Over **236,000 Impressions** achieved
- Almost **10,000 video views**
- Over **6,000 Engagements**
- Almost **3,000 new story views** on our website



Social Media   

Our social platforms proved to be a key channel in supporting our messages throughout 2021/2022. Whilst our approach continued to support COVID travel guidance on our Travel Twitter channel, we were able to support other significant campaigns such as COP26, Subway train testing and our 125th anniversary.

- Net audience **growth of 1,598.7%**
- Total Impressions **increased by 64.2%**
- Link clicks **increased by 250.8%**
- Facebook, Instagram and LinkedIn Engagements **increased by an average of 214.3%**
- Video views **increased by 21.8%**

Festive Timetable

- Ran throughout **November and December**
- Over **1.1million digital Impressions** achieved
 - **4.3k page views**
 - **337 new social followers**
- **Exceeded industry average** click-through rate across all platforms

Explorers

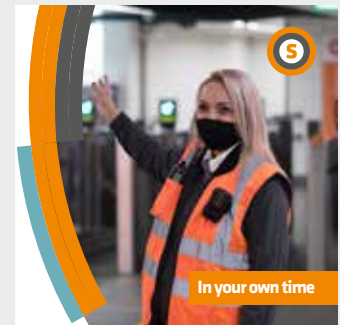
- Ran across **February half term and Easter holidays**
 - **453,447 Impressions**
- Introduced a **new audio trail element** to our Easter campaign
 - **1825 landing page views**
 - **194 new social followers**
- **Exceeded industry average** click-through rate across all platforms

125

- Ran from **December to February**
- Almost **500,000 digital Impressions** achieved
 - Over **5.5million TV Impressions**
 - **5476 link clicks**
- Over **500,000 engagements**

COVID

- Continuous messaging **throughout the year**
 - **649,944 Impressions**
 - **5.8k Engagements**
- **5056 unique page views** of dedicated web page





Stance

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S 900	Edinburgh	21:00
S 900	Edinburgh	21:20
S 900	Edinburgh	22:00
S 900	Edinburgh	22:30

Stance

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Please Refer To Signage

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Online

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

Your suggestions

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

General enquiries

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

By post

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131 St. Vincent Street, Glasgow G2 5JF