

*joining up
journeys*

SPT

partnership minute

Strathclyde Partnership for Transport

Minute of meeting

12 June 2009

held in Consort House, Glasgow

contact officers:

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Minute of the meeting of the Strathclyde Partnership for Transport held in Consort House, Glasgow, on 12 June 2009.

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|-----------------|-------------------|--------------------------|
| Present: | East Renfrewshire | Charlie Gilbert (depute) |
| | Glasgow | Archie Graham |
| | Glasgow | Matthew Kerr (depute) |
| | Glasgow | Tommy Morrison |
| | Glasgow | George Roberts |
| | Glasgow | Alistair Watson (Chair) |
| | North Lanarkshire | David Fagan |
| | South Ayrshire | Bill Grant |
| | South Lanarkshire | Ian Gray |
| | Appointed Member | John Boyle |
| | Appointed Member | Liz Connolly |
| | Appointed Member | Tom Hart |
| | Appointed Member | Alan Malcolm |
| | Appointed Member | Bill Ure |

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|-------------------|---------------------|-------------------|
| Apologies: | Argyll and Bute | Duncan MacIntyre |
| | East Ayrshire | Bobby McDill |
| | East Renfrewshire | Eddie Phillips |
| | Glasgow | Jim McNally |
| | North Ayrshire | John Reid |
| | North Ayrshire | Tom Barr (depute) |
| | North Lanarkshire | Robert Burrows |
| | Renfrewshire | Marie McGurk |
| | South Lanarkshire | Davie McLachlan |
| | South Lanarkshire | Chris Thompson |
| | West Dunbartonshire | William Hendrie |
| | Appointed Member | Elizabeth Cameron |
| | Appointed Member | Niall McGrogan |
| | Appointed Member | Gavin Scott |

Attending: Terry Lynch, Depute Clerk; Ron Culley, Chief Executive; Gordon MacLennan, Assistant Chief Executive (Operations); Rodney Mortimer, Director of Policy and Strategy and Eric Stewart, Director, Bus Operations.

1. Minute of previous meeting

The minute of the meeting of 17 April 2009 was submitted and approved as a correct record.

Arising from the minute with regard to page 14 paragraph 14(d), Mr Stewart advised members of a change to the number of vehicles procured from Optare and Bluebird due to better seating configurations. He advised that the number of vehicles from Optare had been reduced from 9 to 4 and that the number of vehicles from Bluebird had increased from 11 to 17 at no extra cost.

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2. Committee minutes

The minutes (issued) of the undernoted committees were noted subject to the inclusion of Alan Malcolm in the list of those attending the Strategy and Programmes Committee meeting:-

- (1) Personnel Committee of 17 April 2009;
- (2) Operations Committee of 1 May 2009; and
- (3) Strategy and Programmes Committee of 15 May 2009.

3. Membership update

Mr Lynch informed members that Argyll and Bute Council had intimated a change to its representation on the Partnership. He explained that Councillor Roderick McCuish had been appointed to replace Councillor John Semple as deputy. The Partnership noted the position.

4. West of Scotland Conurbation Public Transport Study

[Click here to view report](#)

There was submitted a report (issued) of 27 May 2009 by the Assistant Chief Executive (Business Support) advising members

- (1) of the output of the West of Scotland Conurbation Public Transport Study (WSCPTS), which was an extensive and detailed investigation into how the region's transport system could be adapted on an incremental basis over the next 15 years to meet challenges of increasing congestion and pollution;
- (2) that the report had identified a number of issues as constraints on the current transport system and its growth and had identified potential public transport interventions which would address
 - increasing rail patronage;
 - ageing trains and rail infrastructure;
 - line capacity constraints on the approaches to Central and Queen Street stations;
 - how to deal with cross city suburban rail movements;
 - the need to improve public transport integration, including the Subway;
 - the demand for integrated ticketing;
 - how to improve bus service frequency and quality; and
 - how to access proposed developments including the expansion of the Southern General Hospital, the new arena at SECC, the new riverside transport museum, redevelopment of the Ravenscraig site and the Commonwealth Games village;
- (3) that the WSCPTS report proposed

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- (a) the conversion of a number of shorter distance heavy rail lines to light rail lines, principally the Cathcart circle line;
 - (b) the introduction of a number of Bus Rapid Transit routes including the previously proposed Fastlink routes;
 - (c) the establishment of a core network of high frequency, high quality bus services which would be given priority over other road traffic; and
 - (d) the provision of integrated ticketing, marketing and information services; and
- (4) informing members
- (a) that as the recommendations were wide ranging and would result in radical changes to the existing public transport system, the support of other organisations, including councils and Transport Scotland would be required; and
 - (b) that in addition to the recommended changes to services and infrastructure, it would be necessary also to improve other aspects of the public transport experience to attract new patronage, including sufficient and timely information to enable passengers to make informed choices about their journey and a new integrated ticketing system to ensure fast and effective interchange between all modes of public transport.

After considerable discussion and having heard Mr Mortimer in answer to members' questions and give a presentation providing details on

- (i) the key issues of the study;
- (ii) an analysis on travel demand in the future, including blends of heavy rail, light rail, Subway, Bus Rapid Transit and bus services; and
- (iii) the rail network including possible new stations,

the Partnership thanked Mr Mortimer for his informative presentation and

- (A) noted the contents of the report;
- (B) endorsed the principle of providing a "turn-up-and-go" integrated public transport network that included heavy rail, light rail, the Subway, Bus Rapid Transit, core bus services and feeder bus services; and
- (C) agreed
 - (aa) the commencement of development work on parts of the network that could be delivered by SPT;
 - (bb) that further discussions take place with Transport Scotland on the proposed heavy rail network and light rail conversions; and

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- (cc) that further discussion with councils, other key stakeholders and transport operators take place on the details of the proposals including how these could be delivered and funded over the next 15 years; and
- (D) agreed also that the NHS be asked to make a presentation at a future Partnership detailing the plans and possible transport connections for the new Southern General Hospital.

5. Operational sustainability and financial stability

[Click here to view report](#)

There was submitted a report (issued) of 29 May 2009 by the Chief Executive

- (1) advising members of the potential impact which the current economic conditions and tightening of public service expenditure could have on the operational sustainability of SPT;
- (2) seeking agreement on a series of actions intended to address these issues;
- (3) detailing the key areas of success since the formation of SPT in 2006, designed to enhance efficient working and to develop a more effective customer and stakeholder engagement all within the backdrop of limited increased funding and ever increasing expectations on service delivery;
- (4) reminding members
 - (a) that in addition to funding received from the Scottish Government, SPT currently requisitioned £38.3m from councils to deliver SPT services, in addition to £33.7m to cover the cost of agency services delivered directly on behalf of councils i.e. school travel, maintenance of bus stops and shelters etc; and
 - (b) that an annual capital grant of £30m had been received from the Scottish Government in 2009/2010 which was expected to fall to £20m in 2010/2011; and
- (5) indicating that to deal effectively with the pending and potential pressures on funding, the Chief Executive sought agreement for
 - the implementation of the ongoing voluntary severance programme in a more proactive manner;
 - a review of all temporary staffed posts, with immediate effect;
 - the development of a business case to support future borrowing for replacement of current subway rolling stock in view of the increasingly high cost of maintenance, and discussions to be held with the Scottish Government and Transport Scotland, with a paper to follow in due course;
 - continued consultation with trade unions on a review of terms and conditions of all staff, including where necessary pay modelling and job evaluation, with a paper to follow in due course outlining improvement in respect of existing terms and conditions;

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- further development of the use of the limited capital funding available to support “spend to save initiatives” consistent with the ethos of the recent bus fleet procurement with a proposal to extend the initiative into other areas including the use of technology to drive business change and efficiencies; and
- active engagement with partners (local authorities, the health service and other RTPs) on the shared services agenda which should provide benefits for all.

After having heard Mr Culley in further explanation of the report, the Partnership

- (i) noted
 - (A) the contents of the report; and
 - (B) the outcome and successful status of the last series of measures as listed in appendix 1 to the report; and
- (ii) approved the implementation of the further actions as detailed at (5) above.

6. Buchanan Bus Station

The Assistant Chief Executive (Operations) gave a presentation on the proposed extension of Buchanan Galleries which

- (1) provided members with details of proposed plans for the development of Buchanan Galleries; and
- (2) informed members
 - (a) that SPT had been approached by Buchanan Gallery Partnership who saw the space above the Bus Station as a development opportunity;
 - (b) that such development would be of benefit to Buchanan Bus Station providing an extra 9 stances and 2 layovers; and
 - (c) that a special meeting of the Partnership might have to be called before the planning permission stage to discuss the plans in more detail.

Following discussion and having heard Mr Maclennan and Mr Culley in answer to members' questions, the Partnership noted the position and thanked Mr Maclennan for his informative presentation.

7. Stakeholder, employees and customer survey results 2008/09

[Click here to view report](#)

There was submitted and noted a report (issued) of 26 May 2009 by the Chief Executive

- (1) providing members with a high level analysis of the stakeholder, employee and customer survey results for 2008/2009;

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- (2) informing members that SPT was committed to ensuring that its customers received an excellent level of service and that these services were reviewed and improved to ensure they continued to meet current and future needs; and
- (3) advising members
 - (a) that significant steps had been taken over the years to engage with customers and determine levels of satisfaction both internally and externally;
 - (b) that the surveys had resulted in the implementation of a number of action plans which would be evaluated the following year; and
 - (c) that the process was now embedded within the organisation and supported SPT's continuous improvement ambitions.

8. Continuous improvement

[Click here to view report](#)

There was submitted and noted a report (issued) of 26 May 2009 by the Chief Executive

- (1) providing members with a progress update on SPT's continuous improvement to date and its future plans and targets for the coming years;
- (2) reminding members
 - (a) that on his appointment in April 2006, the Chief Executive had identified four "Big Ticket" priorities, one of which was continuous improvement;
 - (b) that based on previous experience, the European Foundation for Quality Management (EFQM) Excellence Model had been adopted as a framework for delivering excellence; and
 - (c) that a Head of Organisation Development had been appointed in October 2006 with the responsibility of implementing the EFQM excellence model;
- (3) advising members
 - (a) that an internal assessment against the EFQM excellence model had been carried out in 2007 to establish SPT's starting point, with a further self assessment carried out in 2008 to monitor progress;
 - (b) that an external assessment had been carried out in 2009 by Quality Scotland; and
 - (c) that over the next 12 months, SPT would continue to implement its action plans in support of continuous improvement and would focus its attention, in particular on achieving accreditation to the Investors in People standard and the environmental standard ISO14001;
- (4) listing a number of external awards and accolades achieved by SPT since 2007; and

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- (5) appending a detailed list outlining a number of key milestones together with target dates for completion for the period 2007 and 2013.

9. Transport outcome reports

[Click here to view report](#)

There was submitted a report (issued) of 26 May 2009 by the Assistant Chief Executive (Business Support)

- (1) informing members of the role of the Transport Outcome Reports (TORS) including
 - SPT's engagement with partners to develop the TORS;
 - the contribution they made to the Single Outcome Agreement process; and
 - future proposed improvements to the TORS;
- (2) advising members
 - (a) that the TORS set out shared transport priorities between SPT and its constituent councils;
 - (b) that the TORS enabled community planning partners to deliver on the outcomes in their Single Outcome Agreements; and
 - (c) that SPT would refresh the TORS annually to ensure that they reflected transport priorities in each council and continued to support Single Outcome Agreements; and
- (3) appending North Ayrshire Council's TOR as an example.

After discussion and having hearing Mr Mortimer in further explanation and advise members that TORS for their individual councils would be available after the meeting, the Partnership

- (i) noted the contribution TORS had made to effective partnership working between SPT, councils and community planning partners in identifying transport priorities, ensuring that they were aligned to national, Regional Transport Strategy and local outcomes and helping to deliver shared transport ambitions for the West of Scotland; and
- (ii) approved the endorsement by the appropriate Ambassador of each community planning partnership's Single Outcome Agreement as a formal corporate commitment of the Partnership.

10. Carbon reduction commitment

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There was submitted a report (issued) of 26 May 2009 by the Assistant Chief Executive (Business Support)

- (1) informing members

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- (a) of the forthcoming Carbon Reduction Commitment (CRC) requirements, a cap and trade scheme for large energy users which was due to commence in April 2010;
 - (b) that the CRC covered approximately 5,000 private and public sector bodies in the UK, including SPT, which used more than 6,000 megawatt hours of electricity a year; and
 - (c) that the CRC placed a legal duty on SPT to report on its energy consumption and to purchase carbon emission allowances on an annual basis;
- (2) advising members that the CRC would place additional financial and resource burdens on SPT from 2010 and, in order to minimise the associated costs, steps would need to be taken to reduce energy consumption at SPT sites; and
 - (3) outlining the potential next steps for working with Partnership councils.

After consideration, the Partnership noted that SPT would

- (i) further develop an energy consumption monitoring procedure as part of the Environmental Management System (EMS);
- (ii) use energy consumption monitoring information to estimate the future costs of CRC allowances and inform financial planning;
- (iii) use EMS development and further Carbon Trust consultancy to identify a range of cost effective energy efficiency measures for consideration;
- (iv) assess the cost/benefit of installing automatic meter reading equipment where appropriate; and
- (v) use the information collated on energy consumption to provide positive publicity for the organisation and investigate the possibility of looking at the carbon footprint for specific journeys per individual in comparison to a car taking a similar journey and publicise this at Subway stations, travel centres and on the web.

11. Subway progress on ROGS and ISO quality certification

[Click here to view report](#)

There was submitted a report (issued) of 20 May 2009 by the Assistant Chief Executive (Operations)

- (1) updating members on the significant success of the continuous improvement programme within the Subway, underlining a step change in safety management, business practices, processes, procedures and customer service standards;
- (2) advising members
 - (a) that the Railways and Other Guided Transport Systems (Safety) Regulations 2006 (ROGS) which had come into force in 2006 put in place some of the main

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requirements of the Safety Directive on railways in Great Britain, including the maintaining of a Safety Management System (SMS); and

- (b) of the substantial progress with ISO 9001:2008 Quality Certification
- (3) informing members
 - (a) that in January 2009 the ORR had carried out a two day inspection within the Subway as part of a five year audit plan and had found the arrangements to be fully implemented with some minor issues identified during the inspection dealt with at the time; and
 - (b) that commencing on the 16 March 2009 an intensive four day and one night audit had been undertaken by RIQC, the culmination of which was the award of the ISO 9001:2008 Quality Certification for the maintenance and repair of Subway rolling stock and plant

After consideration of the report, the Partnership noted the significant progress made by the Subway over the last six months in securing both ROGS and ISO 9001:2008 Quality Certification.

12. Installation of civil works for trainwash

[Click here to view report](#)

After consideration of a report (issued) of 26 May 2009 by the Assistant Chief Executive (Operations), detailing tenders received for the installation of civil works for the new train wash installation at Broomloan Depot, the Partnership approved acceptance of the lowest tender and best value option by George Leslie Ltd in the sum of £665,473.06.

13. Media report

[Click here to view report](#)

There was submitted a report (issued) of 3 June 2009 by the Assistant Chief Executive (Business Support)

- (1) enclosing a report provided by the media monitoring company Pressdata summarising the media coverage on SPT's activities during the months March and April 2009; and
- (2) informing members
 - (a) that media coverage for March had a higher than average number of adverse articles, largely as a result of the suggested impact of the M74 piling works on the Subway tunnels thereby disrupting Subway services;
 - (b) that there was also positive media coverage for March in regard of plans to invest an additional £5m in Park 'n' Ride and new investment in Dial-a-Bus and Ring-n-Ride services; and

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- (c) that in April stories linked to SPT's capital plans for Subway modernisation and investment in local council areas had raised the positive and factual quota to 91%.

After consideration, the Partnership noted the terms of the report.