



## Progress on Corporate Plan Delivery

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**Date of meeting** 15 December 2023

**Date of report** 22 November 2023

### Report by Chief Executive

#### 1. Object of report

To provide the Partnership with an update on the Corporate Plan delivery, as proposed in a report to the Partnership in September 2022.

#### 2. Background to report

The Partnership approved a report of 22 September 2022 at its meeting of 30 September 2022 [Partnership Report 30 September 2022](#).

Members will recall an Interim Corporate Plan was produced to cover the duration of transition during the development of a revised Regional Transport Strategy (RTS) and further internal strengthening of the processes in SPT to link the RTS to service plans, budget planning, etc

The Interim Corporate Plan was intended to give a clear statement to the Partnership and all SPT stakeholders of how we intended to approach our aim to be a collaborative and informed partner, and also to set out the standards and outcomes of our leadership and staff.

The Interim Corporate Plan set out strategic objectives as they were forming from the RTS development, based on clear evidence of need and an initial set of deliverables. Given this was the first Interim Corporate Plan submitted to the Partnership for some time, it was agreed at a leadership level to set out an ambitious plan, thus reinforcing the need for delivery.

In support of this, a Corporate Plan Assurance Programme Management Team has also been established from within current resources to ensure strong, robust and consistent internal reporting of progress.

#### 5. Current status

Attached as Appendix 1 is the first monitoring report of the Interim Corporate Plan deliverables. As stated previously, the leadership team consciously set out challenging deliverables, recognising that at the time of development, many issues in the operating environment remained unsettled e.g. RTS in development, ending of C-19 related restrictions, etc.

As can be seen, despite the challenging environment, much has been achieved and most importantly, delivering frontline services has continued with service levels improved across the organisation.

Progress has been made in setting out the basic infrastructure and evidence-lead policies to build robust Action Plans, supporting business cases and, subject to securing funding, delivering on the ground – which all contributes to a modern, 21st-century transport network.

Members are asked to note that SPT has reported on a RAG basis against those actions originally identified. Many other activities and deliverables have also been achieved, including considerable early work on getting SPT ready to lead the Clyde Metro project, support of the UCI Cycling event and considerable stakeholder engagement in a positive and approachable tone.

#### 4. Partnership action

The Partnership is recommended to:

- (i) consider and note the progress made to date; and
- (ii) agree that an update of the Interim Corporate Plan covering the next 3–5-year period, supporting the RTS, should be presented as part of the Budget in March 2024.

#### 5. Consequences

Policy consequences	<i>None directly.</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>

<b>Name</b>	Lesley Aird	<b>Name</b>	Valerie Davidson
<b>Title</b>	<b>Director of Finance &amp; Corporate Support</b>	<b>Title</b>	<b>Chief Executive</b>

*For more information on this report please contact Valerie Davidson, Chief Executive, on 0141 333 3298.*

## APPENDIX 1

### INTERIM CORPORATE PLAN 2022-2023 DELIVERABLES

Planned Action	Date Due	Current RAG Status	Notes
Continued service delivery of our core activities	Ongoing		<p>SPT has continued to deliver services – as examples:</p> <ul style="list-style-type: none"> <li>• subway patronage is now circa 100% of pre pandemic</li> <li>• Bus station services remain busy with continued work on customer service facility upgrades includes information screens, lighting etc</li> <li>• Supported bus continues to fill gaps in commercial services with patronage in excessive pf pre pandemic levels</li> <li>• Bids for additional funding submitted – Scotzeb, Community Bus Fund etc</li> <li>• Smartzone card enters testing phase prior to roll out.</li> </ul>
Development and delivery of projects and initiatives in the SPT Capital & Revenue Programmes	Ongoing		As above – see S&P Committee Report of 24 November 2023 detailing successful delivery and support to delivery by other stakeholders.
New Regional Transport Strategy (RTS) – present for approval to Partnership	Dec 2022		Presented to Partnership in March 2023, finalised and approved by Transport Minister July 2023.
RTS Delivery Plan – present for approval to Partnership.	March 2023		Following Ministerial approval, work ongoing with a proposal to present in early 2024.
Ongoing business improvement through service reviews	Ongoing		Service improvements in SPT Contact Centre and Bus Infrastructure team and processes completed 2023. Next review commencing Q1 2024.
SPT Corporate Plan 2023-28 – present for approval to Partnership	June 2023		Follows RTS and now aligned with budget planning process. To be presented with 2024 onward budget plan March 2024. In addition, and to support delivery a revised structure and approach has been implemented to ensure robust and consistent reporting. The Head of Corporate Programme Assurance reporting directly to CEX.

Planned Action	Date Due	Current RAG Status	Notes
Subway – introduce new rolling stock into service	by Summer 2023		Phased introduction of the first new rolling stock in the system for 40+ years expected phased introduction due pre xmas 2023. Meantime. Daily service continues with legacy fleet so continued operation throughout. This is the first step to the new system.
Development of a modernised Target Operating Model (TOM) for Subway	Summer 2023		Work underway with a formal steering group focusing on the service expectations at each stage through to UTO, and the matters to be addressed to deliver. All work is focused on the service levels and customer expectations of a 21 <sup>st</sup> century system and city.
Adoption of modernised maintenance regime to support new fleet and signalling system	Summer 2023		Related to delivery of trains in service – training of staff underway.
MyBus Review of Service Design and Operation – deliver Stage 1 of the review	Dec 2022		Stage 1 complete and implementation of agreed actions now underway. Reports to Operations Committee on progress completed.
Future of School Transport Review (stage 1) – in partnership with North and South Lanarkshire Councils. Present outcomes of review to Partnership by December 2022	Dec 2022		Completed and reported to both Partnership and Audit & Standards Committee. Discussions continue with NLC. 2023 School transport planning and delivery to schedule. Work underway to ensure continued smooth transition for future years given local authority changes to specifications etc.
Future of School Transport Review (stage 2) – a fundamental review of school transport that takes account of emerging policy areas including the drive to increase active travel and implementation of U22 scheme across the region	Dec 2023		Consultants appointed and report expected by April 2024.

<b>Planned Action</b>	<b>Date Due</b>	<b>Current RAG Status</b>	<b>Notes</b>
Regional Bus Strategy and Action Plan – present programme for development	Dec 2022		Case for change report presented to Partnership in September 2023. Next stage for recommended options to be presented to Partnership in March 2024.
Public Affairs Strategy and Action Plan	March 2023		Now referenced as SPT’s Public Affairs and Stakeholder Strategy - complete and shared with Partnership and key stakeholders.
Review SPT’s approach to Leadership Succession Planning	March 2023		SPT People Strategy presented to Personnel Committee. In addition, significant change in leadership requiring recruitment externally allowed an opportunity to consider development and expectations of all senior staff.
Internal Staff Communications Strategy	Dec 22		Included as part of Stakeholder Strategy and People Strategy. More focus to internal comms planned for 2024.
Delivery of the Smart Zonecard ticketing solution	Dec 2023		Go live expected by May 2024.
Development of Buchanan Bus Station Masterplan that supports the drive to be a world class facility and aligns with changes within the city centre	Sep 2023		Scoping of masterplan underway, following discussions with Glasgow City Council and City Property. Costing and timelines for delivery in process of being developed.
Creation of a robust plan and action plan to drive the transition to net zero for SPT own services but also to influence other market players	Dec 2023		SPT Climate Change Strategy framework presented to Partnership in June 2023. Action Plan in development for presentation to Partnership in March 2024.