



SPT Annual Report 2020/2021

Date of meeting 17 September 2021

Date of report 30 August 2021

Report by Acting Chief Executive

1. Object of report

To recommend the Partnership consider and approve the final draft of the SPT 2020/2021 Annual Report, subject to 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 report to highlight the achievements of SPT during the year and the projects SPT has progressed and invested in across the region. It updates on the work SPT has done at a national level, responding to numerous consultations as well as local transport priorities.

This year, the report naturally is set against a backdrop of the impact of the Coronavirus pandemic both on SPT as an organisation and also the impact the pandemic has had on public transport generally at a local, national and global scale.

3. Current Position

Attached is a proposed final draft of the SPT 2020/2021 Annual Report which members are asked to consider and approve, subject to comments received which will be incorporated prior to publication. 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 very real and unexpected challenges we have continued to face since March 2020.

4. Recommendation

The Partnership is recommended to consider the proposed final draft SPT 2020/2021 Annual Report, and approve subject to final comments being considered for inclusion.

5. Consequences

Policy consequences *In line with Regional Transport Strategy.*

Legal consequences *None directly.*

Financial consequences	<i>None directly.</i>
Personnel consequences	<i>None directly.</i>
Equalities consequences	<i>None directly.</i>
Risk consequences	<i>None directly.</i>

Name Neil Wylie
Title **Director of Finance**

Name Valerie Davidson
Title **Acting Chief Executive**

For further information, please contact Valerie Davidson, Acting Chief Executive on 0141 333 3298.



Strathclyde Partnership
for Transport

Annual Report 2020/21

spt.co.uk/corporate



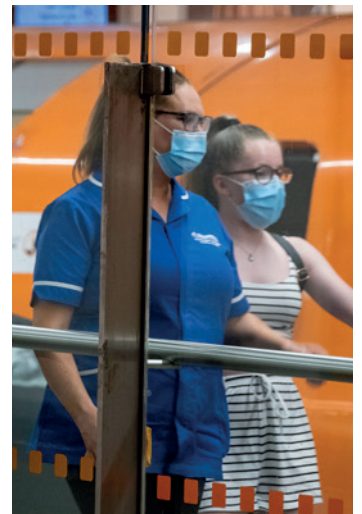




Strathclyde Partnership for Transport **Annual Report 2020/21**

Contents

SPT's role	4
Partnership	6
Impact of COVID-19 on travel	8
Travel demands and behaviours	12
Delivering services	22
Supporting travel choices	26
Carbon management	32
Our people	34



Foreword from SPT Chair



This past year has seen the world impacted in unparalleled ways by the COVID-19 pandemic. Those fortunate to have avoided illness and loss of life have faced disruption to normality including separation from family and friends, upturned working practices and restrictions on travel and social interaction.

Under more usual circumstances, an annual report is an opportunity for a public organisation such as SPT to highlight its achievements and successes furthering progress. This year, 2020/21, has been a year of extraordinary challenges, reaction and adaptation. The work SPT has undertaken this year, described in this report, reflect those different circumstances.

As Chair of SPT I'm proud to say our staff have, despite the many difficulties that COVID-19 brought personally, risen to the challenge. The team that is SPT proved themselves to be capable, resilient and dedicated to the needs of the public. Even while navigating the impact of the pandemic on their own lives, our staff continued to play a vital part in keeping transport services running – all while following the evolving guidance and policy of Government and health authorities to ensure as safe an environment as possible for our passengers. Maintaining a safe working environment has also been a key priority and I would particularly like to thank everyone for their efforts looking after each other as well as the public.

Behind the scenes, while delivering our own adapted services, SPT has worked to help partner organisations tackle tricky transport issues arising throughout the COVID-19 pandemic. This has included working to ensure safer school transportation for children across the West of Scotland and ensuring vital transport links are in place to get people to vaccination centres across the Strathclyde area. Transport to vaccination centres was vital for some of our most vulnerable citizens and invaluable for anyone taking public transport to get their jobs. With vaccination being our best hope in the battle against this virus, SPT has been playing its part to take society on the journey towards opening up.

Convenience of movement, let alone 'freedom of movement', is by many all too often taken for granted. While the pandemic has highlighted opportunities and limitations of remote working it has also highlighted the importance of transport to enable travel to explore our surroundings. Few in the transport sector doubt that patterns of transport will change longer-term - none in the transport sector are confident of how precisely the sector will look 'post-covid'.

All this disruption to economies and to travel is happening at a time when governments globally are struggling to find ways to address the worsening climate and wider ecological emergency. The effects are profound and being felt. We all face the consequences of the whole world's past and present climate emissions. With the transport sector being responsible for so much of our current climate emissions SPT's focus must increase on tackling the issue of truly sustainable transport solutions.

As the regional transport authority – particularly in the year our biggest city, Glasgow, will be hosting the global climate conference COP26 – SPT is actively looking for ways to help decarbonise transport. We want to provide and support Net Zero alternatives that the public as a whole will find attractive and will use to meet their transport needs. The task of going Net Zero is a task for all of us: a task for every level of government, every sector of industry and every part of civil society. Whatever aspirational targets anyone sets, the reality is we need to go 'Net Zero' (and where possible beyond) as soon as we can practically make it happen. SPT believes this means a change in approach to transport across the region – something we are keen to work on with others to make happen. Our future and that of future generations depends upon it.

A handwritten signature in black ink, appearing to read 'Martin Bartos', written in a cursive style.

Councillor Dr Martin Bartos
Chair, Strathclyde Partnership for Transport

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

We also provide subsidised bus services ensuring some of our most rural towns and villages remain connected, operate the region's bus stations, and administer ZoneCard and other tickets to help people connect their journeys.



Ensuring Business Continuity



The COVID-19 global pandemic had an instant impact on transport and operators across the world.

Like all businesses and organisation, SPT had to quickly establish new ways of working to ensure business continuity for however long the lockdown(s) would last and the pandemic would impact all our lives.

In accordance with SPT's business continuity plan, a business continuity group was formed to co-ordinate arrangements across services and update on key issues during the COVID-19 pandemic.

The business continuity group met formally for its first meeting on 16 March 2020. This was pre-lockdown, however it was fast becoming clear that concerns regarding the COVID-19 pandemic were going to have a major impact on everyday life and society.

On 23 March 2020, the UK Government imposed a national lockdown requiring everyone to stay-at-home apart for limited reasons with social distancing measures introduced.

Once the initial meetings were established the Business Continuity group began to meet formally on a daily, week day basis until 31 July 2020. The group is chaired by the Assistant Chief Executive and comprises of the Leadership team, senior operational management and business support management across all services. An action note is prepared after each meeting.

The initial meeting(s) were held in 131 head office with teleconferencing available to those members of staff based in other SPT office spaces. Post lockdown meetings were via teleconference before progressing to Skype videoconferencing on 6 April 2020 and subsequently to Microsoft Teams from 15 July 2020.

From 5 August 2020, meetings moved to weekly format as we continued to operate within a "new normal".

Throughout the pandemic, SPT has continued to operate Glasgow Subway, operate bus stations and provide bus services as well as continue to offer the full range of SPT services for key workers to commute to and from their workplace.



Read the latest travel guidance

Scottish Government planning

- In May 2020, the Scottish Government published Scotland's route map through and out of the crisis. This document outlines a five phase approach (lockdown and four phases) for decision making to vary restrictions to tackling the pandemic.
- In October 2020, the Scottish Government published the COVID-19 protection levels (also known as tiers or tier system) to set out measures that can be applied nationally or locally depending on the prevalence of the virus across Scotland.
- In March 2021, the Scottish Government published a timetable for easing coronavirus restrictions with indicative dates.

Outputs

Since the 16 March 2020, the Business Continuity group has met on 125 occasions. Meetings were daily until 17 July 2020; every two days from 22 July until 31 July 2020; and weekly from 5 August 2020 until now.

Each member of the group has contributed to the continuity of service delivery with more than 370 actions recorded from these meetings.

The Business Continuity group has co-ordinated the following outputs:

- All staff emails
- Committee reports
- External communications
- Intranet articles
- Restart plans: these plans highlight the mitigations put in place to ensure key services continue throughout the pandemic, works in operational areas are undertaken and to allow customers, employees, service providers, suppliers and other stakeholders to gradually return in accordance with COVID-secure government guidance.

Partnership (as at 31 March 2021)

With the introduction of a national lockdown, SPT's regular committee cycle was temporarily suspended. Initially Chair's Committees met to discuss and approve essential business, involving the chair, two vice chairs, the chair of the Audit & Standards Committee, and the Strategy Group comprising of the chief executive, assistant chief executive and director of finance.

In total there were four Chairs' Committee during 2020.

From 12 June 2020 committee meetings with members restarted virtually.

The SPT Partnership consists of 20 elected members representing the 12 local authorities in the west of Scotland and up to nine appointed members. The Partnership and Committees meet regularly, receiving updates and agreeing on key decisions regarding SPT business. In addition, we also undertook a full public appointment recruitment process to replace four appointed members.

The SPT Partnership met four times virtually in 2020/21.

More information at: spt.co.uk/corporate/partnership

The Strategy & Programmes Committee met three times virtually in 2020/21.

More information at: spt.co.uk/corporate/strategy-programmes-committee

The Operations Committee met three times virtually in 2020/21.

More information at: spt.co.uk/corporate/operations-committee

The Audit and Standards Committee met four times virtually in 2020/21.

More information at: spt.co.uk/corporate/audit-standardscommittee

The Personnel Committee met once virtually in 2019/20.

More information at: spt.co.uk/corporate/personnel-committee

SPT has responded to more than 20 consultations in the past year, contributing to and influencing debates on transport and wider public policy locally, regionally and nationally.



Dr Martin Bartos

Chair, Glasgow City Council –
Scottish Green Party



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



Colin Cameron

North Lanarkshire Council –
Scottish Conservative and Unionist



Graham Campbell

Glasgow City Council –
SNP



Ian Cochrane

South Ayrshire Council –
SNP



Richard Bell

Glasgow City Council –
SNP



Brian Davidson

Appointed Member



Marie McNair

West Dunbartonshire Council –
SNP



Maureen Devlin

South Lanarkshire Council –
Labour



James McNally

Appointed Member



Ann Faulds

Appointed Member



Michael McPake

North Lanarkshire Council –
Labour



Anne Follin

Appointed Member



Richard Nelson

South Lanarkshire Council –
Scottish Conservative and Unionist



Graham Hardie

Argyll and Bute Council –
Liberal Democrat



Donald Reid

North Ayrshire Council –
Labour



Graham Johnston

Appointed Member



Anna Richardson

Glasgow City Council –
SNP



Alan Lafferty

East Renfrewshire Council –
Labour



Jim Roberts

East Ayrshire Council –
SNP



Alex Macaulay

Appointed Member



David Shearer

South Lanarkshire Council –
SNP



Marie McGurk

Renfrewshire Council –
SNP

Impacts of COVID-19 on travel demand and behaviours



Transport demand by mode

COVID-19 has had a substantial impact on travel and the use of public transport with a distinct decrease on the demand for travel. Of journeys made by car, rail or bus, car decreased the least in 2020/21 compared to pre-COVID-19 volumes. By the end of 2020/21, car journeys were around 60% of the equivalent period in 2019 while concessionary bus journeys were around 33% and rail journeys were around 12%.

Using public transport

For the most part, people who have been using public transport during the pandemic felt safe doing so specifically in relation to COVID-19. Conversely, people who have not used public transport during the pandemic were much more likely to feel that they would not feel safe if they had to make a journey by train or bus. At the end of 2020/21, Transport Focus research found that nearly nine in ten (88%) rail passengers felt safe travelling by train and a slightly lower proportion (84%) of bus passengers felt safe travelling by bus. At the same time, more than half of people not using rail or bus said they would not feel safe using public transport.

Transport Scotland's Public Attitudes Survey found, in March 2021, that around half of Scottish adults say they will avoid public transport and use their car more than they did before COVID-19. Key reasons given for this included car being more convenient and concerns about other passengers having coronavirus, inability to maintain social distancing on public transport and a perceived lack of cleanliness.



Walking and cycling

Tracking the amount of change in walking and cycling activity due to COVID-19 impacts has been challenging as more travel is happening locally away from many existing active travel monitoring sites. However, according to Transport Scotland's Public Attitudes Survey at the end of March 2021, nearly two-thirds (64%) of people in Scotland felt they will walk and cycle more often in future compared to their pre-COVID-19 travel behaviours.

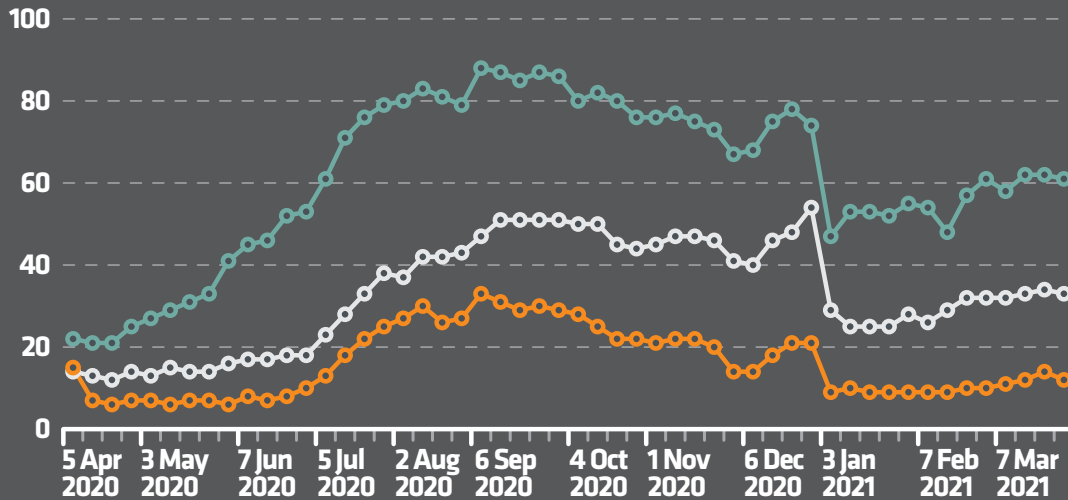
Working from home

Another well-known impact of COVID-19 was on the way that people access their work, with substantially increased numbers of people working from home. There is significant uncertainty about the extent to which home working that will continue in future, but, at the end of March 2021, nearly one-third (31%) of Scottish adults in employment said they expect to work from home more often in future according to Transport Scotland's Public Attitudes Survey.

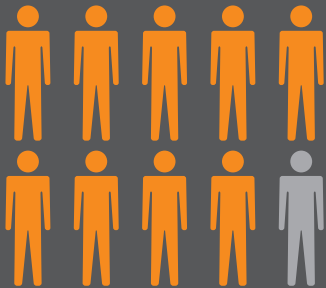
Car, rail and bus Journeys (Scotland-wide)

100 = Equivalent week in previous year

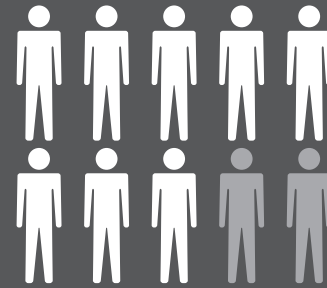
- Cars (trunk roads)
- Rail
- Concessionary Bus



90% of rail passengers felt safe



80% of bus passengers felt safe



Data Source: Transport Scotland COVID-19 National Transport Trends Data
Data Source: Transport Focus Travel During COVID-19

Subway patronage

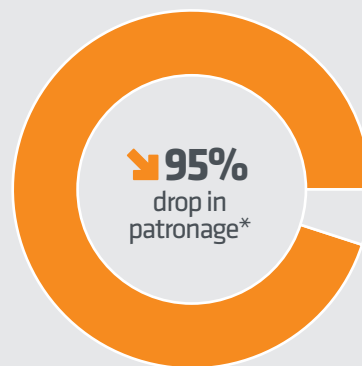


Subway patronage for 2020-21 was just over 2.5million. A drop of 10million passengers compared to the previous year. The first lockdown saw a drop of 95% instantly in Subway patronage.

Throughout the pandemic and various lockdowns, the Subway has continued to operate. During the first lockdown beginning in March 2020, Subway services did move to one circle operation only (Outer clockwise from Govan) with a limited MyBus service running from Partick to Govan to cover the anticlockwise part of the journey. Closing hours were also revised as we closed at 9pm until lockdown measures were eased. All services returned to normal operating hours by the end of May and we have maintained our usual service and operating hours in subsequent lockdowns.

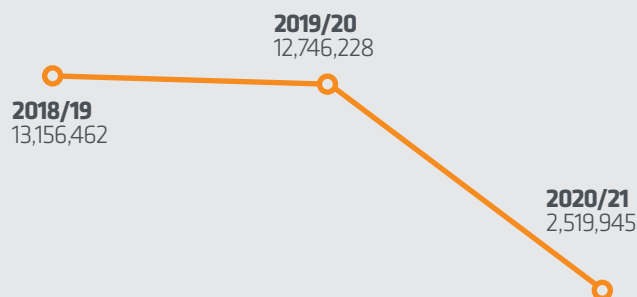
As lockdowns restrictions were lifted or reintroduced over the year, we saw different travel patterns become established from our usual. It was clear that many key workers were continuing to use the Subway during lockdowns as their main mode of transport. During the first lockdown, Govan became one of our busiest stations due to its proximity to the Queen Elizabeth University Hospital (QUEH).

Throughout lockdown, we followed and supported all Scottish Government messaging and guidance on safe travel in line with the national response. This included encouraging regular hand sanitising; wearing face masks unless exempt; and maintaining safe social distancing.

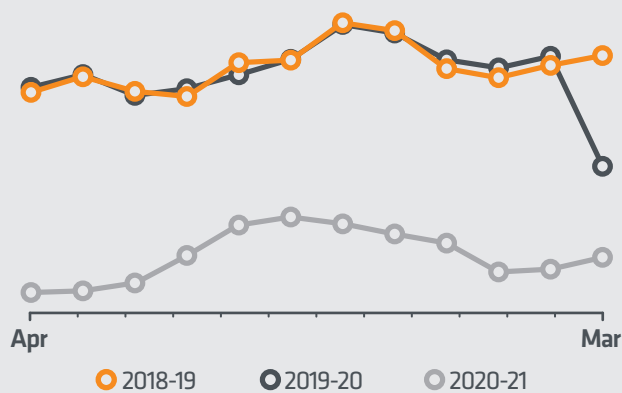


*During first lockdown

Total Subway Patronage
1 April to 31 March



Subway Patronage
(Monthly)



HM Government **NHS**

CORONAVIRUS
STAY HOME
PROTECT THE NHS
SAVE LIVES

LOCKDOWN
STAY AT HOME

NHS
 Healthier Scotland

TEST & PROTECT

FACTS

- Face coverings
- 2m apart
- Clean hands
- 21m
- Self-isolate

#WeAreScotland



4 Use our postcode checker to find out
3 which coronavirus
2 level your local
1 authority area is in
0

gov.scot

NHS
 Healthier Scotland

1 2 3 4

Do not travel outside your local authority area unless it's essential.

NHS
 Healthier Scotland

4

And do not travel into Level 3 or 4 unless essential.

Only travel if your journey is essential

transport.gov.scot

I'm travelling to see family but we're staying outdoors. I'm not giving in.

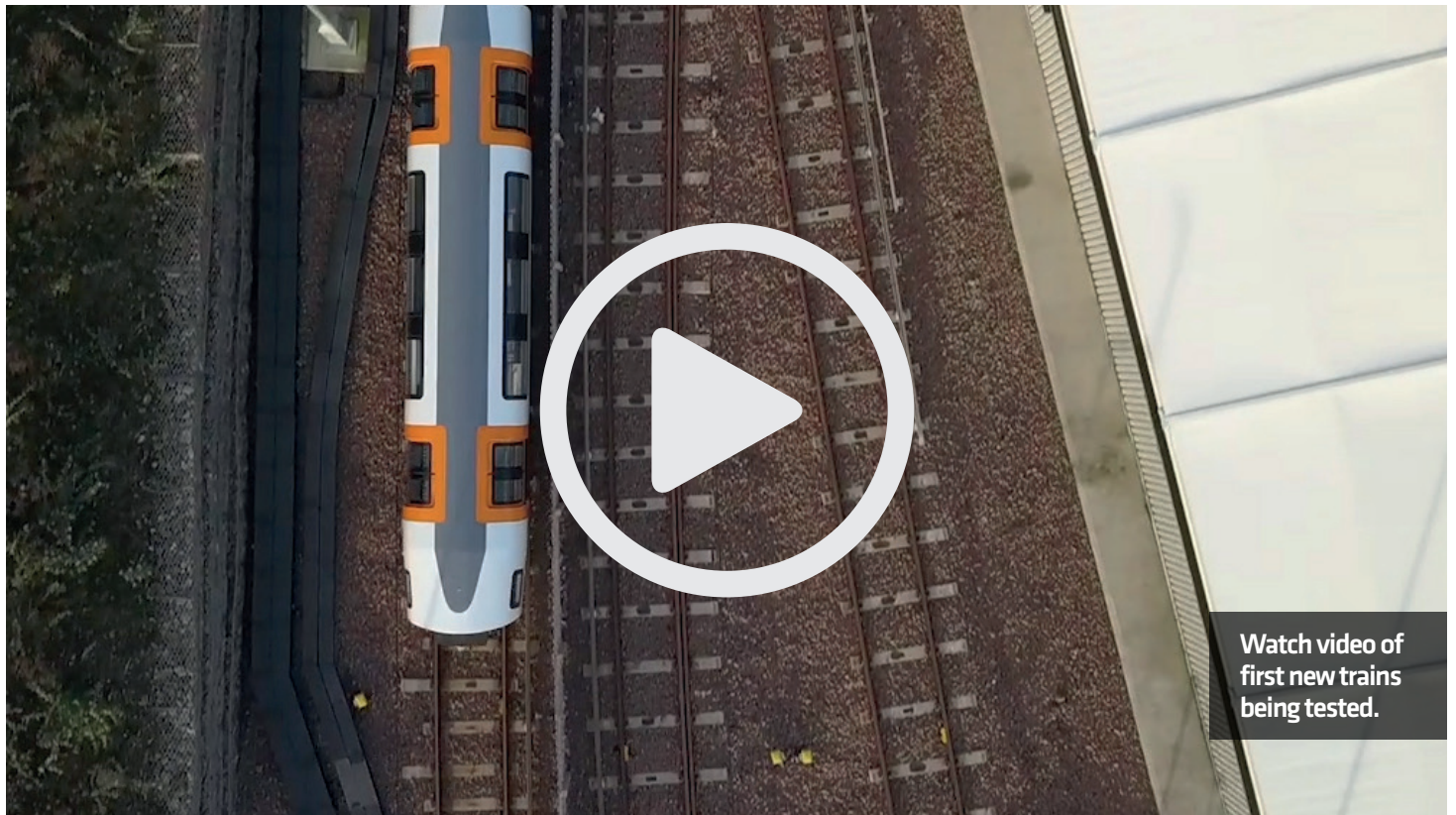
Healthier Scotland
 NHS
 Scotland

I'm rolling up my sleeve to get back to doing the things I love.

NHS
 Scotland
 Public Health Scotland
 Healthier Scotland



Subway modernisation



Despite an initial cessation of all Subway modernisation works with the beginning of the first lockdown, we have made good progress with the programme including the beginning of new train testing on the specially constructed train track at Edmiston Drive. This is another major milestone reached in the programme.

Preparations in the Broomloan Depot area also continued. Following the exterior completion of the new Operations Control Centre, the installation of equipment into the new building is now almost complete.

Work in the depot made significant progress with the electrical substation installed and the new train wash and automatic train inspection area also now in position.

Work also began to extend the current Stabling Shed and on the new sidings Road 11A.

One weekend shutdown at the beginning of July 2020 enabled contractors to install new signalling and power cables in the depot operational areas. The new cable routes meant excavating below tracks in the depot, for the safety of all those involved, this required shutting off the traction power and stopping all train movements in the yard.

All of this progress has been made despite lockdowns and physical distancing restrictions of our own staff and contractors.

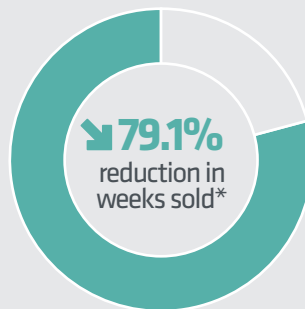


ZoneCard



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

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



*Comparison to 2019/20

Smartcard usage



243,316
Smartcards issued in total



3,546

Personalised Smartcards issued in 20/21



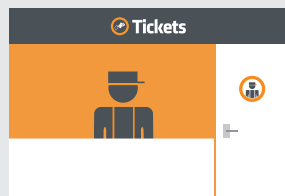
2,974

Anonymous Smartcards issued in 20/21

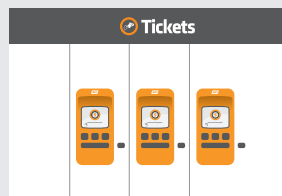


1,000

Smart ZoneCards issued in 20/21



43.8%
Payment at ticket offices by card



80.3%
Payment at ticket vending machines by card

Throughout the pandemic, as part of a key safety measure, we have encouraged the use of card payments – whether debit / credit card or Smartcard as a preferred method of payment. We have seen more passengers move to card payments – helped in part by the introduction of contactless payments in the Subway.

The lockdowns saw a pause in the number of Subway season tickets for 73 customers who requested this option, and the card will be reactivated when they are happy to do so.

For passengers who requested a refund specifically related to COVID-19 and lockdown measures, we refunded 142 passengers at a cost of £24,384.

The Subway Pay As You Go (PAYG) option never expires so passengers were content to keep this ‘money’ on their card in the safe knowledge that this would still be available when they were able to return to their normal activities and travel patterns.

Bus Infrastructure

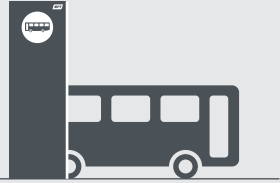
Throughout the pandemic and lockdown, SPT customer services has continued to provide a frontline operational service to the travelling public, through the management of bus stations and interchanges across the SPT estate – Buchanan Bus Station, Hamilton Bus Station, East Kilbride Bus Station, Greenock Bus Station, Govan Bus Interchange and Partick Bus Interchange. From bus regulating to customer service enquiries, staff across our stations have continued to provide key services to those making essential journeys.

Our frontline bus station staff remained committed to serving the travelling public, through continued service provision, establishing social distancing measures in stations, with support from our external security provider. The importance of this allowed public transport to be provided in the safe environment of SPT bus stations particularly for key workers.

Bus station departures

Bus Station	2020-21	2019-20	2018-19
Buchanan	373,436	525,524	524,294
East Kilbride	180,776	237,991	237,699
Greenock	120,486	165,745	175,341
Hamilton	191,106	247,153	247,699
Silverburn	122,922	148,330	148,492
Braehead	164,311	216,425	232,043





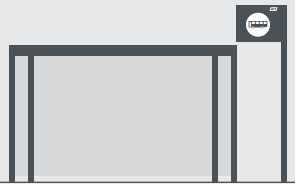
1,032,551*

Bus station departures
(*excludes Greenock)



11,333

Bus stops managed



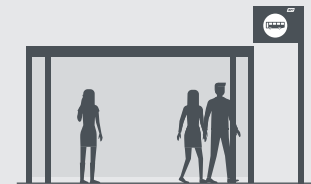
3,364

Bus shelters managed



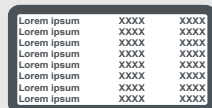
13,694

Pole mounted information
panels maintained



119

New bus shelters installed.
92 replacements,
27 new locations.



786

Bus stop real time electronic
signs managed

Buchanan Bus Station Refurbishment Programme

We have continued with the refurbishment programme of Buchanan Street Bus Station which started last year.

- Information screens have now been installed at all operational stances, giving real time passenger departure information.
- LED lighting installations have been completed at all stances.
- High mast lighting has been refurbished, which will provide a brighter working environment for staff (improving on safety) as well as significantly reducing electricity consumption, being 36% more energy efficient.
- The left luggage area has been completed.
- New digital advertising screens installed at Buchanan Bus Station will offer planning for post COVID -19 advertising.

Other projects

- New designated drivers' toilet at Hamilton Bus Station improving welfare facilities.
- New traffic line marking at Buchanan Bus Station designed to enhance health and safety measures.
- Development of a new bus information system, to replace the legacy system and provide greater information to the travelling public. This includes a further roll out of RTPI at the bus station.

Delivering services



Subsidised bus services

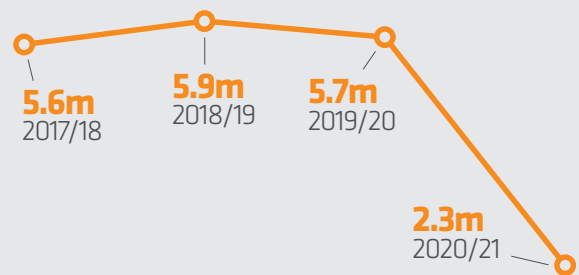
In 2020-21, SPT awarded £31 million of subsidised local bus contracts.

Throughout the pandemic, SPT continued to run as many services as possible to their scheduled timetable. Working with operators, SPT agreed to maintain services where they were most needed and introduced a mix of frequency reductions; cuts in operational hours; and in some cases a temporary suspension to services while lockdown measures remained in place.

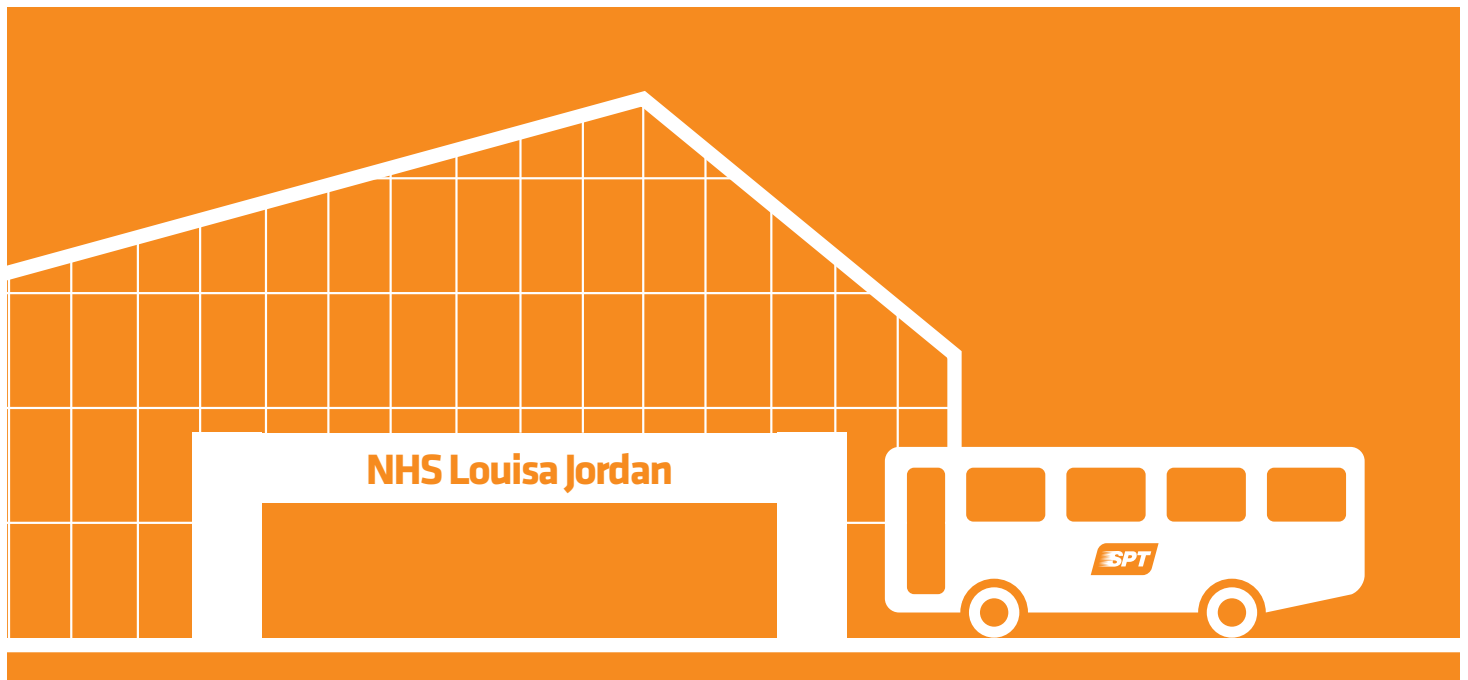
Despite an almost 80% drop in local patronage on local and supported bus services, as much as possible key services were maintained to support key workers travelling on essential journeys. Any service cancellations were limited to areas where alternative travel options already existed.

In addition, subsidised bus services were able to support Subway passengers with a replacement bus service to assist Subway passengers during the Subway weekend shutdown in July 2020 to enable planned essential depot works to take place.

Subsidised Bus Service Patronage



8.2m
Miles served by subsidised services



COVID-19 impact

SPT played a key role in ensuring travel to COVID-19 vaccination centres across the West of Scotland for those who needed to use public transport to reach their centre. We have worked closely with NHS health board colleagues to ensure everyone could safely travel to get their jab.

Where challenging circumstances prevailed with existing Public Transport connections, SPT supported transport for people to vaccination centres through the Demand Responsive Travel (DTR) service and supported by Community Transport Groups throughout the region..

From helping to co-ordinate meetings between commercial operators, community transport, NHS, local councils, Transport Scotland, and Traveline, SPT has been key in ensuring that anyone who needed transport to a vaccination centre was able to access this.

In Glasgow, we worked with Stagecoach to amend the commercial X19 service to include a stop at the NHS Louisa Jordan helping those travelling from the City Centre.

We also ensured that our subsidised no 59 service travelling between Mossspark and the city centre extended directly to the NHS Louisa Jordan to assist those travelling from South of the city to their vaccination appointment.

In Lanarkshire, we operated two free shuttle bus services offering travel to and from the designated vaccination centre at Ravenscraig Sports Centre to Motherwell Station, with a second service operating between the sports centre and Cumbernauld Town Centre.

In Ayrshire a bespoke local free shuttle was secured to link between Prestwick and The Citadel Leisure Complex on a number of operational days. By the close of the vaccination programme we expect in excess of ten thousand people to have used these various support services.

In addition, Traveline Scotland operated a dedicated 24/7 helpline for anyone who relied on public transport to get to their vaccination centre, offering advice to all on their options for travel.

Developing the new Regional Transport Strategy

In 2020/21, SPT continued to progress the development of the new Regional Transport Strategy for the west of Scotland. Following a temporary pause in activities due to the COVID-19 pandemic, SPT published a Case for Change report for consultation in April 2021 that sets out a new vision for a more sustainable, efficient, accessible and inclusive regional transport system and five 'Key Issues' that the new strategy should tackle in order to deliver the vision - Transport Emissions, Access for All, Regional Connectivity, Active Living and Public Transport Quality and Integration. The report acknowledges that the pandemic has increased uncertainty about a large number of factors affecting travel demand and behaviours including working from home, online shopping, town/city centre activity and digital access to services and social activities. However, despite this uncertainty, the need remains for the new RTS to facilitate a step-change in sustainable transport and travel behaviours to help meet the Climate Change targets, support the economic recovery and improve access to employment, support the revitalisation of town centres and help deliver sustainable development in the region.

Key Issue: Transport Emissions

The Case for Change recognises that one of the greatest challenges for the new RTS is to help achieve the necessary reduction of the harmful emissions from the regional transport system that have adverse impacts on our environment and health. The new RTS will concentrate primarily on reducing emissions from roads transport, which is the largest source of transport sector emissions in the region. Ultra-low emission vehicles (ULEVs) will play an increasingly important role in reducing roads transport emissions in the SPT region. By the third quarter of 2020, there were over 9,900 ULEVs licenced in the region – an increase of 3,600 vehicles, or 56%, in one year. However, ULEVs represent less than 1% of the 1.148 million cars and vans licenced in the SPT region.

Key Issue: Access for All

The new RTS will have a focus on facilitating improved access to the transport system and to the places that people need and want to go to. Transport has an underpinning role in tackling poverty, socio-economic & health inequalities and supporting inclusive economic growth. In particular, transport helps people to get to work, education and training opportunities, to access the healthcare system and other services, and to participate more fully in society. The cost of public transport was identified by people in the region as one of the top transport-related challenges when accessing work, education and hospitals by public transport and in the take up of new employment opportunities. Concessionary fares schemes can help tackle transport affordability problems. These schemes are widely taken up in the SPT region.

Key Issue: Regional Connectivity

Transport connectivity has a critical role in the performance of the regional economy. The transport system facilitates the movement of goods through supply chains to markets and people to workplaces, services and business, helps open up economic opportunities and improves the attractiveness of places to live, work, invest and do business. One of the most significant critical uncertainties emerging from the COVID-19 pandemic concerns the overall level of future travel demand, and, in turn, how this will contribute to any restructuring of the economy across sectors and places. The scale and nature of the economic recovery, the extent to which home working will continue, the future appetite for working in offices in city & town centres, and the accelerated move to online retail are all factors that will have impacts on the demand for transport.

Key Issue: Active Living

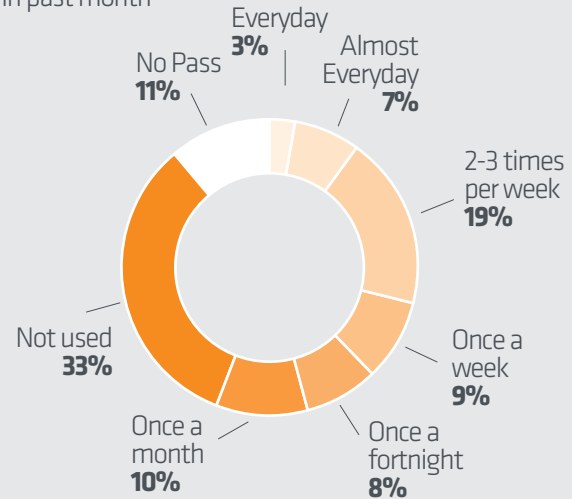
The existing transport and land use systems in the region have developed over a long period of time in ways that have often 'locked-in' a range of unhealthy conditions that can contribute to poor physical and mental health and wellbeing. These conditions are complex and inter-related, but generally systems that encourage and facilitate travelling by car as the preferred mode, particularly over short distances, can contribute to sedentary lifestyles and obesogenic environments. Increasing levels of car travel can also be linked to lower physical activity rates and unhealthy body weight. This can increase risk of developing a range of diseases and health disorders and lead to shortened life expectancy. The new RTS will need to help reverse these conditions through enabling and encouraging more walking, cycling and other ways of travelling actively, which are shown to be one of the most practical and effective means of increasing regular physical activity. Having access to a bike is a key enabler for increasing active travel, but only around three in every ten households (29%) in the region have access to a bike for private use.

Key Issue: Public Transport Quality and Integration

The new RTS will have a focus on improving the quality and integration of public transport to make it more desirable to use, and support a modal shift to more sustainable travel. In the region, satisfaction with local public transport services in the region has been decreasing and has fallen by 10 percentage points from a high in 2014 when 78% of residents in the SPT region were satisfied compared to 68% in 2019. There is a large variation in satisfaction between council areas within the region. East Ayrshire (49%), Renfrewshire (58%), South Lanarkshire (61%) and South Ayrshire (44%) have the lowest satisfaction while Glasgow (79%) and Inverclyde (75%) have the highest satisfaction. Argyll and Bute (27%), East Dunbartonshire (24%), North Lanarkshire (20%), Renfrewshire (20%) and South Lanarkshire (17%) have a higher proportion of residents who are dissatisfied compared to the regional average (14%).

Frequency of using concessionary travel pass

In past month



Source: Transport Scotland, Transport and Travel in Scotland Local Area Analysis 2019

Ultra low-emission vehicles

Number of ULEVs registered in the SPT area



Source: DfT Vehicle Licensing Stats, table 132a

Bike ownership

% of households with a bike for private use, 2019



Source: Transport Scotland, Transport and Travel in Scotland Local Area Analysis 2019

Supporting Travel Choices



Through our capital programme, SPT continues to support a range of projects across the west of Scotland that will improve transport infrastructure, support more sustainable travel choices and reduce the need to travel by private car. Despite many procurement and project delivery challenges faced by our Council partners during the COVID-19 pandemic, in 2020-21, we were able to successfully invest nearly £8 million on a range of multi-modal transport projects.

In addition, SPT was instrumental in securing funding for local councils to support bus priority projects and transport solutions post COVID-19.

£1.56 million on active travel & public realm improvements that included:

- Geilston Burn preparatory bridge works, part of the **Helensburgh & Lomond cycleway project**
- **Kilmarnock to Crosshouse Cycle Route**
- Walking & Cycling **Off-Road Network Improvements**
- **Pedestrian and Cycling Improvements** Stewarton Road
- **Cycle Route Improvements** Lunderston Bay to Cloch Lighthouse
- Greenock Town Centre and Port Glasgow **Access Improvements**
- **Active Travel Network Enhancements**
- Irvine **Cycle Friendly Town**
- **Paisley to Renfrew Cycle Route** White Cart Bridge Works
- Phase 1 & 2 of Loans to **Troon Cycle Route**.

£3.90 million on new and upgraded bus infrastructure and bus route congestion reduction measures that included:

- **Kilmarnock Bus Station Improvements** Phase 1 Completion
- **Penilee bus termini facility** completion
- Hope Street/Renfield Street **area bus stop improvements**
- A73 Carlisle Road **junction improvement designs**
- Renfrewshire **Traffic Management Improvements** in Paisley
- Bus Route **Congestion Reduction Measures** in Cambuslang.

£1.12 million of this funding has been invested specifically on delivering bus route congestion reduction measures, designed to improve bus service reliability, reduce bus journey times and improve the overall passenger experience. SPT funding during 2020-21 has supported the delivery of several traffic junction and signal upgrades with SCOOT / MOVA technology and Urban Traffic Control (UTC) systems software - to optimise traffic flow on bus routes as well as investment in Traffic Light Priority (TLP) which can allocate additional 'green phase' signal time for approaching bus services. This investment on bus route congestion reduction has focussed on routes in Glasgow, Renfrewshire and South Lanarkshire.



Park and Ride

Park and Ride continues to play an important role in promoting more sustainable travel choices by helping to reduce the need for people to drive longer journeys by private car. During 2020-21, we invested £2.01 million of our capital funds towards supporting Councils in the delivery of park and ride facilities.

These included:

- Completion of **22 space P&R at Kilmaurs**
- Completion of **50 space Barrhead P&R extension**
- Start of construction works for a **new 286 space strategic P&R in Cambuslang**
- Completion of **designs for P&R in Balloch.**

The year also marked a major milestone towards the future redevelopment of Lanark Bus Station. Progress on this multi-phased project has been dependent on first building a new rail\bus park and ride facility south of the station on a site known as Alston's Yard. Following previous attempts, in April 2020 South Lanarkshire Council, using SPT funding, successfully secured the land necessary to proceed with the park and ride, allowing for its construction in 2021-22. The new park and ride, when complete, will unlock land next to the bus station that will allow for its redevelopment in future years.



Motherwell

The year saw the first major steps in the redevelopment of Motherwell Rail Station and Transport Interchange, with station construction works commencing in June 2020.

The project, when complete, will see the refurbishment of the station building and facilities, a widened station forecourt, new retail unit, new cycle storage, improved gateway into Motherwell town centre and the wider area.

The project will also deliver major improvements to transport interchange on Muir Street including bus and taxi facilities, a station drop-off area as well as streetscape & public realm improvements and improved pedestrian connections to and from Motherwell town centre.

SPT is supporting the £14.5 million redevelopment of the station and transport interchange by chairing and participating on the multi-partnered Project Client Steering Group made up of ScotRail (promoters of Motherwell Rail Station improvements), North Lanarkshire Council (promoters of Muir Street transport interchange improvements through Glasgow City Region City Deal), Transport Scotland and Network Rail.

SPT is providing £1.5 million in capital funding towards the station redevelopment works and in previous years, has funded park and ride expansion in the area.

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. This year, SPT has submitted more than 20 responses to national, regional and local consultations on topics including planning and development, climate change, social inclusion and transport policy.

These included responses to the Scottish Government's consultations on the Strategic Transport Projects Review (STPR2), Free Bus Travel for Under 19s and improved Access to Argyll & Bute (A83). We also responded to the Scottish Parliament's Rural Economy & Connectivity Committee inquiry into the Scottish Government's Climate Change Plan Update. In addition, SPT responded to consultations on the National Planning Framework (NPF4), Local Development Plans, planning applications and regeneration proposals including Clyde Mission.

Concessionary Travel

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

This year, a fundamental review of the scheme resulted in a new fare structure being approved by SCTS committee.

The introduction of the new fare structure followed a complete, in-depth analysis of the scheme by external auditors and consultation with users. The review of the scheme was necessary as it was clear that the scheme was experiencing on-going financial pressures and it was not sustainable in its current format.

Without the new fare structure, the scheme was in real danger of closing with only one or two years worth of funding reserves remaining. The new fare structure of a half standard fare to a cap of £2.50 single / £4 return will be in place from next year.

School Transport

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

As lockdown measures eased, the schools' team proved instrumental in ensuring school transport was in place throughout for children who needed it. Numerous changes to the school term required constant changes to timings, operations and amendments to school contracts to ensure all requirements were met at a national and local level for the safety of everyone travelling



11 / 12
Local authorities



80,000
Journeys per day



40,000
Children



1,200
Contracts



2185
Compliance checks



80%
School transport

MyBus

The MyBus service 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.

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

Lockdown restrictions and the MyBus service suspension resulted in an expected reduction in call volumes. Subsequently, the team were redirected to support concessionary travel enquiries. MyBus team members also supported Schools Agency work by answering schools transport helpline calls. As the vaccine roll out was implemented MyBus was offered as a means of transport to Strathclyde residents unable to easily travel to their appointments.

It has been a challenging twelve months; however, the Contact Centre team have proved flexible and adaptable through a demanding period of change. This included moving to home-working, learning new skills and systems remotely as well as adapting to a totally new contact centre system. As customer demand evolved through the various easing and reimplementation of restrictions, a small group of team members returned to office working to support physical mail enquiries.

A restructure was conducted towards the end of 2020 aimed at providing greater flexibility. The Contact Centre are now working to develop their skills further as cross-skill training is ramped up. The focus is also on developing digital solutions to support some high-volume enquiries. These include supporting 'getyournec.scot' a new online service for the National Entitlement Card as well as introducing our own webform and enhanced interactive voice response systems.

Contact Centre

Lockdown had a significant impact on services supported by the Contact Centre. MyBus and MyBus Rural were suspended and remained so for several months. National Entitlement Card production was suspended nationwide. This impacted concessionary travel card holders wanting to renew and anyone wishing to apply to the scheme. Despite this the Contact Centre remained fully operational.

MyBus Patronage



24/3

MyBus services suspended



17/8

MyBus services resumed



93%

MyBus requests met in 2020/21

Community Transport

SPT supports a number of community transport projects through grant funding, which is specifically designed to assist projects which improve access to goods, services and facilities for communities in the west of Scotland. In 2020/21, SPT allocated more than £1.2 million to these vital community-based projects.

In particular community transport is essential for some of our most elderly, disadvantaged and vulnerable groups, and often fills gaps in the mainstream transport network provision. Under normal circumstances, community transport can improve people's quality of life by reducing loneliness and increasing their social interaction, helping to promote wellbeing.

During the last year, the work of community transport has changed to meet the demands of the communities they serve and support, delivering shopping and prescriptions to those who couldn't leave their house or providing transport to vaccination centres.

Getting Better Together Ltd – £40,000

Getting Better Together is a community centred health initiative, promoting the health and wellbeing of local residents of North Lanarkshire. It delivers physical activity programmes, early years, youth programmes, diet & healthy eating, health and social care, as well as environmental programmes and an extensive community transport service. Activities focus on community members taking an active part in improving their health and wellbeing. In addition, GBT was also awarded £10,000 to match fund an electric vehicle project from Scottish Power Energy Network's (SPEN) Green Economy Fund (GEF).

Coalfields Community Transport (CCT) – £85,427

The funding to CCT helps some of the most vulnerable, disadvantaged and disabled people in East Ayrshire Sheltered housing residents will have access to the new SOOPIR bus who are unable to access public transport tackling loneliness by ensuring accessible transport for recreational activities, promoting healthy living, diversity and equality.

Funding of up to £50,000 is to cover their running costs CCT, with a further £35,427 to operate the Cumnock Connector DRT service.

Rural Development Trust – £40,000

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

transport to doctors' surgeries for rural residents. In addition, the Trust was also awarded a further £42,000 as part of a match funding application from the SPEN GEF.

The Ardgowan Hospice Patient Transport Service – £25,000

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

The Port Glasgow Voluntary Trans-Port Group – £10,000

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

West Dunbartonshire Council – £18,371

More than £18,000 has also been awarded to West Dunbartonshire Council to establish a community transport service in their area. This funding will support a pilot project with two elements. The first will look at a Volunteer Car Scheme for medical appointments, and the second will run a weekly 'Shoppa Hoppa' to assist with shopping trips.

Community Central Halls (CCH) – £32,500

CCH operates transport services within the most deprived communities of northwest Glasgow. CCH has been awarded £25,000 to continue to provide transport services for all ages, abilities and ethnicities in this area. In addition a further £7500 was also allocated for club and Playscheme transport providing transport for children attending activity clubs across Glasgow.

Glenboig Development Trust (GDT) – £25,000

GDT provides transport services to a wide variety of groups such as nurseries, social work, children and youth groups, older people and people with a disability. The Trust also operates shopping trips from villages in the Glenboig area of North Lanarkshire for local residents who have limited access to public transport.

Total grant funding awarded to 17 projects:



£509,631 to Community Transport Glasgow



£133,944 to North Area Transport Association



£85,427 to Coalfield Community Transport



£82,000 to the Rural Development Trust



£50,000 to Getting Better Together



£95,906 to South Ayrshire Community Transport



£38,560 to South West Community Transport



£32,500 to Community Central Halls

BLANTYRE VOLUNTEER

£25,000 to Blantyre Volunteer Ltd



£25,000 to Community Transport East Renfrewshire



£25,000 to Glenboig Development Trust



£48,144 to Larkhall & District Volunteer Group

EAST KILBRIDE COMMUNITY TRANSPORT

£15,250 to East Kilbride Community Transport



£25,000 to Ardgowan Hospice

PORT GLASGOW VOLUNTARY TRANS-PORT GROUP

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



£18,371 to West Dunbartonshire Council.



£8,000 to Renfrewshire Council

For more information on all grant funding projects, visit:
spt.co.uk/documents/latest/CH010520_agenda5N.pdf

Carbon Management



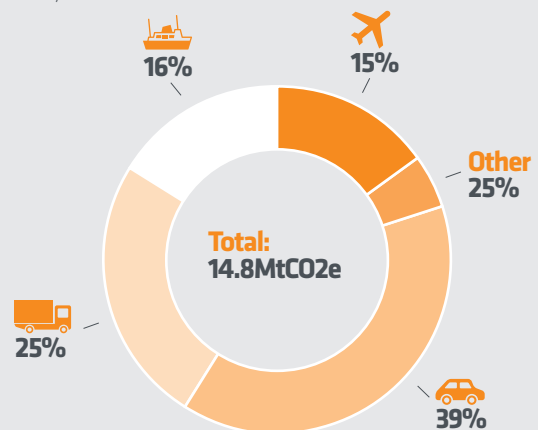
Sustainable transport

With continued growing concern about the climate emergency and the global attention on Glasgow as hosts of the COP26 in November 2021, there has been a growing focus on climate change and carbon management.

As a result of the impact of the Covid-19 pandemic, there have been increasing concerns about current and future long-term impacts of carbon emissions with rising car traffic levels and a significant reduction in public transport patronage.

Transport remains the single biggest emitting sector for greenhouse emissions in Scotland (36% of Scottish total) with the private car accounting for the largest proportion of that figure (39% of Scottish transport emissions)

Share of Transport GHG emissions By mode, 2018:



There is an increased emphasis by the Scottish Government on climate change, carbon and transport with new targets set by the Scottish Government in the Climate Change Plan update (CCPu) published in December 2020.

- Reduce car kilometres by 20% by 2030
- Aspirations for a 'green recovery' across all sectors from impact of Covid-19
- Local and regional policy and targets focused on climate change, carbon management and achieving 'net zero'.

At a national level, SPT remains a committed partner in discussions relating to achieving the CCPu car kilometre reduction target. The next steps to achieving this target will be presented at a forthcoming National Transport Strategy board, where SPT represents the Regional Transport Partnerships of Scotland.

SPT is also actively involved in both the Strategic Transport Projects Review (STPR2) and the Bus Partnership Fund (BPF). These groups will play a significant role in reducing carbon emissions from transport in the west of Scotland, by encouraging greater use of more sustainable travel modes.

Along with other public and private sector partners SPT is a partner and board member in the newly revitalised and relaunched Sustainable Glasgow (SG) initiative. SG has partners from the business, education, enterprise, health and housing sectors. SG aims to make Glasgow a European leader in sustainability, from the installation of electric car charging points to the creation of renewable energy schemes, and promotion of green jobs. As part of its relaunch, SG has established four 'hubs' (focused on transport, economy, greening the city, and housing and health) to take forward activities, promote leadership in the city on climate change, and encourage and support stakeholders to take action while encouraging planning for the long-term.

In addition to being a member of the SG Board, SPT is represented on two of the Hubs: the Green Infrastructure and Transport Hub (GITH) and the Green Economy Hub (GEH). The GEH has prepared a draft 'Green Economy Hub Charter' to promote its activities, with partners being asked to agree to commit to a range of climate activities including transport actions to prioritise sustainable and active regional travel choices by workforces, and invest in a switch to zero emission company vehicles. SPT has signed up to the Charter.

As a member of Climate Ready Clyde (CRC), SPT sits along with other public sector partners including all city region local authorities. CRC is a cross-sector initiative funded by its 15 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, including extensive public consultation, setting out a blueprint for a Glasgow City Region that flourishes in a future climate. The Climate Adaptation Strategy will be a key input to SPT's work, and officers will continue to engage with partners and update members as matters progress.

Regionally, the newly developing Regional Transport Strategy (RTS) remains the key way for SPT to have the most influence strategically. Options being considered for appraisal in the next stages of RTS development include:

- Regional, co-ordinated approach to Electric Vehicles (EV) network charging
- Promotion of Ultra Low Emissions Vehicles (ULEVs)
- Transition of bus, freight and taxi fleets to ultra-low emission equivalents
- Development of alternatives to battery electric vehicles particularly hydrogen opportunities for larger vehicles
- Further implementation of Low Emission Zones and demand management measures.

SPT also remains committed to sustainable transport through its capital and revenue programmes. This will play a major role in carbon reduction, particularly through the capital programme, which is one of the main ways in which constituent councils and other partners in the west of Scotland can access funding for sustainable transport measures.



Our people

At 31 March 2021, SPT employed 468 people (451 FTEs) and incurred a total of £22.2million of staff-related costs.

The impact of COVID-19 also saw an immediate impact on SPT staffing. While we remained committed to staying as operational as possible during the coronavirus pandemic, critical to this was the protection of our staff and passengers.

All frontline staff remained at work to support the continuity of public transport services for key workers across the Strathclyde area. However ensuring their safety was key as social distancing, hygiene, and cross-contamination measures were implemented at all SPT locations where staff remained at work.

- All staff were provided with additional personal protective equipment (gloves, hand sanitisers, and masks where appropriate).
- Continuous review of shifts and working hours.
- Reduction in working hours whilst continuing to meet our operational requirements and to ensure social distancing was adhered to.

Our frontline staff were also issued with 'key worker' letters in line with Government guidance to allow them to travel to and from their place of work.

Office-based staff worked from home from the beginning of the first UK wide lockdown announced in March 2020. All were provided with the appropriate digital kit to support home working.

Managers were issued with guidance about how to support their teams and ensure their health and wellbeing while working from home. Guidance was also issued to all staff working from home including what they should do to stay mentally and physically active during this period.

Acknowledging that coronavirus and lockdown may have a negative impact on staff's mental wellbeing and that some staff may need additional support, SPT ensured that the employee assistance programme - Validium remained accessible to all staff either by telephone or through the website forum VClub.

In addition, our HR team supported staff on a daily basis coping with and dealing with the impact of COVID-19. From monitoring self isolations, ensuring testing through track and trace as well as, unfortunately supporting those who were affected by the impacts on family from serious illness and bereavements from this horrific disease.

Health and Safety

The impact of COVID-19 required changes to the SPT work environment. The biggest challenge facing SPT was managing COVID-19 and restrictions during our day-to-day operation. To ensure a safe working environment for all staff working on the frontline, who could not work from home, in line with Scottish Government guidance and public health advice we introduced a wide range of strategies and control measures to address the risks from the pandemic.

- Office-based staff moved to work from home.
- SPT continued to provide public transport for key workers and essential journeys which required operational staff to attend for work.
- All of these activities were assessed for risks from COVID-19 and reviewed in accordance with government guidance.
- Physical control measures such as signage, physical distancing measures and provision of PPE, including face coverings, gloves and hand washing/sanitiser were introduced.

SPT also introduced enhanced cleaning regimes as part of its response to COVID-19 for both public and staff areas. Our cleaning contractor introduced additional and regular cleaning practices to include:

- Regular cleaning and wipe down of frequently used touch points such as desk surfaces, desk equipment including phones, kitchen table and food prep surfaces, handles and other touch points such as handrails, counter surfaces and office equipment control panels.
- Regular fogging of office areas on an on-going basis.
- Regular cleaning and wipe down of frequently used touch points such as ticket machines, ticket office counter and chip 'n' pin machines, escalator handrails, platform seating and lift controls within concourse and platform areas.

- Regular cleaning on trains of frequently used touch points such as handrails, grab rails and door surfaces. Undertaken by roving cleaning staff that travel around this system during passenger service by getting on and off trains to ensure coverage of the fleet daily.
- Regular fogging of internal train saloon areas on nightshift on an on-going basis to ensure regular and full coverage of all internal trains areas.

To assist with passenger social distancing a range of public information signage and physical distancing markings were implemented across Subway stations, trains and bus stations.

- Sanitiser stations were installed on Subway station concourses and bus station concourses to assist passengers in maintaining hand hygiene.
- SPT also installed UV handrail sanitisation units on all its escalators within Subway stations.

SPT has been inspected and worked collaboratively with a number of external regulatory bodies who have been satisfied with the arrangements in place.

With the reduction in patronage across SPT services, Health and Safety has reported a resultant reduction in accident numbers over 2020/21.

However, the exception to this has been continued reporting of antisocial behaviour and verbal abuse towards staff. This is consistent with behaviour being reported from across the transport industry and other key worker, public facing organisations.



Equality

SPT is committed to promoting equality of opportunity for our customers and staff. Our services and activities have a strong focus on connecting people to the places they need to go and improving the journey experience for all. This commitment is at the heart of everything we do as an organisation.

To drive this forward and to meet the Public Sector Equality duty, a new set of Equality Outcomes for 2021-25 has been developed.

These are:

- Disabled people have improved access to SPT facilities and services.
- People have improved access to our best value fares.
- Our passengers' differing needs are better reflected in how we plan and deliver SPT transport services.
- Younger people, older people, women, disabled people, LGBT+ people, and black and ethnic minority people feel safe when using SPT services.
- SPT's workforce demographic reflects the SPT area, helping us to better understand the needs of our communities.

These outcomes were developed in response to the key issues identified within the RTS Case for Change; National Transport Strategy 2 and associated Equality Impact Assessments; the Transport Transition Plan Statutory Assessments Interim Update; and SPT staff surveys.

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

During the pandemic we have recognised that changes in service provision would affect some people more than others. In 2020/21 we continued providing our range of services within government guidelines and took steps to ensure that our services and facilities are welcoming for those who are reliant on them.

We have continued to make progress in improving the accessibility of our facilities with the completion of Buchanan Bus station refurbishment which has created an enhanced environment to better support passengers' needs.

Promoting equality of opportunity and inclusion is at the core of the development of the new Regional Transport Strategy. As the strategy develops we will continue to engage with a range of equality groups to ensure that, once finalised, it reflects the needs of all people across our communities.

Further information on our commitment to equality can be found on our [Equality web page](#).

Customer Services

SPT requires a safe, clean and secure environment for its employees, passengers and visitors across its facilities and SPT's Customer Services Department ensures that these services are delivered to standard. Customer Services are responsible for the facilities management of bus stations, Subway stations, office buildings and our engineering depot.

Our in-house Facilities Team completes planned and reactive maintenance across SPT's estate. The team continues to drive efficiencies through maintenance costs and response times, as well as continuing to deliver project work across SPT's infrastructure. During 2020/21, the Facilities Team completed over 5,000 jobs as well as supporting the installation of passenger information screens, delivering an upgrade of bus stance lighting, refreshing station fixtures as well as building secure storage space at Buchanan Bus Station.

Customer Services strives to assure stakeholders that SPT's objectives are being met and are monitored for continuous improvement. The department practices benchmarking customer standards within the organisation and is responsible for ensuring frontline and maintenance personnel are provided with corporate work wear and are equipped with PPE, in order to maintain company ethos and aid health and safety management.

Customer Services oversees multiple service and maintenance contracts and ensures key deliverables are achieved, from mobilisation until expiration. In 2020/21, we have mobilised new contracts for fire protection and heating and ventilation – both of which are key to SPT's operation.

COVID-19 Impact

Customer Services has remained resilient in delivering service levels during the threat from the Coronavirus, through business continuity planning and the monitoring of supply chains at the start of 2020.

From strengthening SPT's cleaning service contract delivery to introducing sanitising products for both staff and passengers, customer services has implemented control measures to strengthen SPT's defence during the continued pandemic. This included introducing greater sanitising of SPT spaces, by adopting an Ultra Low Volume (ULV) fogging approach, which is now embedded in our cleaning regimes across locations and train cleaning.

The team also helped mobilise SPT personnel, supporting our Digital Team by co-ordinating and delivering computer and office equipment to staff homes, ensuring that SPT's operation remained regardless of the work location.

In addition:

- With support from the SPT health and safety team, worked to install social distancing signage within bus and Subway stations.
- Signage in all SPT offices creating safer office environments and one-way systems for any remaining office personnel.
- Hand sanitising stations installed inside station concourses helping to reduce the virus spread.
- All while still providing continuous repair and maintenance service throughout the pandemic, across our staff and public interfaces.

Maintaining business as usual

For most of our other service contracts, it has been business as usual, maintaining the SPT estate – from heating and ventilation, fire protection, pest control, waste management etc, our external providers have continued to deliver and helped SPT to remain operational.

Through supply chain monitoring, we have sustained SPT's PPE supply, avoiding any negative impact on our operation and sourced additional supplies for our frontline personnel.

In line with other departments within SPT and indeed most other organisations, COVID-19 has impacted on our revenue streams with a reduction in bus departure charges, ticket sales commission, public toilet revenue, left luggage revenue and advertising revenue streams. We are confident revenue streams will return when the wider use of public transport restarts.

Communications and Marketing



Marketing Strategy

The COVID-19 pandemic had an instant impact on the SPT marketing communications strategy for 2020/21. All our usual campaigns were immediately paused as lockdown measures were taken and the instruction “essential travel only” became a key public health message.

From the first lockdown, all of our public messages were designed to mirror and support Scottish Government guidance, aligning with Transport Scotland and most importantly, supporting our operational teams and passengers as they navigated this unknown and unsettling territory.

Our approach

Our approach ran in parallel to the tier system and as we moved from one set of travel guidance to another, our messaging was updated accordingly. It was critical that we echoed all of the official guidelines, followed advice from our colleagues at Transport Scotland and played our part in working towards helping control the spread of infection, saving lives and protecting the NHS.

Our voice

Social media was the most obvious channel to support and highlight messages. In what was a fast moving and entirely new situation, it allowed us to be reactive and deal in real time as restrictions changed. We were able to speak directly and clearly to our followers by way of updates and bulletins. Many passengers took comfort from us interacting, guiding and engaging with them throughout and we could do so with confidence as we were given the opportunity to share information and guidance from official sources.

Initial response

Our first response was to develop a set of safety guidance that we could quickly and efficiently roll out across all of our properties. For ease of recognition across all passenger groups the now very familiar icons were developed quickly to support key workers. The marketing function supported operational colleagues with urgent signage all reinforcing the key safety messages. This first phase was undoubtedly about speed, safety, compliance and support.

Maintaining momentum

As we moved through the summer and COVID restrictions our second phase response saw us working within this new set of restrictions. With Scottish Government advice front of mind we consolidated our safety messaging within the context of the SPT brand and we refreshed the safety icons. Arguably by this point people were becoming used to seeing advice in and around transport and retail so it was important for us to maintain momentum, interest and ultimately compliance.

COVID-19 Context

Our scaled back student campaign had to be paused. This was because although Lockdown had eased somewhat and some students returned to blended learning approach, it was short-lived due to a second spike in infection. With further restrictions reapplied and different tiers of guidance once again applied across the country, we refreshed our creative and re invigorated the safety messages. We launched the SPT COVID microsite, providing one central point of reference for all COVID related activity and the latest safety guidelines. The aim was to help passengers prepare to travel again and manage their expectations.

Our property signage too, was enhanced and we began an improvement programme at both BBS and our Subway stations, further supporting our colleagues and passengers alike.

Lockdown 2

The festive season allowed us the ideal opportunity to take a moment to recognise our colleagues hard work, commitment and steadfast professionalism throughout 2020. As the year closed with the prospect of a further Lockdown ahead we launched our Everyday Heroes campaign. Lockdown 2 was announced and again we switched our messaging back to endorse the Stay Home advice.

As Lockdown 2 rolled into February, we launched our “In Your Own Time” (IYOT) campaign. This campaign spoke directly to those who were still travelling for essential reasons and provided reassurance of our endeavours to keep our network safe. At this point it was important to highlight what our passengers can do to play their part and we spoke of not just what we were doing but what our passengers could do to support our efforts. Collective responsibility featured heavily at this point within the Scottish Government messaging and our campaign mirrored this theme.

Easing restrictions

Once restrictions began to ease slowly, the IYOT campaign reassured those who may be considering travel again that we were open, operating safely and ready to welcome them back at their convenience. For those who were, and remain, nervous about using public transport, we aimed to offer a reassuring and gentle warm welcome back, as and when they felt comfortable returning.

Recovery Planning

With continued and careful attention to ensuring that our marketing activity was closely aligned to Scottish Government guidance, we exercised caution as we planned our recovery strategy. We began by simply echoing the optimistic tone that was being adopted and developed a strategy that would welcome passengers back gently, inviting them to do so at their own pace. From that point, we created a marketing campaign that would seamlessly move from this stage towards a brighter future where we can confidently encourage our passengers to Rediscover Glasgow once again.

COVID-19 messaging

Marketing timeline



Guidance for safer travel

- Go the distance**: We are operating a 1m physical distancing rule. Please keep your distance where possible.
- Take cover**: Remember face coverings are mandatory on public transport. They may be used for your entire journey.
- Make a clean getaway**: Please wash your hands using soap or hand sanitizer before and after your journey.
- Enjoy the quiet life**: Please try to avoid speak loud tones, loud music and physical distancing as capacity is limited.
- Easy does it**: Travelling by Contactless is quick and easy. Please pay by card where possible.
- It stops with you**: For passenger comfort and safety, please choose not to board a train if you feel you can't maintain a safe physical distance.

Thank you for helping to keep our stations a safe place.

spt.co.uk/covid

Let's stick together
(whilst staying apart!)

Step in and help one another by remembering to wear a mask, maintaining a safe physical distance and washing your hands. It's a team effort and together we can make a positive difference.

Find out more at spt.co.uk/covid

Thank you for keeping stations safe and clean

In your own time

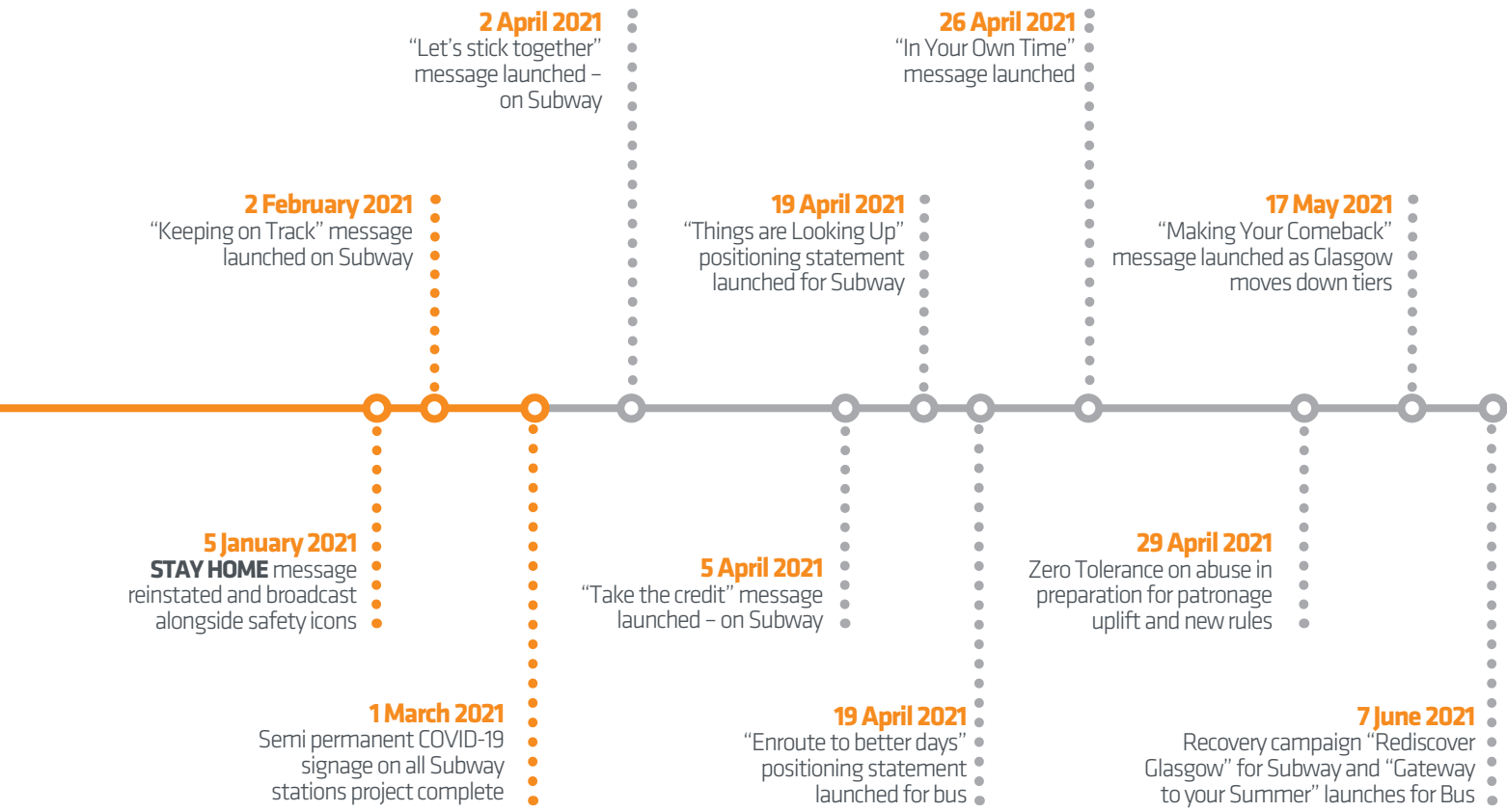
With some smart new Covid #19 safety guidelines, we can't wait to welcome you back. But not until you feel ready. In the meantime we'll be here, just waiting... going around in circles.

Find out more at spt.co.uk/covid

Thank you for keeping Subway safe and clean

Things are looking up

spt.co.uk/subway



SPT

Your kindness counts. Thank you for respecting our colleagues.

SPT operates a **zero tolerance** approach to any abuse of our staff and will prosecute offenders.

spt.co.uk

SPT

The gateway to your summer

Culture
Opportunity
Memories
Appreciation
Escapism
Relaxation
Heritage
Adventure
Reunion

Next stop

Always travel safe, please follow guidance in stations.

spt.co.uk/bus

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Rediscover Glasgow

Make your next stop family fun, retail therapy, a friends reunion or catching some culture, with **Glasgow Subway** this summer.

Always travel safe, please follow guidance in stations.

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