



## SPT Digital Strategy

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**Date of meeting** 24 November 2023

**Date of report** 8 November 2023

### Report by Director

#### 1. Object of report

To recommend approval of the draft SPT Digital Strategy 2024 – 2027.

#### 2. Background to report

Digital products and services are critical to SPT's operations and external service delivery, to ensure the people and communities of the west of Scotland get access to the services they need and that SPT delivers in an efficient and customer focused manner. Technology continues to develop at pace and hence it is important to ensure that SPT's digital offering and future developments are managed in a structured, controlled manner. Operating to a Digital Strategy, building on existing good practice, is crucial to establishing the high-level objectives that guide the management of our technology.

#### 3. Outline of proposals

The Digital Strategy 2020-2023 focused our digital approach on continual improvement through technology and facilitating the creation of the right environment for this to flourish. We have seen the migration from legacy technology to improve internal processes, introduction of new digital signage, and an increase in cellular connectivity as part of this. The main aim of our approach was to provide value to our customers and partners both internally and externally.

The aim of the Digital Strategy 2024 – 2027 (attached at Appendix 1) is to build on our previous approach, providing appropriate, clear direction in our current and future technology activities. Specifically, the strategy includes high level objectives that will guide future technology change opportunities as well as present how this relates to the services we provide to customers. The strategy focusses on taking action on the technology needs of internal and external customers but also emphasises the need for a resilient and secure cyber position to provide assurance in service continuity.

The draft Digital Strategy 2024-2027 is attached at Appendix 1. Some key highlights include:

- Improving our use of data for organisational efficiency and decision making
- Engaging with customers and partners on the services we develop
- Increasing our ability to manage different technologies through training

#### 4. Committee action

The Committee is recommended to approve the draft SPT Digital Strategy 2024 – 2027 attached at Appendix 1.

#### 5. Consequences

Policy consequences	<i>The Digital Strategy supports all SPT activities and policies.</i>
Legal consequences	<i>None directly.</i>
Financial consequences	<i>The Digital Strategy has been developed within the context of SPT's existing revenue and capital funding levels.</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>Supports SPT's Carbon Management Strategy and Framework.</i>

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Strathclyde Partnership  
for Transport

# Digital Strategy

## 2024 - 2027



To enable positive **action** by providing resilient, efficient and user focussed services to staff, partners and customers.

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# Digital Objectives

The Digital Strategic Objectives aim to denote the six high level goals of the organisation as well as the benefits to stakeholders. Below you will find the strategic objectives that will be realised through various behaviours, projects and activities.

## Resilience

The security and continuity of our technology underpins the services that SPT provides to support our transport system. As the threats and complexity of technology increase for all organisations; so, does the need to mitigate and treat the associated risks. SPT recognises the requirement of having the resilience of our technology at the forefront of our thinking and action so that the services provided can continue without interruption.

## Technology Skills

For SPT to be able to deliver and change services in the most effective and efficient manner we need to have staff with right level of digital and project skills and attitude to develop cultures and working practices required to be successful in the digital age. Increasing the level of digital skills increases the organisations capability and agility when tackling communications, data analysis and other areas where technology plays a key part. SPT will survey staff, research opportunities and provide training to continue our skills evolution.

## Customer Experience

More and more people are using digital technology as a means of communicating as well as booking or receiving services. We need to ensure that internal and external stakeholders are involved or consulted in the design process so that newly introduced or changing services can meet the needs of everyone. For this to be achieved; we need staff with access to the right level of project, design and analytical skills. It is important to note that SPT recognise that some customers will have difficulty in transitioning to digital platforms and will therefore need access to services appropriate to them.

## Engagement

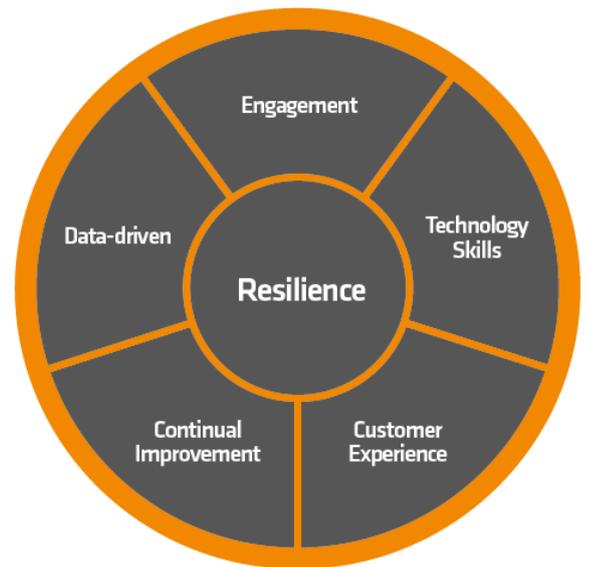
Our engagement needs to recognise that technology can be a disruptive force both positively and negatively. This means that people need to be brought on the digital journey and supported to deliver using new technologies; both within SPT and externally. SPT will aim to have a stronger community and partnership engagement around Digital activities to increase visibility of and promote good practice.

## Continual Improvement

Research has shown the close interface between digital services and economic opportunity. SPT realise the importance of this and the need to evolve and improve the ways in which services are delivered; this will be achieved through the review and evolution of suppliers, processes, contribution, data and technology.

## Data-driven

SPT will establish new and build on existing systems and practices that will increase our capability to analyse and manage data for the good of organisational efficiency, governance and decision making; this will be underpinned through staff training, access to tools and awareness sessions.



# Evolving Behaviours

The COVID pandemic and global tensions has proven that behaviours and approaches need and can change to be able to respond to external threats and environmental factors. The behaviours below are cognisant of this and steer our beliefs that action needs to occur to deliver real change.

## Action Orientated

SPT needs to be a responsive organisation; moving quickly in a controlled manner to deliver real change. Staff need to be responsive, think positively and act with tenacity across all big and small activities to enable the organisation to meet the challenge posed in the Digital era.

## Take Ownership

SPT staff must be encouraged to drive forward improvement by stimulating change where they see opportunity to do so; even in areas out with their responsibility. Those managers and administrators who own and control technology must follow corporate standards and drive improvement. This should be achieved through researching and comparing what is in the market as well working with partners to drive forward better outcomes.

## Communicate

In the Digital era; many people find themselves with access to an abundant number of information source; These information sources and communications can differ in accuracy, transparency, consistency and timeliness. SPT staff must communicate with these attributes considered so that both internal and external stakeholders receive the information they require no matter the communication channel.

## Respect

We need to respect the policies, procedures, guidance and governance around SPT as well as our people and the technology used so that we can deliver a quality, consistent and repeatable experience with those we engage with.

## Evolve

Our technology will evolve as our organisation learns how to respond to different environments and opportunities. Our teams and partners need to be ready to respond and be willing to change quickly.



# Culture

Successful implementation of this strategy will require it to be owned and delivered across SPT. Our leaders, managers and staff all have a role to play in supporting the activities. Whilst the Digital department will play a key role in the development or implementation of new products and solutions, the strategy requires contribution from all staff and a culture of digital leadership and respect. New products which focus on the customer and different ways of working facilitated by technology provide the opportunity to change the way in which we work across the organisation. Where that is the case we will take a flexible and pragmatic approach to manage both the opportunities and challenges that arise.

We need to support our people as digital innovation changes the way we work, where we work, how we organise our work, the tools we use and how we communicate. A rapid pace of change can be the norm when working with digital technology, whilst this allows us to rationalise and innovate it creates the risk that we leave people behind.

A key step in avoiding that risk will be to ensure that the changes we make demonstrably improve our services and processes, both for those using our services and those administering them. To deliver on this strategy we need to build digital skills in personal development plans and annual training as well as share information, skills and support across different teams.

We want SPT to be an employer where staff (existing or new) can start and develop a digital career. We need to promote and highlight the unique opportunities available over the coming years in order to develop and attract people who can help us to realise the ambitions set out in this strategy.

## Governance

Overall responsibility for delivery of this strategy rests with the SPT Strategy Group and will be delivered and prioritised over the period of the strategy. Implementation of these activities will be led by SPT staff under the authority of the Director of Finance & Corporate Support. The Digital Governance Group will pay attention to the **key characteristics of digital council** as set out by Audit Scotland.



**Digital leadership**



**User focused**



**Digital workforce**



**Collaborative**



**Technology & data enabled**



**Innovative**

Any new major initiatives will be brought before the Digital Governance Group for approval as well as the monitoring of ongoing activities.

## Digital Services for External Customers

Technology plays a key role in the services that SPT provides. This role can be done directly through digital displays, contact centre automations or the website, it can also be done indirectly through Bus Systems or the automation of tasks. The amount of technology we utilise will only increase as we procure, outsource and internally develop products and services that put the customer at the centre of our design. Some of the key services we either currently provide or intend to provide are detailed below.

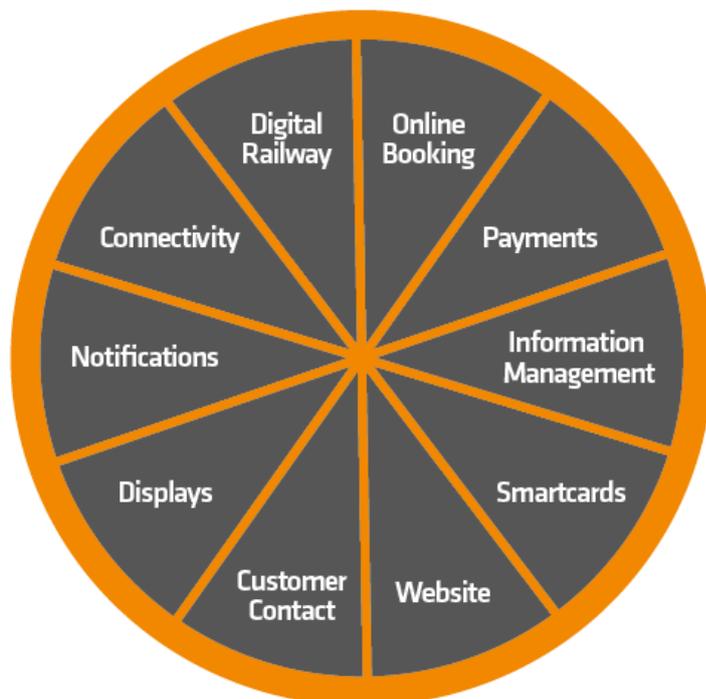
### Digital Railway – Subway Modernisation

The modernisation of the Subway including the introduction of new trains, station monitoring and signalling systems. This transformation will introduce:

- automated train operations that can support the driverless activities when required
- improved asset monitoring to support the automation of maintenance activity schedules
- improved passenger information on trains through new displays and modern design

### Access to Cellular and WiFi Connectivity

The mobile network operator EE currently supply cellular connectivity to all Subway stations whilst bus stations enjoy good cellular coverage from most network providers in the UK. SPT are endeavouring to work with partners to implement cellular connectivity for more providers throughout the Glasgow Subway whilst also providing Wi-Fi connectivity in all Subway and Bus Stations (Buchanan Bus Station, East Kilbride Bus Station, Hamilton Bus Station and Greenock Bus Station).



### Online Bookable Bus Services

The 'MyBus' Portal allows customers to make a booking online by submitting a request for service. The technology that underpins this service and how customers interact with it will be evaluated on how it can progress.

### Digital Displays

SPT provide the infrastructure or feeds for over 800 digital bus information displays across the partnership area including bus stations (Buchanan, Hamilton, Greenock, East Kilbride). SPT will work with bus operators to improve the quality and accuracy of digital displays and information provided to Traveline Scotland.

### Notifications

Passengers across the partnership area need to be informed about travel arrangements and have their expectations managed. SPT utilise social media platforms, emails and the spt.co.uk website as a method of informing different passengers on how services have been impacted. SPT will also investigate how to improve customer notifications as part of this strategy.

### Information Management

Our teams manage and maintain bus stop, bus registration and bus real-time data for the Strathclyde region as well as the systems which manage the printed publications at bus stops.

### Customer Contact

Our interactions through technology come in many different forms including emails, forms, social media and contact centre automations. SPT will endeavour to investigate and deliver improvements that can be implemented to improve the customer experience.

### Smartcards

SPT provide the Subway Smartcard and are currently in the process of delivering the new Smart ZoneCard. Smartcards from other providers can also be used to connect the necessary identification for multi-modal transport use.

### Payments

Digital payments are taken in Subway Stations for travel as well as for other services such as bus station lockers. Contactless payments were introduced for Subway ticket purchases at ticket offices and vending machines; SPT intend to provide contactless entry at Subway gates to make it more convenient for customers with the aim of increasing the Subway patronage and reduce the use of disposable tickets.

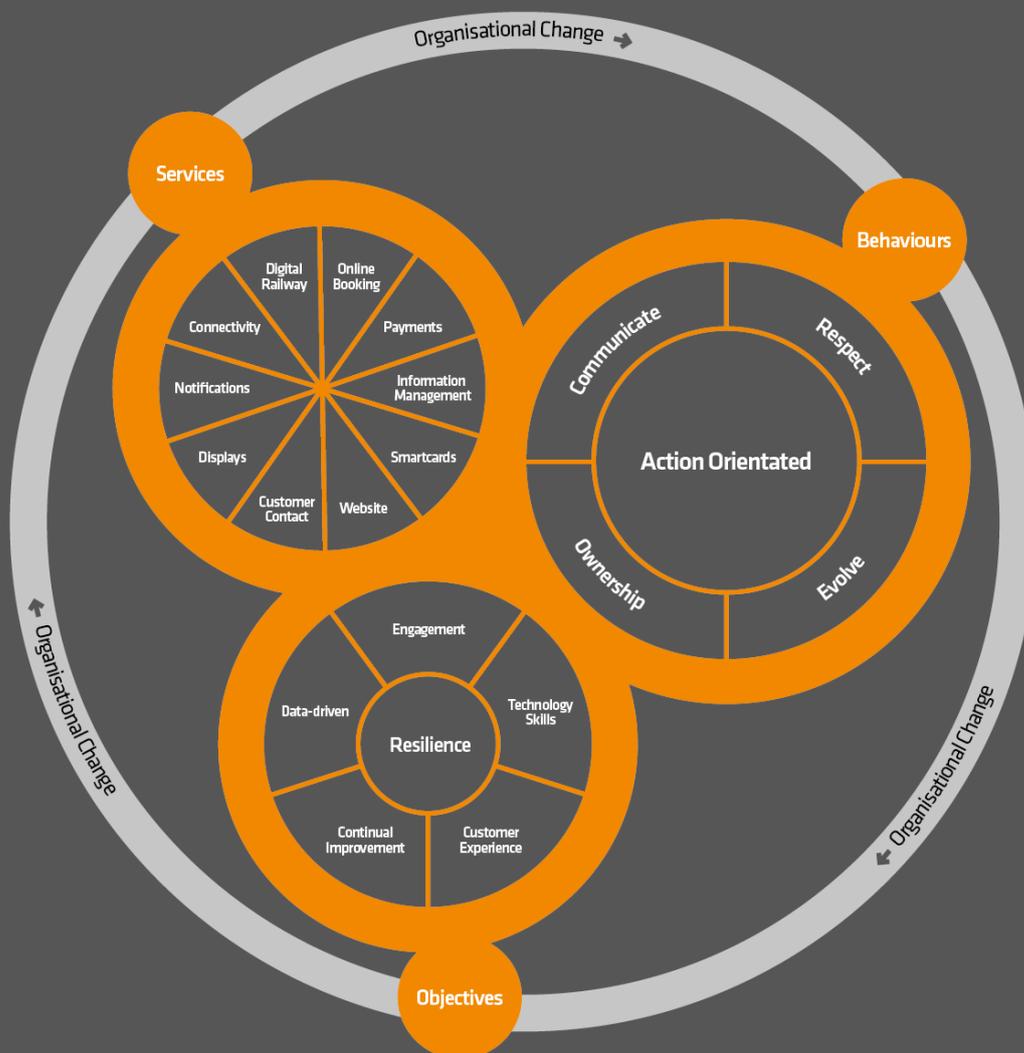
### Website

The SPT website is a centralised resource for accessing information and direction towards services. SPT are continually reviewing the website and will also evaluate whether there is value in delivering separate websites for different services so that the experience is more targeted for the customer requirements.

*“Words may inspire but only **action** creates change.”*

# Appendix A - Underpinning the Vision

To enable positive **action** by providing resilient, efficient and user focussed services to staff, partners and customers.



## Appendix B – Planned & Potential Digital Activities

Below you will find the potential activities which may form part of the Digital Roadmap. It is important to mention that change is expected throughout the period of the Strategy to respond to emerging opportunities and threats.

(\*) indicates that this is already underway or planned.

Activity	Description	Objectives	Services
<b>Datawarehouse and Data Visualisation Expansion</b>	Drive efficiency and insights through improving the visualisation of data which represent the key deliverables of SPT. Reduce the number of data visualisation systems and improve access to shared data resources.	<ul style="list-style-type: none"> <li>• Technology Skills</li> <li>• Customer Experience</li> <li>• Continual Improvement</li> <li>• Data Insights</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Contact</li> </ul>
<b>Artificial Intelligence Investigation</b>	Support decisions around subsidised service funding and asset performance.	<ul style="list-style-type: none"> <li>• Continual Improvement</li> <li>• Data Insights</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Contact</li> </ul>
<b>Further Development of Axiom and other Products *</b>	Develop Subway and Bus systems further so that more performance data can be ingested as well as provide customer and partners with improved technologies.	<ul style="list-style-type: none"> <li>• Customer Experience</li> <li>• Continual Improvement</li> <li>• Data Insights</li> <li>• Engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Contact</li> <li>• Displays and Notifications</li> </ul>
<b>Centralised Asset Management Technology *</b>	Support management and decisions around asset management.	<ul style="list-style-type: none"> <li>• Engagement</li> <li>• Technology Skills</li> <li>• Customer Experience</li> <li>• Continual Improvement</li> <li>• Data Insights</li> </ul>	<ul style="list-style-type: none"> <li>• Digital Railway</li> <li>• Displays and Notifications</li> </ul>

<b>Website Service Review</b>	<p>SPT services evolve over time and the ways in which people receive and interact with them changes. We will review the user journey of each digital and real-world service in relation to the website and present options for further improvement.</p>	<ul style="list-style-type: none"> <li>• Engagement</li> <li>• Customer Experience</li> <li>• Continual Improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Digital Railway</li> <li>• Online Booking</li> <li>• Payments</li> <li>• Smartcards</li> <li>• Customer Contact</li> <li>• Website</li> </ul>
<b>Security Operations Centre Implementation *</b>	<p>Introduce a Security Operations Centre (SOC) and associated technology to improve the cyber resilience and monitoring of SPT services.</p>	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Continual Improvement</li> <li>• Data Insights</li> </ul>	<ul style="list-style-type: none"> <li>• Digital Railway</li> <li>• Online Booking</li> <li>• Payments</li> <li>• Smartcards</li> <li>• Customer Contact</li> <li>• Displays and Notifications</li> </ul>
<b>Contact Centre Technology Evolution *</b>	<p>By improving and developing the technology associated with our contact centre function we can deliver services more efficiently through automation and tools as well as increasing our performance through actions triggered from data analytics.</p>	<ul style="list-style-type: none"> <li>• Engagement</li> <li>• Customer Experience</li> <li>• Continual Improvement</li> <li>• Data Insights</li> </ul>	<ul style="list-style-type: none"> <li>• Online Booking</li> <li>• Customer Contact</li> <li>• Displays and Notifications</li> <li>• Website</li> </ul>
<b>MyBus Booking System Evolution</b>	<p>Upgrade or introduce a new booking system for MyBus to improve the user experience and deliver additional efficiency for our teams.</p>	<ul style="list-style-type: none"> <li>• Customer Experience</li> <li>• Continual Improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Online Booking</li> <li>• Customer Contact</li> <li>• Displays and Notifications</li> <li>• Website</li> </ul>
<b>Expansion of Cellular Services in Subway *</b>	<p>Increase the number of Mobile Network Operators (MNO's) in the Glasgow Subway and the area in which they provide services.</p>	<ul style="list-style-type: none"> <li>• Customer Experience</li> <li>• Continual Improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Digital Railway</li> <li>• Connectivity</li> </ul>
<b>CRM Implementation (Customer Relationship Management)</b>	<p>Introduce a centralised CRM to manage all mailboxes and contact from stakeholders to support good information management practices and develop automated functions to improve customer experience and efficiency.</p>	<ul style="list-style-type: none"> <li>• Engagement</li> <li>• Customer Experience</li> <li>• Continual Improvement</li> <li>• Data Insights</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Contact</li> <li>• Displays and Notifications</li> <li>• Website</li> </ul>

<p><b>Explore Increasing the Use of Common Automation Tools for General Use rather than Axiom Development</b></p>	<p>SPT Digital will continue to explore various Robotic Process Automation tools as well as functionality within the Microsoft Power Platform to deliver simple effective solutions as an alternative to utilising inhouse development teams.</p>	<ul style="list-style-type: none"> <li>• Customer Experience</li> <li>• Continual Improvement</li> <li>• Technology Skills</li> </ul>	<ul style="list-style-type: none"> <li>• Displays and Notifications</li> </ul>
<p><b>Investigate Technology Interfacing with ScotGov Digital Identity Service, Disclosure Scotland and Other Partners</b></p>	<p>Identify where utilising partner technologies can enhance the processes and find efficiencies across SPT including the Contact Centre, card management and bus contract management.</p>	<ul style="list-style-type: none"> <li>• Engagement</li> <li>• Customer Experience</li> <li>• Continual Improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Online Booking</li> <li>• Customer Contact</li> <li>• Displays and Notifications</li> </ul>
<p><b>Identify Partnership Opportunities with CivTech</b></p>	<p>CivTech is a Scottish Government programme that brings people from the public, private and third sectors together to build things that make the world a better place. SPT will investigate opportunities where outcomes can be delivered.</p>	<ul style="list-style-type: none"> <li>• Engagement</li> <li>• Customer Experience</li> <li>• Continual Improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Online Booking</li> <li>• Customer Contact</li> <li>• Displays and Notifications</li> </ul>
<p><b>Explore the Expansion of Axiom Services Usage Out with SPT</b></p>	<p>Axiom delivers a variety of tools for Bus Contract Management and associated functionality. SPT wish to explore whether there would be any public sector partners interested in utilising this technology and what this opportunity could present.</p>	<ul style="list-style-type: none"> <li>• Engagement</li> <li>• Customer Experience</li> <li>• Continual Improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Contact</li> </ul>
<p><b>Implement Advanced Cyber Security Technology and Practices *</b></p>	<p>SPT follow the ScotGov Cyber Resilience Framework and have ambitions to deliver on the maximum number of controls that are financially possible based on the organisations risk appetite.</p>	<ul style="list-style-type: none"> <li>• Resilience</li> </ul>	<ul style="list-style-type: none"> <li>• Digital Railway</li> <li>• Online Booking</li> <li>• Payments</li> <li>• Smartcards</li> <li>• Customer Contact</li> <li>• Displays and Notifications</li> </ul>
<p><b>Identify and Implement Technology that can Enhance Safety *</b></p>	<p>SPT treat the health and safety of staff and customers with the utmost severity and will look at ways to improve this through sensor technology and new camera technology (i.e., bodycams)</p>	<ul style="list-style-type: none"> <li>• Resilience</li> <li>• Continual Improvement</li> </ul>	<ul style="list-style-type: none"> <li>• Customer Contact</li> </ul>

# Appendix C – Key Characteristics of a Digital Council

Below you will find extracts from the **Digital progress in local government** report provided by Audit Scotland which includes the **key characteristics of digital council**

– Ref [https://www.audit-scotland.gov.uk/uploads/docs/report/2021/nr\\_210114\\_digital\\_progress\\_lg.pdf](https://www.audit-scotland.gov.uk/uploads/docs/report/2021/nr_210114_digital_progress_lg.pdf)

## Context

Digital technologies are an essential part of our lives. Before the Covid-19 pandemic, the way we lived and worked, and how organisations operated, delivered public services and interacted with citizens was rapidly changing. Since March 2020, the pace of that change has accelerated. Organisations have had to innovate and collaborate on a scale never seen before. Digital technology has become a lifeline, allowing the continued delivery of public services, often to the most vulnerable in society. Its use has also exposed the risk of digital exclusion – not having the skills or resources to access vital public services, maintain learning, and stay connected with others.

### Councils are at different stages in their digital progress

Transforming public services and building a digital council is difficult and takes time. Becoming a digital council involves moving away from technology-led strategies and plans to become more outward looking, focusing on how digital technology can deliver better outcomes for citizens, communities and council staff. It involves understanding the needs of staff and service users, involving them in the process and creating a culture that embraces change and collaboration.

Each council has started from a different position depending on its available resources (money and people), the state of its existing systems and its culture. These factors will determine the level of future investment required and how quickly a council can transform. The level of investment will vary greatly across councils as a result. To become a digital council, investment will be required in Information and Communication Technology (ICT) infrastructure (hardware, software and cloud services), council staff and digital leadership.

Those further ahead are beginning to exploit data and information to better understand their communities and staff, and deliver better services. This transformation is still at an early stage, but progress is being made.

Common priorities across councils include:

- increasing online service provision, with round-the-clock self-service access
- increasing flexible and mobile working, allowing staff to access real-time data for services such as social care, housing repairs and waste management
- using technology to support democratic functions such as hosting committee meetings and surgeries online.

The Covid-19 pandemic has acted as a catalyst for all of this and has accelerated the deployment of digital technology and collaboration across the sector. The pandemic has also highlighted the importance of digital access and connectivity, and we expect that these will be a key focus of councils' future digital plans and strategies.



**Digital leadership**



**User focused**



**Digital workforce**



**Collaborative**



**Technology & data enabled**



**Innovative**

Characteristic	Our Approach
Digital Leadership	Convening the Digital Governance Group to champion resilience and change as well as deliver on our digital strategy
User Focused	Building more user and customer focused stages into our developments and projects.
Digital workforce	Survey staff and develop a competency framework for digital skills As well as conducting technology sharing sessions and increasing cross-team collaboration
Collaborative	Continue to develop shared technology governance groups and technology owner groups to create and realise opportunities across SPT.
Technology & data enabled	Replacing legacy processes and improving access to insights and the underpinning data.
Innovative	Encouraging technology owners and administrators to be aware of the latest training, technologies and opportunities so that ideas can become a reality