



Strathclyde Partnership for Transport  
Annual Report 2016/17



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 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.



# Strathclyde Partnership for Transport Annual Report 2016/17

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# Partnership

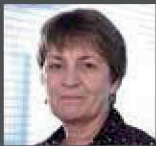
The SPT Partnership consists of 20 elected members representing the 12 local authorities in the West of Scotland and up to nine appointed members. The Partnership and Committees meet regularly, receiving updates and voting on key decisions regarding SPT business.



**Jonathan Findlay**  
Chair, Glasgow City Council – Labour



**Eddie Devine**  
Renfrewshire Council – Labour



**Kaye Harmon**  
Vice Chair, North Lanarkshire – Labour



**Allan Falconer**  
South Lanarkshire Council – Labour



**Denis McKenna**  
Vice Chair, South Lanarkshire – Labour



**Ann Faulds**  
Appointed Member



**Malcolm Balfour**  
Glasgow City Council – SNP



**Anne Follin**  
Appointed Member



**Dr Martin Bartos**  
Glasgow City Council –  
Scottish Green Party



**Bill Grant**  
South Ayrshire Council –  
Scottish Conservative and Unionist



**Gregory Beecroft**  
Appointed Member



**Graham Johnston**  
Appointed Member



**Tony Buchanan**  
East Renfrewshire Council – SNP



**Gerald Leonard**  
Glasgow City Council – Labour



**Brian Davidson**  
Appointed Member



**Alex Macaulay**  
Appointed Member



**Robert Graham MacIntyre**  
Argyll and Bute – Independent



**Hamish Stewart**  
South Lanarkshire Council –  
Scottish Conservative and Unionist



**Jo MacLennan**  
Appointed Member



**Fariha Thomas**  
Glasgow City Council – Labour



**Alan Malcolm**  
Appointed Member



**Paul Welsh**  
North Lanarkshire Council – SNP



**Bobby McDill**  
East Ayrshire Council – SNP



**David Wilson**  
Inverclyde – Scottish Conservative  
and Unionist



**James McNally**  
Appointed Member



**Michael McPake**  
North Lanarkshire Council – Labour



**Alan Moir**  
East Dunbartonshire Council – Labour



**Lawrence O'Neill**  
West Dunbartonshire Council – Labour



**Donald Reid**  
North Ayrshire Council – Labour

**The SPT Partnership met six times in 2016/17.**

More information at: [www.spt.co.uk/corporate/about/minutes-agendas/partnership/](http://www.spt.co.uk/corporate/about/minutes-agendas/partnership/)

**The Strategy and Programmes Committee met six times in 2016/17.**

More information at: [www.spt.co.uk/corporate/about/minutes-agendas/strategy-programmes-committee/](http://www.spt.co.uk/corporate/about/minutes-agendas/strategy-programmes-committee/)

**The Operations Committee met six times in 2016/17.**

More information at: [www.spt.co.uk/corporate/about/minutes-agendas/operations-committee/](http://www.spt.co.uk/corporate/about/minutes-agendas/operations-committee/)

**The Audit and Standards Committee met four times in 2016/17.**

More information at: [www.spt.co.uk/corporate/about/minutes-agendas/audit-standards-committee/](http://www.spt.co.uk/corporate/about/minutes-agendas/audit-standards-committee/)

**The Personnel Committee met twice in 2016/17.**

More information at: [www.spt.co.uk/corporate/about/minutes-agendas/personnel-committee/](http://www.spt.co.uk/corporate/about/minutes-agendas/personnel-committee/)

# 2016/17 year at a glance



## Apr 2016

New canopy at front of **Govan Subway Station** unveiled. The 'wave effect' celebrates the area's rich heritage in shipbuilding, next to the River Clyde.

## Jun 2016

SPT collects **four Scottish Transport Awards** which recognise the best of Scotland's transport industry:

- Most Effective Road Safety, Traffic Management and Enforcement Project with South Lanarkshire Council
- Integrated Transport Project of the Year for Johnstone Railway

Station Park and Ride in a joint entry by SPT, ScotRail and Transport Scotland

- Excellence in Walking and Public Realm for the redevelopment of St Enoch Subway Station
- Contribution to Sustainable Transport with Glasgow Caledonian University for the

Ground Water and Heat Source System on the Subway.

Contract awarded for **Kelvingbridge Subway Station** modernisation.

Contract awarded for the supply, technical support and maintenance of a secure communication system for the **Subway**.

## May 2016

Contract awarded for **Cessnock Subway Station** modernisation.

## Jul 2016

Subway services suspended for **essential renewal works** on the "ramps and turnouts" section of the tunnels.



## Aug 2016

**Subway** services resume.

The new **£7 million Govan Interchange** with new-look Subway Station and Bus terminus opens.

**Buchanan Street Subway** station modernisation complete.

Bus stances at **Silverburn Shopping Centre** upgraded to include display units showing information on various services designed to signpost passengers in the right direction of travel.

**Award of contract** for a new SPT-wide CCTV and access control system.

## Sep 2016

**Smartcard** online top-up launches.

Work begins on the modernisation of **Kelvinbridge Subway Station**.

## Nov 2016

The last two escalators on the Subway system now replaced, **28 new escalators** now fully operational.

**Audio Visual Announcement System** funded by SPT is launched on Stagecoach West Scotland's X19 services from Easterhouse to Glasgow city centre and then to the Queen Elizabeth University Hospital making a difference to the lives of blind or partially sighted passengers.



## Jan 2017

SPT renews contract for **Kilcreggan – Gourrock Ferry service** until transfer of service to Transport Scotland.

## Mar 2017

SPT hosts **first conference on the role and future of public social partnerships**, ensuring a person-centred approach to the design of services and joining up journeys.

New online facility launched to enable passengers to purchase **Daytripper tickets** or **renew Zonecards**.

## Oct 2016

SPT's Knowledge Transfer Partnership (KTP) with Glasgow Caledonian University receives **worldwide recognition for its work** to find a cost effective solution to water management in the Subway and transform it into a form of energy power at the first International Conference on Energy Geotechnics,

**Opening of first National Cycle Route 74** from Lesmahagow to Happenden with joint funding from SPT, South Lanarkshire Council and Sustrans.

## Dec 2016

Subway celebrates its **120th anniversary** with passengers and staff.

**Cessnock Subway Station** modernisation complete.

## Feb 2017

Work begins on the city centre **Fastlink** development, delivering further bus priority measures and improved passenger facilities.

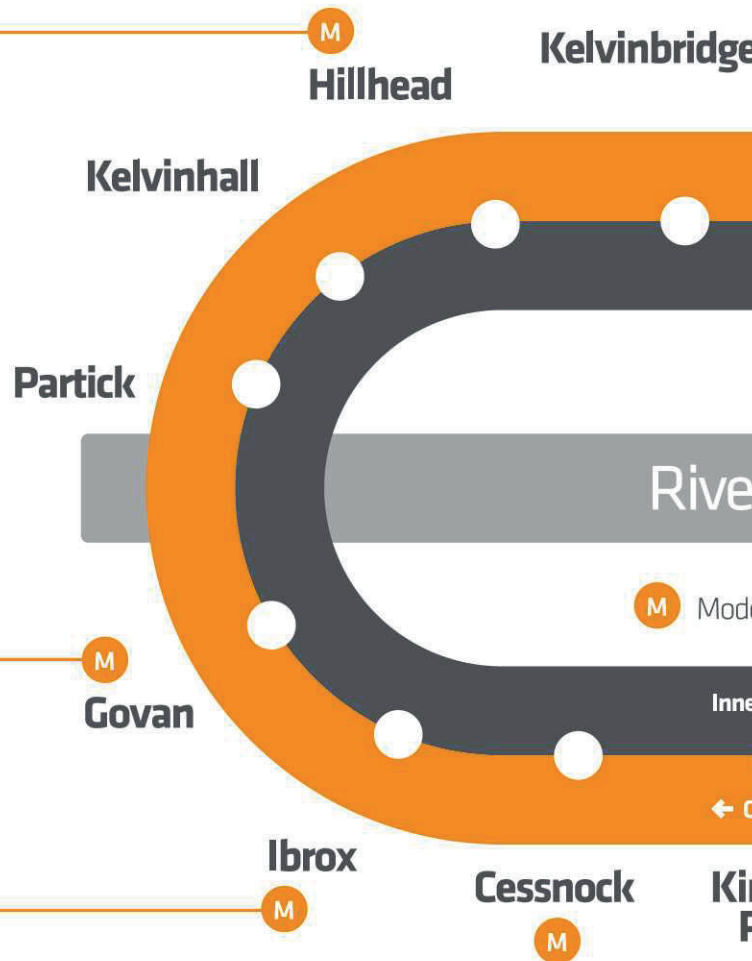
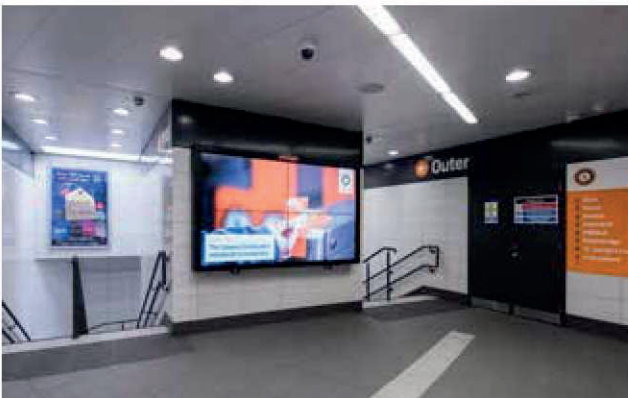


# Attractive, seamless, reliable travel

## Subway operations and modernisation

The roll-out of the £288 million Subway modernisation programme continues with eight of 15 stations now complete, including the £7 million investment into Govan Interchange which opened in August 2016. This year also saw the completion of station refurbishments at Buchanan Street and at Cessnock.

Work began on the refurbishment of Kelvinbridge Station and will be finished later in 2017.





Access for all

Reduced emissions

Improved service delivery



### Key station achievements

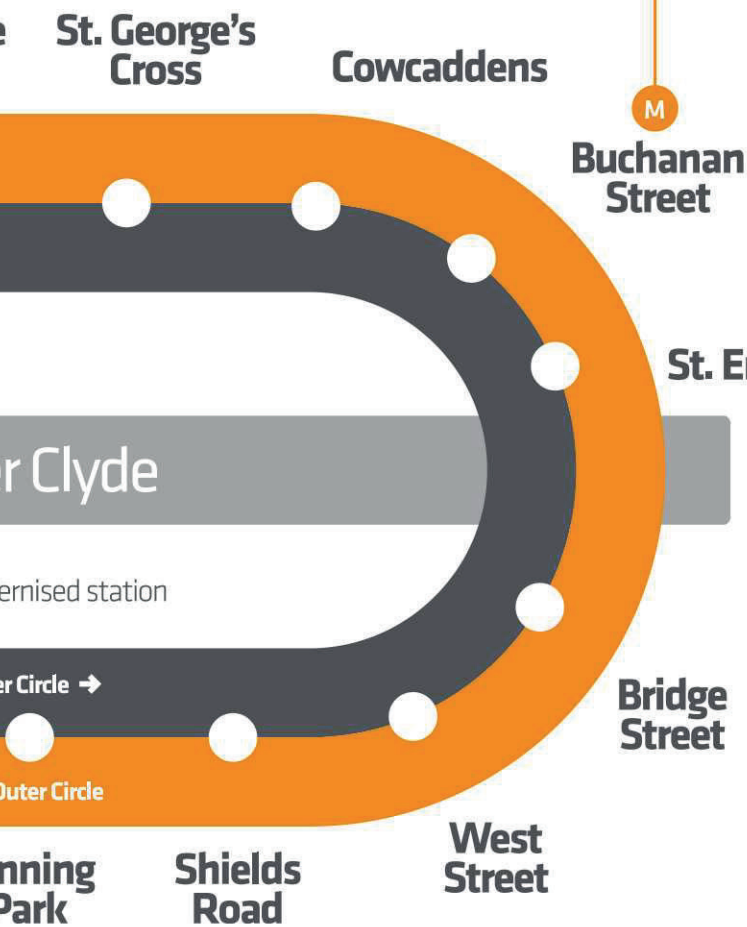


**8**  
stations  
now complete



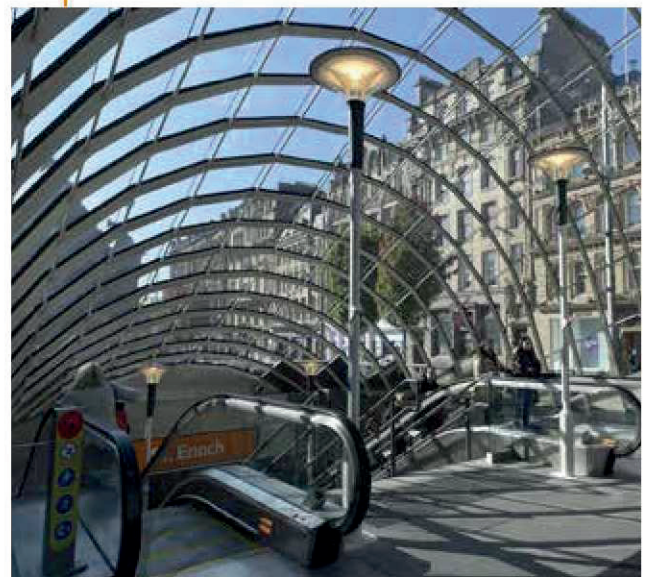
**4**  
more stations  
out on tender

**28**  
out of 28 new  
escalators complete



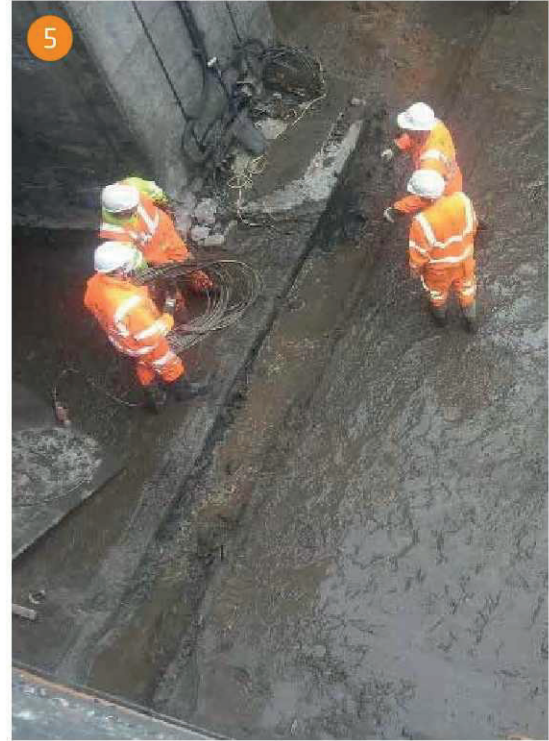
Subway

More information on  
Subway Modernisation at  
[www.spt.co.uk/subway/modernisation/](http://www.spt.co.uk/subway/modernisation/)



### Subway – behind the scenes

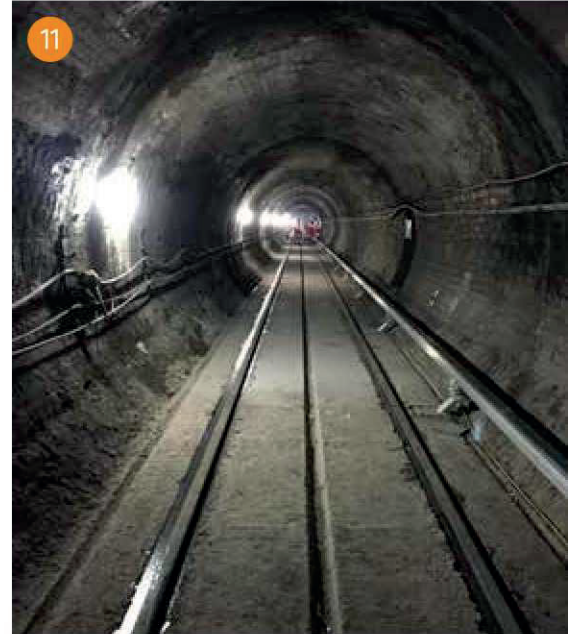
This year also saw a major achievement in the modernisation programme with the renewal of the ramps and turnouts section of the tunnels. This work necessitated a complete suspension of the Subway system in July 2016. SPT operated a replacement bus service for the duration of the suspension.



Access for all

Reduced emissions

Improved service delivery



1. Work begins on the North ramp with a concrete breakout; 2. Work begins on the South Chamber with a concrete breakout; 3. Working on the North Chamber breakout; 4. The South Chamber is cleared following flooding; 5. The flooding clean up continues; 6. Rail install in the South Chamber; 7. The concrete pump arrives; 8. Rail jigs and plates installed in the North Chamber; 9. Pouring concrete in the South Chamber; 10. North ramp formwork installation gets under way; 11. Single bore tunnel outer formwork and drainage install progresses; 12. Cleaning up post concrete pour; 13. Installation of the third rail in the South Chamber; 14. New point motor with hand crank in place in South Chamber; 15. Work complete.

**Watch**

**South chamber: Time-lapse: Camera Station A**

<https://vimeo.com/186288763>

**Ramps: Time-lapse: Camera Station B**

<https://vimeo.com/186288764>

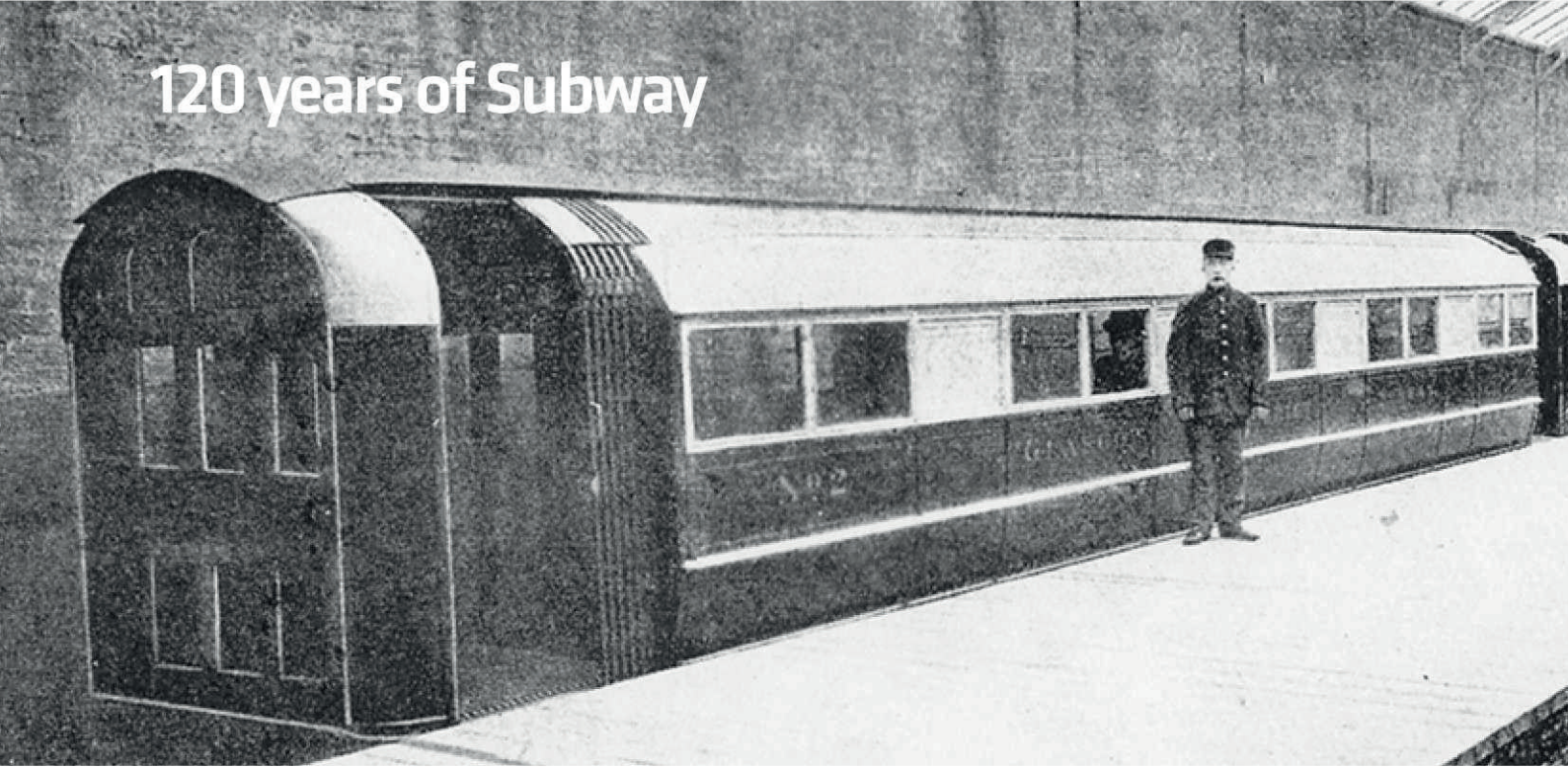
**North chamber: Time-lapse: Camera Station C**

<https://vimeo.com/186435332>

**North chamber: Time-lapse: Camera Station D**

<https://vimeo.com/186435334>

# 120 years of Subway



The Subway celebrated its 120th anniversary in 2016 with a range of activities in key stations including buskers and giveaways to help all our passengers join in the celebrations.

Capital Radio joined in the fun, broadcasting live from Buchanan Street on the day. Local and national media also marked the event with news coverage on STV and BBC TV, radio and online. BBC's The One Show ran a special feature starring one of our longest serving, most knowledgeable members of staff, Derek Henderson (pictured below, right).

Throughout this year, we are also running a special 120th anniversary 'wrapped' train featuring a carriage from the original rolling stock, the current trains and a special, possible future look at the new trains due in service within the next five years.

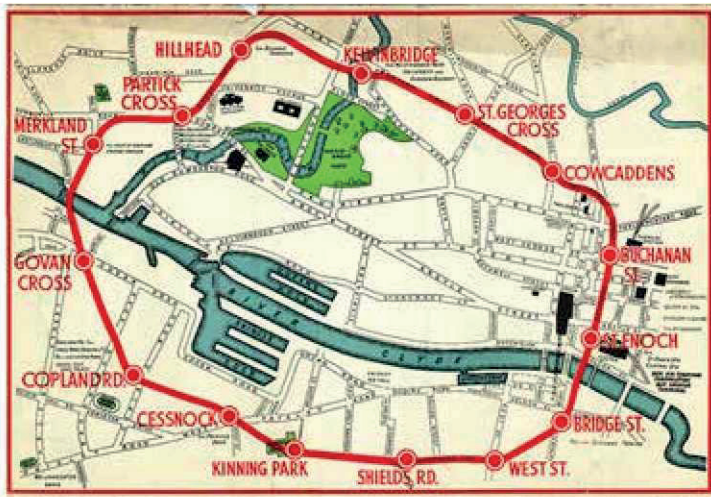
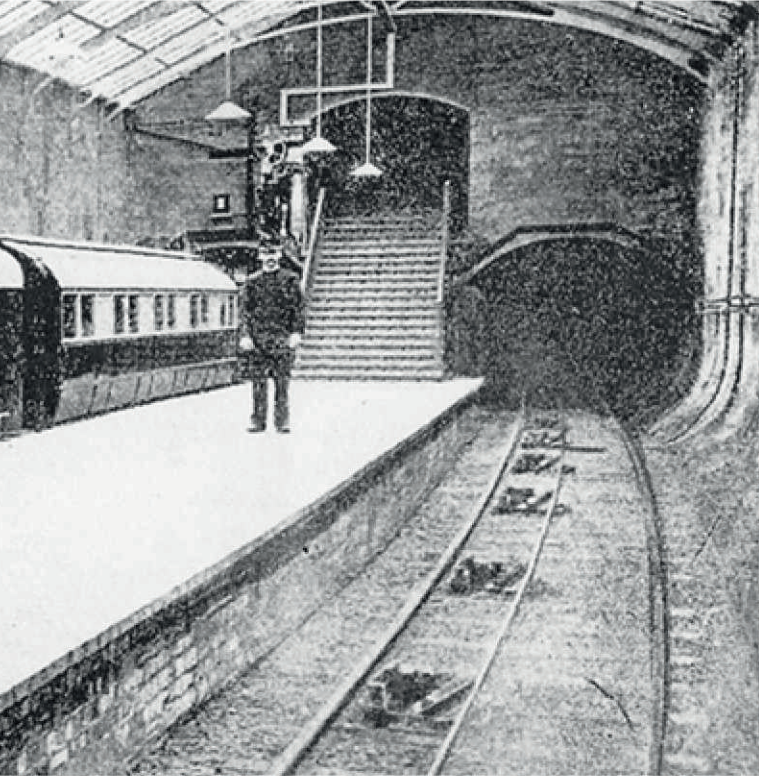
The train proved very popular with passengers and the 120th birthday was celebrated widely on social media with many messages of support featuring our special birthday hashtag #120. The anniversary proved very popular with passengers



Access for all

Reduced emissions

Improved service delivery



**More information at:**

[www.spt.co.uk/120](http://www.spt.co.uk/120)

[www.spt.co.uk/corporate/2016/12/subway-celebrates-120-years](http://www.spt.co.uk/corporate/2016/12/subway-celebrates-120-years)



### Bus Services

SPT is committed to delivering a stable, safe and integrated bus network across the West Of Scotland. We are also committed to ensuring the future of bus transport despite the worrying trend which has seen bus passenger numbers fall by 50 million over the last 10 years.

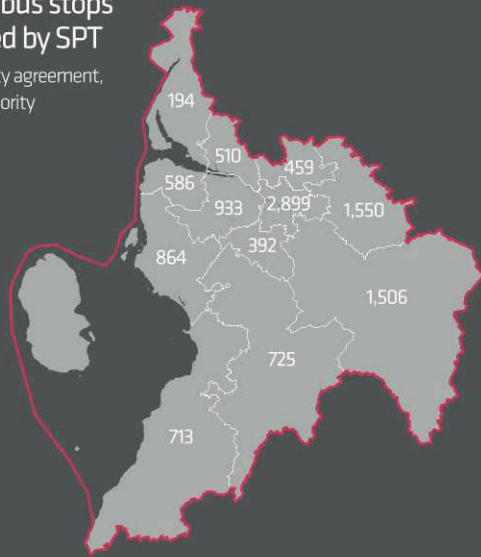
SPT already subsidises around 30 per cent of all bus services in the West of Scotland. In our urban areas, the bus industry faces huge challenges with congestion, competition from rail services, and the recent economic downturn has all played its part in reducing bus patronage. In rural and island areas there are very real concerns that

limited resources will leave many in these areas, particularly those who are most vulnerable, experiencing social isolation.

All of this is why SPT has been working to create a new approach to tackle this problem in partnership with the bus industry through the Strathclyde Bus Alliance. Working with bus operators, local authorities and all other key stakeholders, we want to ensure a comprehensive bus network to meet passenger needs now and for the future. This would ensure a properly, integrated, safe and secure network for the benefit of all passengers.

#### Number of marked bus stops managed by SPT

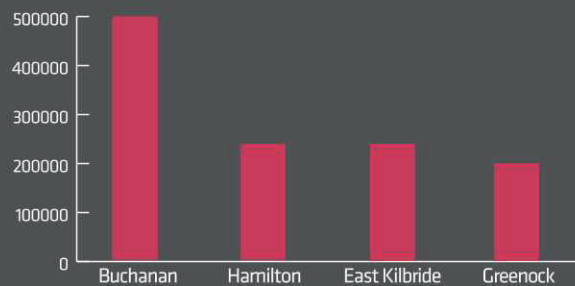
Under agency agreement, by local authority



#### Existing SQPs in SPT area

- Glasgow Streamline (14 routes within the city)
- Fastlink (city centre to Queen Elizabeth University Hospital)
- Ayr and Prestwick
- Inverclyde

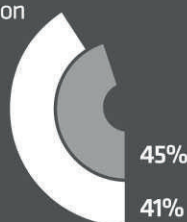
#### Departure by bus stations



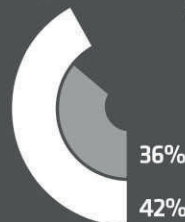
#### Bus passenger satisfaction



##### Overall satisfaction



##### Punctuality



##### Journey time



● Very satisfied  
○ Fairly satisfied

Source: Bus Passenger Survey 2016, Transport Focus

Access for all

Reduced emissions

Improved service delivery



## Smart and integrated ticketing

Major developments have been made to smart and integrated ticketing. There are now 150,000 Subway passengers with a SmartCard and this year online top-ups for these customers was introduced while work with other transport providers continued in a bid to create more integrated travel options for users.

Working with ScotRail Abellio, we are now able to offer commuters integrated train and Subway travel on one ticket. Passengers travelling with either a Subway Smartcard or ScotRail Smartcard can now travel on both modes of transport using just the one Smartcard, both of which have been developed by Nevis Technologies Ltd, which is a joint venture between SPT and Rambus.

Bus operator McGills also now offers its passengers a Smartcard which means they also have the option to link with other transport operators as more operators join up to smart ticketing.

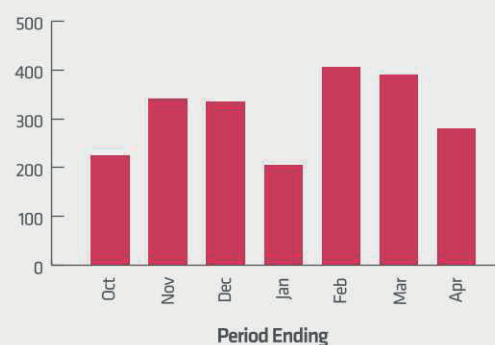
SPT working with Nevis Technologies Ltd remains at the forefront of this technology, which is undoubtedly offering not just our passengers, but all rail and bus passengers more options to travel with ease around the Strathclyde region.

## Online top-up

This year, we also developed an online top-up system for Subway Smartcard users which offers them the option of topping up their card value, or buying season tickets whenever and wherever it is most convenient for them, online. [www.youtube.com/watch?v=eRW6eNNQh\\_A](http://www.youtube.com/watch?v=eRW6eNNQh_A)

## Subway web retail sales

Number of transactions by a four-week period



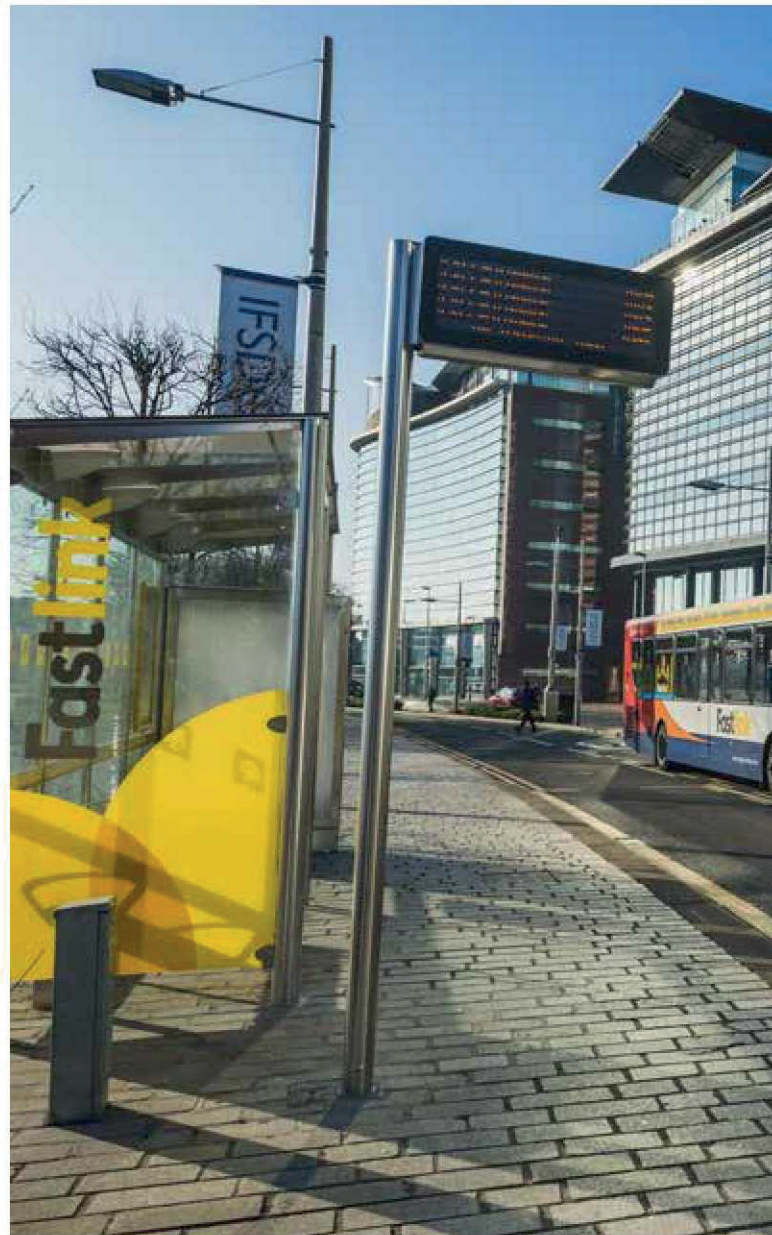
*Up to 1 April **1,103 unique customers** have made purchases on Web Retail*

# Improved connectivity

## *SPT invests in road safety improvements*

### Projects advanced in 2016/17 include:

- A70 realignment in East Ayrshire
- Pollok Bus Corridor Improvements in Glasgow
- A841 Brodick to Lochranza, Arran
- Hawkhill Roundabout Improvements in North Ayrshire
- A8 Junction Improvements Inchinnan in Renfrewshire
- Road safety improvements in South Lanarkshire



### Fastlink

Fastlink is the West of Scotland's exemplar urban bus rapid transit system that sets the blueprint for expansion and upgrade of key bus routes across Greater Glasgow and beyond.

The second phase of the Fastlink project to extend and upgrade key bus routes within the city centre began in February this year. This part of the development, valued at £3.14 million will extend Fastlink within the city centre delivering further bus priority measures and improve passenger facilities.





This latest stage of the project will deliver further journey time savings for Fastlink services and crucially most other bus services operating in the city centre.

With more than 180 buses per hour and tens of thousands of passengers per day, Union Street will be transformed with state-of-the-art passenger facilities, high quality shelters, real-time information displays, high-access kerbs for easy boarding and widened footpaths along with upgraded street lighting.

**Fastlink**

## Freight

Urban freight topics, including air quality management and best practice for urban deliveries, were the focus of the Freight Quality Partnership in 2016/17. A presentation by Transport Scotland on the developing National Low Emissions Framework was given at the December meeting where Partnership members were able to provide input on the range of options.

SPT held a workshop in November to develop the Strathclyde Freight Strategy, with attendees from 20 organisations discussing issues for rail freight, strategic connectivity and urban deliveries. The new Freight Strategy was developed throughout 2016/17, with the action plan to be taken forward from 2017 onwards.

Further work on freight included submitting a consultation response on Transport Scotland's rail freight strategy and providing funding and support to Inverclyde Council to develop a local lorry parking strategy.

## Clydebank Interchange

SPT and West Dunbartonshire Council have been undertaking an appraisal of options for Clydebank Interchange to improve connections between rail and bus modes and between the interchange and the town centre, shopping centre, new leisure centre and the wider community. This aims to improve the transport system in that area for local people.

## Robroyston Station

Delivery of a new station at Robroyston in Glasgow was progressed in 2016/17 with completion of the funding package. The station will serve the residents of up to 1,600 new homes to be built on the site and is programmed to be delivered in 2019/20. The final design and construction phases will be led by ScotRail in partnership with Glasgow City Council, SPT, Transport Scotland and the developer Stuart Milne.

## Community Rail

SPT continues to take forward its involvement for Community Rail, including the recent approval of Rail 74, a community rail partnership for the Argyle Line between Rutherglen, Cambuslang, Newton and Hamilton.

Attractive, seamless, reliable travel

Improved connectivity

## Access for all



### Community Transport

SPT's Community Transport Public Social Partnership (PSP) ensures the best model for the design, development and piloting of demand responsive transport services.

SPT leads the development of integrated transport solutions within the West of Scotland, for example, the West of Scotland Integrated Health and Social Care Transport Hub and the partnership between SPT and Glasgow City Council (GCC) to provide route optimisation of GCC's social transport fleet.

SPT is also working with the City of Edinburgh Council (CEC) to deliver a scheduling and route optimisation tool provided and supported by SPT for the Council's social transport fleet.

SPT will work with CEC to plan and schedule the transport provided by their Corporate Transport Service to and from Health and Social Care and Children and Families services, including Home Care (including return from hospital).

SPT has also been working in partnership with the Community Transport (CT) sector to support and assist in the development of the sector, including Community Volunteer Car Schemes (CVCS) and the establishment of the West of Scotland CT Network.

CVCS provide door-to-door transport to people in their local communities to enable them to access services, in the main healthcare services such as doctor and hospital appointments. CVCS are operated primarily by CT operators through local volunteer drivers who use their own cars. These services are vital to local communities as they provide transport options for vulnerable and older people, those living in rural areas and people with reduced mobility.

CVCS will play a key role in providing transport solutions as part of the West of Scotland Integrated Health and Social Care Transport Hub development that SPT is leading.

#### Find out more at

[www.spt.co.uk/corporate/about/strategy/community-planning/](http://www.spt.co.uk/corporate/about/strategy/community-planning/)



## Community Transport Conference

### Working together in Public Social Partnerships

SPT’s first conference on the role and future of Public Social Partnerships (PSP) attracted much support and praise from many organisations working in providing social transport.

The event held in Glasgow was attended by Angela Constance, the Cabinet Secretary for Communities, Social Security and Equalities, who praised SPT’s innovation through social partnerships and developing the PSP model.

She said: “You have done a great job in helping to increase the provision of community transport in the West of Scotland and are demonstrating the innovation possible through PSPs.

“Working with its partners, including the West of Scotland community transport network, Ready for Business and the Community Transport Association, SPT embarked on Scotland’s first community transport PSP in 2014. Its vision was clear: to find a way to involve service users and community transport providers – *as equal partners* – in the design and delivery of new transport services.

“By doing so, SPT boosted the capacity of the community transport sector across the whole of the West of Scotland – meaning new opportunities for training, employment and volunteering.”

Ms Constance described the community transport service as “invaluable”, adding: “It is a crucial part of supporting those most in need in our communities. As Scotland’s demographic continues to change, community transport is increasingly significant in our fight to prevent loneliness and isolation.

“Social isolation can damage a person’s sense of belonging, empowerment and contribution to society. Indeed, loneliness and isolation is widespread, across all levels and ages of society, and there are no easy answers.

“By using the PSP model we can, however, take a person-centred approach to designing services. Applied



### More than 150 delegates representing:



**24**

Local Authorities

**6**

Health Boards and the  
Scottish Ambulance Services

**35**

Community Transport  
Organisations

**3**

RTPs

**35**

Third Sector  
organisations

Plus Scottish Government departments, reps from Northern Ireland government and community transport consultants.

## Attractive, seamless, reliable travel



to community transport, this means our communities can enjoy joined-up journeys responsive to their needs. Remaining independent for longer, communities can be more active and benefit from a greater sense of wellbeing as a result.

“This is important not only for our older people. More than a million disabled people contribute to Scotland’s communities, adding talent, diversity and richness to our society.”

SPT’s PSP model takes a person-centred approach to designing services, joining up journeys better and responding to the needs of service users.

One of the key partners in delivering many of the projects across Scotland is the Community Transport Association which helps 100,000 users each year and works with 2,500 volunteers from 250 transport providers working in the community.

The aim of the conference was to link with groups to discuss ways we could develop a national approach for the PSP model. A successful PSP model relies on clarity of



## Improved connectivity

purpose; but most importantly that partnerships be built on confidence and trust, and take the time to develop properly.

Speakers at the conference agreed that, done right, the PSP model is helping break down barriers and design services that are needed so they will be used in communities by communities.

One area benefiting from developing better community transport is Dumfries and Galloway which is looking at a number of social solutions to deal with transport issues in some of their most disadvantaged communities.

Community transport is about developing transport for all, not just the elderly or disabled but also ensuring the young have access to transport options.

Following the feedback from the breakout sessions, there was clear support for a national community transport PSP, believing this would help drive standards and develop greater co-ordination among the groups. However, there must remain a key focus on local input to ensure local needs remain the priority.

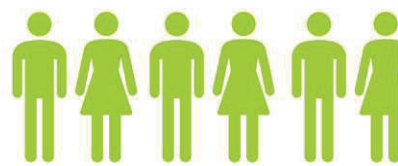


**SPT runs a number of social necessary local bus services to ensure communities remain connected.**



# 8 million

supported bus vehicle-kilometres



# 5.8 million

passengers carried on supported local bus services

Access for all

Reduced emissions

Improved service delivery



### MyBus

The MyBus service carried 490,000 passengers during 2016/17.

This essential door-to-door pick-up and drop-off service using low-floor accessible vehicles enables residents with a mobility issue or without access to traditional public transport services 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.

The majority of passengers book by telephoning the contact centre but the online booking service continues to grow in popularity with around 12 per cent of all journeys now booked online.

### Passenger feedback

*"Drivers are certainly an asset to this service, it must be one of the **best run services** on the road. Keep up the good work SPT."*

*"Drivers are so **helpful and friendly**, what a wonderful service they provide."*

Around **12%**  
of all MyBus journeys  
now booked online



**490,000**

MyBus passengers carried during 2016/17

**MyBus**  
helped local  
residents in

**↑7%**  
from 2015/16

**Renfrewshire**  
by making **33,239** journeys

**↑2%**  
from 2015/16

**South Lanarkshire**  
by making **90,733** journeys

**↑3%**  
from 2015/16

**North Lanarkshire**  
by making **103,372** journeys

Attractive, seamless, reliable travel

Improved connectivity



### School transport

SPT manages 1,300 schools transport contracts for 11 of our 12 partner councils. As part of this, SPT also provides a Quality Assurance Audit on school transport contractors by carrying out random, unannounced vehicle checks at schools and other locations which ensures that standards are monitored and benchmarked on an ongoing basis.

**3,581**   
**vehicles operating on  
school services**  
inspected in 2016/17



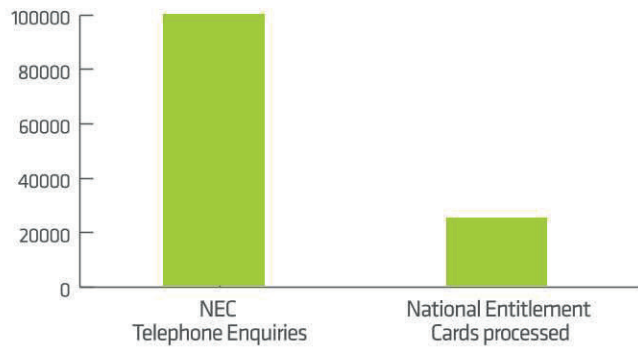
**1,419**  
**on-site inspections of  
school bus services**  
carried out in 2016/17

### Concessionary travel

The Strathclyde Concessionary Travel Scheme is administered by SPT on behalf of our 12 constituent councils. The Scheme provides reduced fares on rail, Subway and ferry for people with assisted special needs, both physical and cognitive, and the older community.

More than half a million people living in the west of Scotland have access to the Scheme through their National Entitlement Card. In 2016/17, the SPT Travel Card Unit fielded more than 100,000 enquiries from residents about registering for and using their National Entitlement Cards.

### SPT Travel Card Unit 2016/17



### Improved bus passenger facilities at two Ayrshire hospitals

At the request of a local bus users group to improve public transport for passengers going to hospital, SPT has provided three new bus shelters to University Hospital Ayr and Ailsa Hospital.

The initial request was for a bus shelter at the Day Surgery Unit, however, SPT also upgraded the other two stops on the site of the hospitals to ensure they were all of a similar high standard.

Ayrshire and Arran's Director for Corporate Support Services John Wright said: "We are committed to encouraging people to use public transport as an alternative means of travel.

"We were delighted to work in partnership with SPT, which funded the upgrading of existing bus shelters at University Hospital Ayr and Ailsa Hospital, for our staff, visitors and patients. In addition, we now have a new bus shelter at the Day Surgery Unit, following requests from patients and members of the public."

Stewart Turner, Head of Roads within the Ayrshire Roads Alliance, added: "The upgrades to the bus shelters greatly improve the facilities available to those travelling to and from the hospital by public transport. It is also hoped that the improvements will encourage people to leave their car at home and take public transport in future."

## Reduced emissions

### New national cycle route

Cyclists can now travel on a direct route from Glasgow to Gretna following the official opening of the key final section, thanks to joint funding from South Lanarkshire Council, Sustrans, SPT and the Scottish Government.

The National Cycle Route 74 is a five-kilometre stretch of the B7078 dual carriageway (the old A74) which converted the southbound carriageway to a traffic-free cycle and walking route, leaving the remaining northbound carriageway for all other vehicles to use.



### Active travel in SPT

SPT has also been awarded **Cycle Friendly Employer Status** by Cycling Scotland for our new headquarters at 131 St Vincent Street in Glasgow. The facilities available for our staff include:

- Cycle racks
- Lockers
- Large drying cabinet
- Showers and WC.

The newly-opened section runs from Lesmahagow to Happendon services, and for the southern 1.3 kilometres of the route, an existing footway will be widened, making it suitable for both pedestrians and cyclists.

The aim of the national cycle route is to encourage as many people as possible to take up cycling, regardless of age or ability.



Access for all

Reduced emissions

Improved service delivery

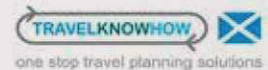


### Changing travel behaviour

SPT has backed a new national resource for businesses and employers, offering advice and information about a wide variety of travel planning solutions online to make commuting and business travel for their staff more sustainable.

Travelknowhow Scotland offers free and easy access to a wealth of advice, guidance and downloadable resources to encourage people to consider more sustainable travel choices when travelling, and to help meet the Scottish Government's ambitious emissions reduction targets.

As a member of Travelknowhow Scotland, SPT is encouraging organisations across the Strathclyde region to access the website to discover the support and tools available to start changing travel behaviour. The website will guide their staff through the entire travel planning process from start to finish in a clear and easy to follow way, offering them choices and options as they go.



### Park and Ride

Since 2005 4,000 passenger car parking spaces have been funded by SPT in park and ride schemes.

**Helensburgh** Outline design prepared and land purchased for @50 spaces

**Barrhead** Outline design prepared and negotiations commenced for @35 spaces

**Kilmaurs** Outline design prepared and land prepared for @22 spaces

**East Kilbride** Outline design complete to extend station park and ride by up to 150 spaces

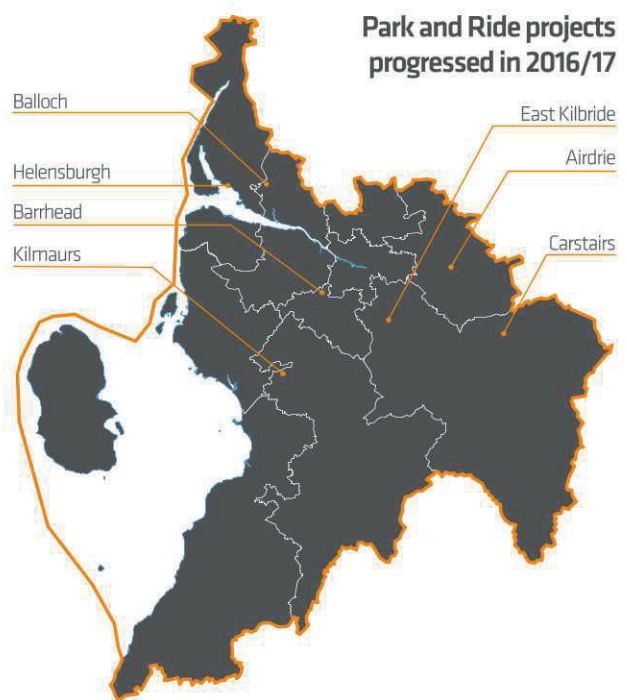
**Airdrie** Design complete for Airdrie Station park and ride

**Carstairs** 20 new spaces delivered at Carstairs station

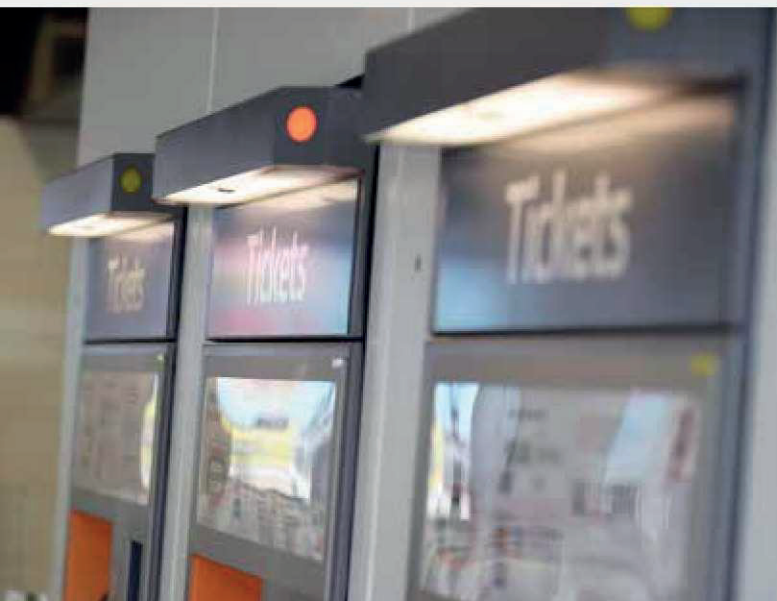
### Subway Park and Ride annual usage

Shields Road – 300,000  
Kelvinbridge – 100,000  
Bridge St – 100,000

### Park and Ride projects progressed in 2016/17



# Improved service delivery



## Our people

SPT employs 531 people at a total of £23.377 million staff-related costs. This year our HR department developed a new eRecruitment candidate portal for both internal and external applicants.

The aim of this was to streamline the application process for all the job roles within SPT. So now whenever anyone applies for a job role with SPT they will be able to:

- Track previous application history
- View previous application details which can then be used for future use
- Create an online master profile that they can refer to when making an application.

The candidate feedback has been excellent with many reporting the process as faster and easier to use.

## Learning and development

SPT recognises the need to continue to attract and retain the best people and knows that Learning and Development plays an important role in delivering our services.

SPT invested £130,000 in staff learning and development over the course of 2016/17 with the aim of enabling our people to perform their roles safely and efficiently. It ensures that their skills keep pace with good practice and technological change to meet the standards demanded by our customers.

Our focus over the last year has been on continuing professional development for customer facing and supervisory/management staff. Particularly maintaining awareness and increasing understanding of Health & Safety within our operational and project teams. This is especially relevant as we continue to modernise our service and improve everyday IT skills, implementing new software and continue to explore ways of working more efficiently.



SPT invested **£130,000** in staff learning and development in 2016/17



SPT employs **531** people



## Procurement

As well as continuing to identify opportunities to improve the procurement process and make savings for SPT, the procurement team has been looking at how to utilise new electronic methods to streamline some of their procurement contract processes. Working with the newly-formed SPT Digital, one of the first areas to be improved and move over to an electronic procurement process was school contracts.

With more than 1,300 live contracts, and more than 200 operators worth £81 million total contract value. These contracts were procured until last year by hard copy which was hugely resource intensive, wholly reactive, involving horizontal and vertical variants bid analysis.

A proposal was developed to implement a Dynamic Purchasing System, utilising the Scottish Government tender system – Public Contracts Scotland tender (PCSt). This involved setting up a new way of assessing the quality aspects of the service (previously it was price only), with automated scoring. Working with the digital team, we developed an evaluation app which would assess the variant bids and reach the best combination of variant bids per tender exercise.

Once the system was in place, the key to its successful implementation was the training of the marketplace. We invested a huge amount of resource into phone calls, open days, and one-to-one training. The end result is an increase in the number of operators engaging with us, and a reduction in administration time and cost.

### Overall achievements

**Increase operator numbers**, an extra 30 operators are bidding for our contracts.

**Reduced time scale**, tender timescale from 35 to 10 days.

**Ability to strategically analyse contracts**, we can now analyse the details to ensure we are doing things in the best way.

**Ability to give the market time to plan and grow**, if we can instruct the award quicker, then the market can invest in those contracts they don't initially have the resources for, but if they have a lead time to plan they can have the resources in place.

### Procurement spend 1 April 2016 – 31 March 2017



Total spend  
**£104.8 million**



Savings achieved  
**£3.2 million**



**219**  
non-bus  
contracts  
awarded



**87%**  
of invoices  
processed  
on time



All invoices paid  
on average within  
**18 days**

**1015**  
bus  
contracts  
awarded

### Communications

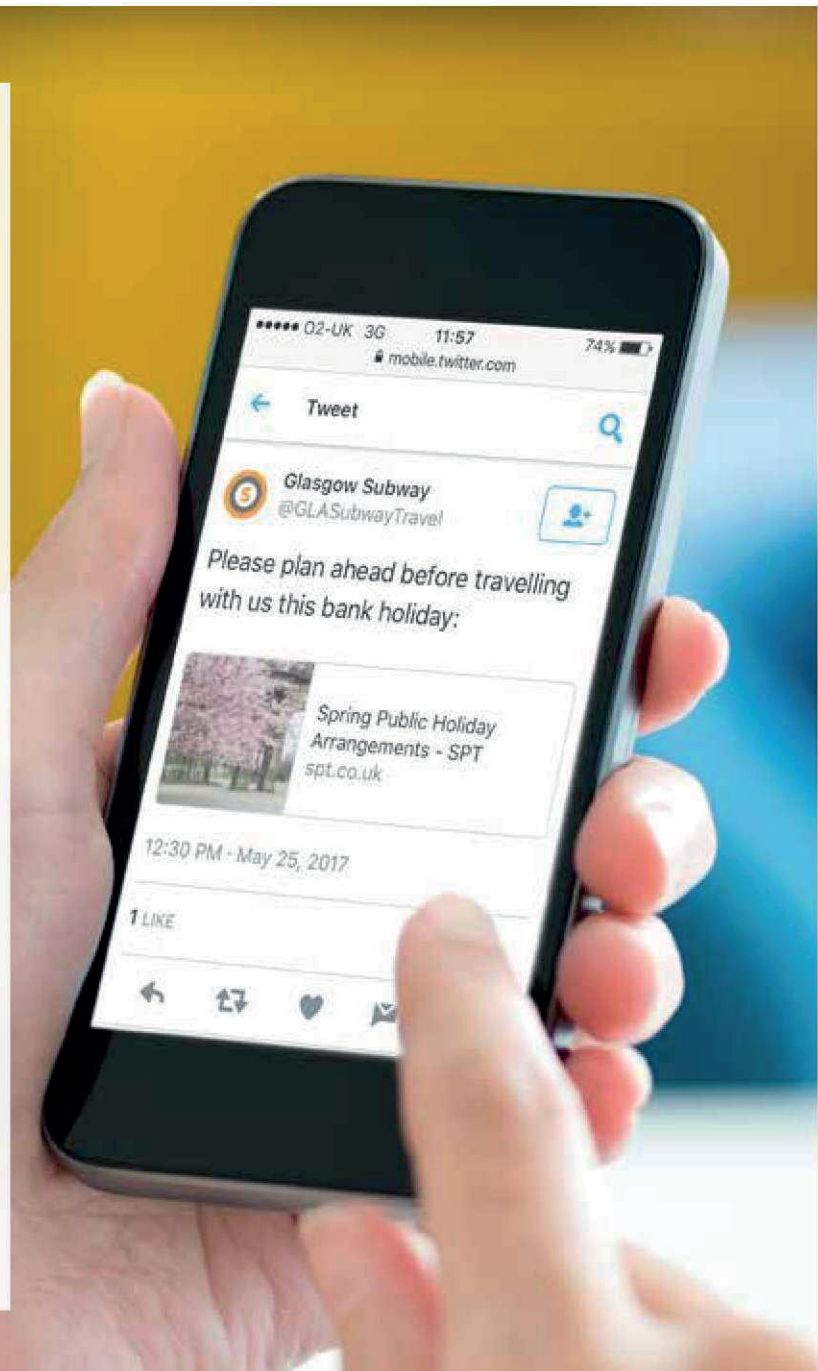
SPT continues to grow opportunities to develop direct communications with passengers using social media channels. This is a cost-effective way to communicate directly with passengers and also gives us instant feedback, allowing us when we can, or when necessary, to take action.

Within communications, we now have two separate functions operating. Marketing, which now sits with digital as we look at growing our digital communications functions, consists of a marketing lead, graphics and digital office and a marketing assistant. This team create and develop marketing campaigns as well as all advertising and graphics for the organisation.

We now have one media and public affairs manager working directly with the strategy group to agree and develop SPT's key messages and find ways to enhance and protect SPT's reputation by responding to media enquiries and developing media opportunities.

This role has evolved to also include public affairs, dealing directly with members, councillors, ministers and their representatives. This ensures consistency of all public messages.

Both the marketing team and the media and public affairs manager continue to jointly deliver internal communications to the organisation and create and maintain content for the website.



Our Twitter accounts continue to increase in followers:



@GlasgowSubway

**18,500**  
followers



@GLASubwayTravel

**5,295**  
followers



@SPTcorporate

**513**  
followers

Access for all

Reduced emissions

Improved service delivery



## Customer care

Frontline SPT staff in bus and Subway have been perfecting their customer service skills with a record number gaining credits towards a Level 2 NVQ Certificate in Customer Service.

This certificate is designed for staff looking to improve their own skills who want to become more involved in making improvements to the overall level of customer service within the team.

Subway staff are continually assessed for customer service skills through the Mystery Shopper Awards scheme. Subway staff consistently perform highly in this area with many staff scoring a perfect five.

Good customer service is a trademark of SPT, we are continuously looking at ways we can progress and improve our standards.

## Advancing equality

Ensuring good customer care and access for all to travel is a key objective in everything SPT does. We are especially committed to helping those who require extra assistance to travel. We work closely with Sense Scotland to create bespoke staff sessions which provide greater understanding for people with complex communication support needs.

In addition in 2016/17, all frontline SPT Bus Station staff and Subway staff as well as our admin support teams in head office signed up to a new project to raise awareness and help people living with dementia stay part of, and remain engaged with, their community.

The pilot project, designed by Alzheimer Scotland and Seniors Together, links up with local businesses, services and community groups and supports them to become dementia friendly. The project aim is to ensure those living with the condition stay an integrated part of the community for longer, and ultimately lead a more sustained, fulfilling life as their illness progresses.

Dementia adviser Anna Clements from Alzheimer Scotland said: "Ensuring people with dementia have the confidence to get out in their local community and feel part of society is



very important. The risk if they do not is they become more isolated and alone. This is a very common problem and one which we are working to combat.

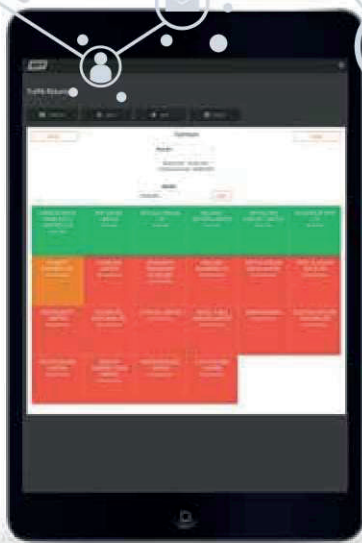
"Having transport services support the project is vital as by signing up and committing to become dementia friendly helps vulnerable people feel more confident in getting out and about."



Access for all

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## SPT Digital revolution

SPT Digital continued to make its mark with new digital solutions streamlining and improving many old models of working throughout the organisation.

In 2016/17, the new Axiom system launched moving many of our Subway stations' traditional paper based reporting systems onto an easy-to-access, easy-to-use digital platform. This included our lost property system, health and safety reporting, revenue management and digitisation of station logs.

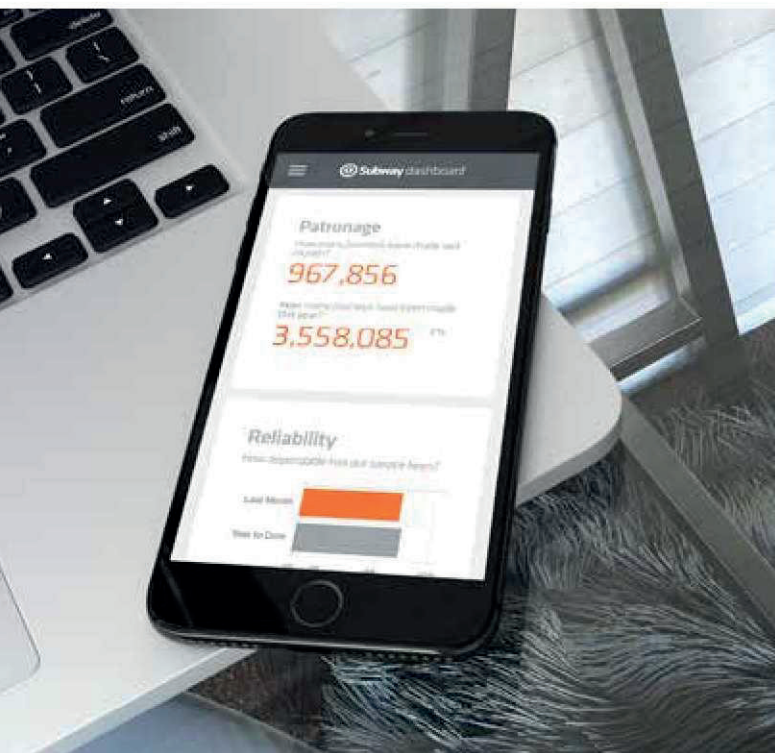
Axiom, which has gone on to be shortlisted for a number of awards this year, has been a major step forward for SPT importantly saving staff time to spend on their day-to-day duties and enhancing customer service.

Staff feedback shows this has been a huge success with information now readily available to the organisation.

The digital team has reached out to all key parts of the organisation to look at ways it can help improve many of their departmental reporting systems such as procurement, HR, bus operations, and continuing to improve Subway reporting mechanisms.

Other areas in which the digital team have recently made an impact include improvements to our 'traffic returns' process, whereby operators of subsidised bus services can now directly submit their patronage and revenue reports to SPT via a dedicated portal.

A previously paper based process, the now fully digitised platform has shown improvements in data quality and significant reductions in processing time for both bus operators and SPT staff alike.



## Online

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

## Your suggestions

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

## General enquiries

If you have an enquiry relating to any of our services, please send it to: [enquiry@spt.co.uk](mailto:enquiry@spt.co.uk)

## By post

Write to us at:

**Strathclyde Partnership  
for Transport**

131 St. Vincent Street  
Glasgow G2 5JF

Find out more about what SPT is delivering in your local area at [spt.co.uk/transportoutcomereports](https://spt.co.uk/transportoutcomereports)