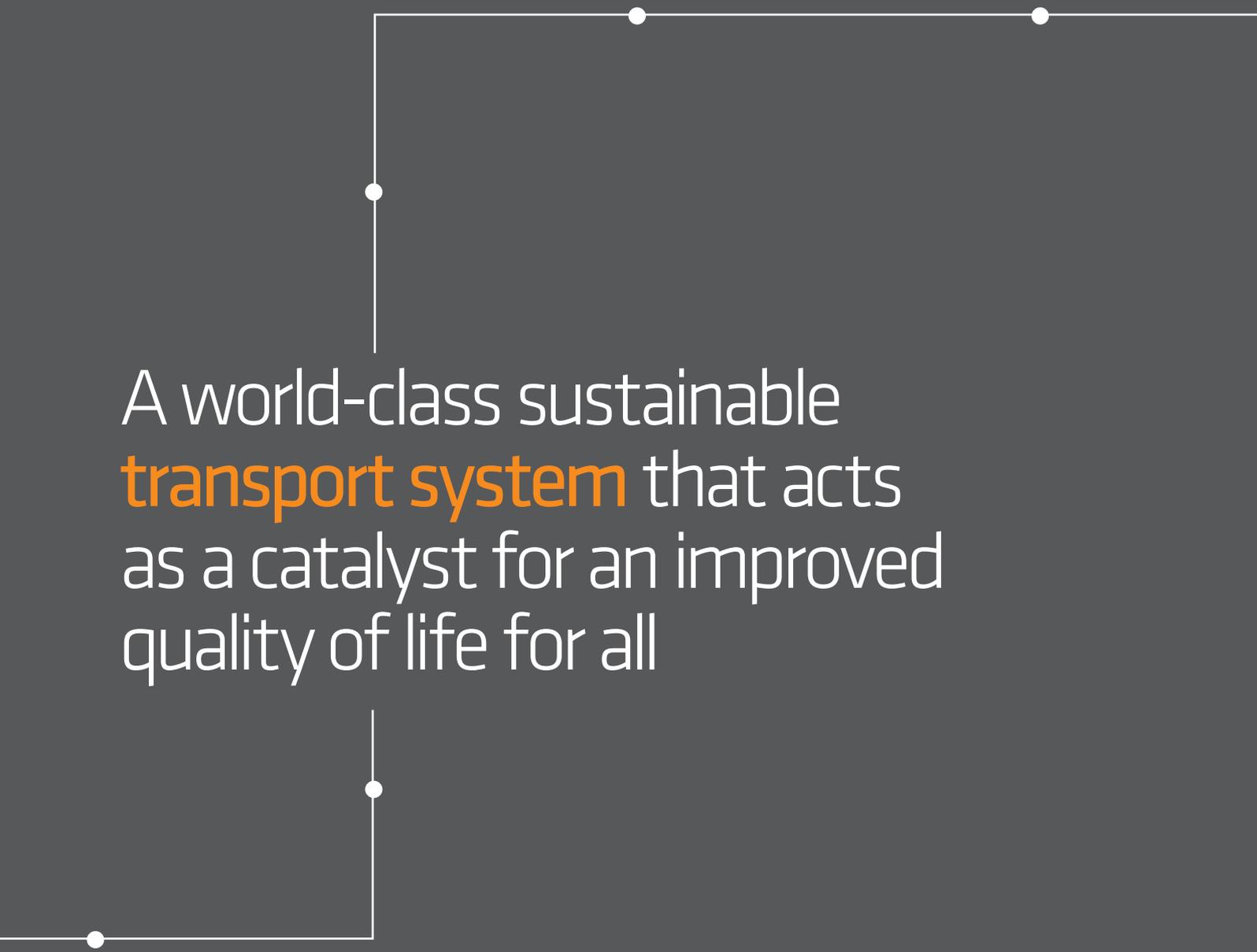




# Strathclyde Partnership for Transport Annual Report 2014/2015



# Our Vision



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 2014/2015

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# Foreword from the Chair



2014/15 has proven to be another incredible year for SPT.

Glasgow and Scotland opened its arms and welcomed athletes, visitors and over a billion people via television for the 2014 Commonwealth Games – the biggest sporting and cultural event the country has ever seen – which was hailed as the ‘best Games ever’ by Prince Imran, the president of the Commonwealth Games Federation. Transport was at the heart of that success, and SPT played a key role in the planning and delivery of transport for the Games. It was a huge challenge and SPT also made good its promise to deliver four fully refurbished Subway stations in advance of the Games – Partick, Hillhead, Kelvinhall and Ibrox – and we were proud to welcome over 350,000 extra passengers on the Subway during Games time. We were also honoured to carry a very special ‘passenger’ in the run up to the Games – the Queen’s Baton, and we made sure it was treated with extra care on the short Subway leg of its city centre journey from the newly modernised St Enoch Station to Buchanan Street Station.

During the Games, SPT took the lead in delivery, coordination and management of bus operations at venues. I congratulate all at SPT, and our stakeholders for delivering on that key role with true professionalism; our support proved to be invaluable to the overall success of the event.

Beyond the Games, I am pleased to report that SPT continues to go from strength to strength in our ‘day job’. We continue to work with stakeholders to deliver an integrated ticketing solution across all modes of transport. Subway Smartcard applications increased by 50 per cent during 2014/15 and the card remains popular with passengers. Discussions with Abellio – the new ScotRail franchisee have been very productive in relation to the future development of smartcard ticketing in Scotland. The company is keen to partner with SPT via Nevis Technologies the joint venture partnership between SPT and Ecebs.

The totality of SPT’s recent achievements was reflected in our winning the top award at the Scottish Transport Awards 2014 – Transport Authority of the Year.

All of SPT’s achievements are highlighted throughout this report. I’m proud of the successes over the last year and I look forward to all that 2015/16 brings.

A handwritten signature in black ink that reads "James Coleman". The signature is written in a cursive style and is positioned above a horizontal line that tapers to the right.

Jim Coleman  
Chair

# Executive summary

Welcome to SPT's Annual Report for 2014/15. Like last year's, this report focuses on collaborative working, improvements to our services and highlights our achievements in making sure public money is beneficially invested in public transport.

And what a year this has been. The Commonwealth Games was a major event for many and provided SPT with a platform to showcase the extensive transport co-ordination experience we have built up over many years in dealing with major events. Scotland's biggest bus station at Buchanan Street and the Subway played pivotal roles in keeping people moving quickly and without stress to their chosen Games venue.

I'm particularly proud that public reaction to SPT's performance before and during Games time was overwhelmingly positive, and we have received many complimentary communications from members of the public either through social media, email or direct to our staff on duty.

The Subway operated faultlessly during the Games coping with an extra 350,000 passengers using the system. This success is testament to the significant work undertaken by staff in ensuring operational readiness, and the provision of an exceptionally high professional service during the Games.

Whilst enjoying the excitement of a momentous Games time, SPT had to keep its eye on business as usual. Engaging with bus operators across Strathclyde to provide better bus services and infrastructure remains our focus.

We will continue to work with partners to both assess and ensure that joined up transport delivers positive results for the people of the west of Scotland – and Scotland as a whole – for many years to come.



A handwritten signature in black ink that reads "G Maclennan". The signature is written in a cursive, flowing style.

Gordon Maclennan  
Chief Executive

# About us

Strathclyde Partnership for Transport is the Regional Transport Partnership for the west of Scotland covering 12 council areas.

SPT's Partnership Board is made up of 20 elected members, representing 12 constituent councils, and in 2014/15 there were eight Appointed Members.

The Partnership is chaired by Councillor Jim Coleman along with Vice Chairs Councillor Denis McKenna and Councillor Kaye Harmon. The Partnership's policies and decisions are implemented by SPT staff under the strategic direction of Chief Executive, Gordon Maclennan, Assistant Chief Executive (Business Support), Valerie Davidson and Assistant Chief Executive (Operations), Eric Stewart.

SPT is at the heart of the region's transport planning, operations and project delivery; working to develop a joined up network now and for the future. We provide subsidised local bus services, are instrumental in the delivery and growth of community transport, and provide demand responsive services – MyBus – in areas not served by the commercial market and in rural communities where public transport would otherwise be unavailable. We own and manage four strategic bus stations, deliver on street bus shelters and stops and are a key influence in the design of the bus network.

SPT organises the biggest school run in Scotland – getting around 38,000 pupils to and from school every day. We own and operate Buchanan, East Kilbride, Greenock and Hamilton bus stations with a total of around 1.2 million bus departures from our stations every year.

SPT also own and operate the Subway in Glasgow – the world's third oldest underground system and a vital part of the west of Scotland's transport network. The Subway carried nearly 13 million passengers in 2014/15.

We continue with modernisation of the Subway which will transform the network and enhance our customers' travel experience.

On behalf of operators, SPT is also responsible for the operation and administration of the region's ZoneCard – an integrated multi-modal ticketing scheme – and on behalf of the 12 councils, the Strathclyde Concessionary Travel Scheme which provides discounted travel for those who are eligible on rail, subway and ferry.

We also work with many other organisations central to the planning and delivery of transport, including constituent councils, Transport Scotland, Clydeplan and public transport operators to name a few.

'A Catalyst for Change', the Regional Transport Strategy (RTS) for the west of Scotland 2008 – 2021, sets out SPT's vision and high-level strategy for improving transport across the west of Scotland. It seeks to deliver our four Strategic Outcomes. These are:

- Attractive, seamless, reliable travel
- Improved connectivity
- Access for all
- Reduced emissions

The RTS is supported by a Delivery Plan, which sets out the key investments, services and initiatives to be delivered in the shorter term to work towards achieving the strategic outcomes for the region.

In addition to our responsibilities as the Regional Transport Partnership, we also have responsibilities as a public body to ensure that public money is safeguarded and properly accounted for, used economically and efficiently. We must also ensure that we can demonstrate improved service delivery. This is underpinned by robust governance arrangements and processes.

In this report, we provide information on actions taken over the course of 2014/15 in support of the Regional Transport Strategy, and all you need to know about our performance over the year.

# Our area



## Local Authority partners

East Dunbartonshire, East Ayrshire, East Renfrewshire, Glasgow City, Inverclyde, North Ayrshire, North Lanarkshire, Renfrewshire, South Ayrshire, South Lanarkshire, West Dunbartonshire and Argyll and Bute (Lomond and Helensburgh area only).

# Our partnership (as at 31st March 2015)



**Jim Coleman**

Chair, Glasgow City Council – Labour



**Eddie Devine**

Renfrewshire Council – Labour



**Kaye Harmon**

Vice Chair, North Lanarkshire Council – Labour



**Allan Falconer**

South Lanarkshire Council – Labour



**Denis McKenna**

Vice Chair, South Lanarkshire Council – Labour



**Ann Faulds**

Appointed Member



**Malcolm Balfour**

Glasgow City Council – SNP



**Anne Follin**

Appointed Member



**John Bruce**

North Ayrshire Council – SNP



**Bill Grant**

South Ayrshire Council – Scottish Conservative and Unionist



**Tony Buchanan**

East Renfrewshire Council – SNP



**Thomas Hart**

Appointed Member



**Gilbert Davidson**

Glasgow City Council – Labour



**Graham Johnston**

Appointed Member



**Chris Kelly**

Glasgow City Council – Labour



**James McNally**

Appointed Member



**Robert Graham MacIntyre**

Argyll and Bute Council – Independent



**Alan Moir**

East Dunbartonshire Council – Labour



**Alan Malcolm**

Appointed Member



**Lawrence O'Neill**

West Dunbartonshire Council – Labour



**Bobby McDill**

East Ayrshire Council – SNP



**Gavin Scott**

Appointed Member



**Niall McGrogan**

Appointed Member



**Hamish Stewart**

South Lanarkshire Council – Scottish Conservative and Unionist



**Pauline McKeever**

Glasgow City Council – Labour



**Paul Welsh**

North Lanarkshire Council – SNP



**Frank McNally**

North Lanarkshire Council – Labour



**David Wilson**

Inverclyde – Scottish Conservative and Unionist

## The Partnership

The Partnership met a total of six times in 2014/15 monitoring SPT's performance against its strategic priorities set out in the Regional Transport Strategy.

Key decisions taken by the Partnership in 2014/15 include the approval of a £73.520 million capital investment programme, the supply of resources and assistance to plan and deliver bus services for the Glasgow 2014 Commonwealth Games, and the award of contracts in support of our on-going programme of Subway Modernisation. Investment was also made in transport improvement projects across Strathclyde, including funding for SPT's local authority projects which complement the aims outlined in the Regional Transport Strategy.

## Strategy and Programmes Committee

The Strategy and Programmes Committee met six times in 2014/15, considering 33 reports. This committee evaluated the budget structure, proposals and delivery. It also assessed legislative proposals regarding transport and related issues.

## Operations Committee

Covering all operational service issues relating to bus, rail, Subway, and ferry, the Operations Committee met a total of six times in 2014/15. At its meetings the Committee considered 46 reports, the majority of which related to bus service improvements and the award of contracts to fill gaps in the network which commercial operators were unwilling to, but were socially necessary.

## Audit and Standards Committee

Audit and Standards ensures that SPT as an organisation is accountable with transparent business practices. The Committee met on four occasions in 2014/15 and received 35 reports.

## Personnel

The Personnel Committee, which considers staff related issues, met twice in 2014/15 with six reports considered and approved.

# Our Executive Team

SPT is led by Chief Executive, Gordon Maclennan and the Strategy Team which consists of: Assistant Chief Executive (Business Support) Valerie Davidson, Assistant Chief Executive (Operations) Eric Stewart; Senior Director Charles Hoskins and Director of Finance and HR, Neil Wylie.



**Gordon Maclennan**

Chief Executive



**Valerie Davidson**

Assistant Chief Executive  
Business Support



**Eric Stewart**

Assistant Chief Executive  
Operations



**Charles Hoskins**

Senior Director



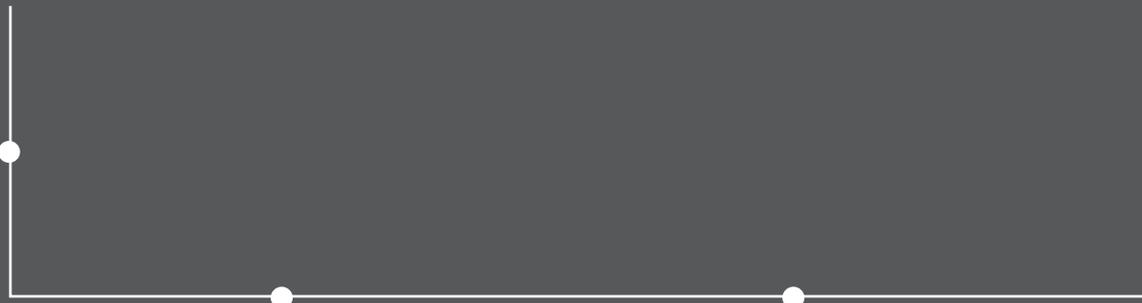
**Neil Wylie**

Director Finance & HR

# Our Priorities



SPT's work is guided by the **Regional Transport Strategy**. This provides a strategic planning framework for planning, investment and delivery.



## Our Vision:

*"A world-class sustainable transport system that acts as a catalyst for an improved quality of life for all"*



# The Commonwealth Games



Glasgow 2014 has been one of the most successful Commonwealth Games ever. 6,500 athletes and officials from 71 nations and territories competed in 17 sports over 11 days.

From the precision of lawn bowls to the exciting combat of wrestling and judo, from the high adrenaline of track events to the grace and beauty of gymnastics, Glasgow was the stage for a fantastic summer of sport, as well as a range of cultural and arts events. All this was enjoyed by over 1.2 million spectators and many more watching on TV or online across the world. An effective and efficient transport system was a key success factor in that and SPT played a crucial role in ensuring its delivery.



SPT senior officers and operational staff took the lead in delivery and incident resolution in many areas, specifically in relation to management and co-ordination of bus including shuttle bus services, accessible vehicles, and the deployment of contingency buses. SPT was also commended for its performance in securing buses for rail replacement vehicles when required during the Games.

Buchanan Bus Station staff played a pivotal transport role through the management and coordination of shuttle buses between the city centre and Games' venues – all whilst maintaining 'business as usual' operation for usual customers. The performance of staff in customer facing and operational roles, as well as those behind the scenes, was noted by customers as being of an exceptionally high standard.



The Subway also performed faultlessly coping with an extra 350,000 passengers. Positive customer feedback was received across the network.

SPT also seconded officers to work with the G2014 team in the months leading up to and during the event itself. Staff contributed their expertise in transport planning and communications, working alongside colleagues in the Games Transport Co-ordination Centre to ensure operational readiness.

SPT received thanks from Transport Scotland, Glasgow City Council and Glasgow Chamber of Commerce for our contribution in making the Games transport a huge success.



### Key highlights:

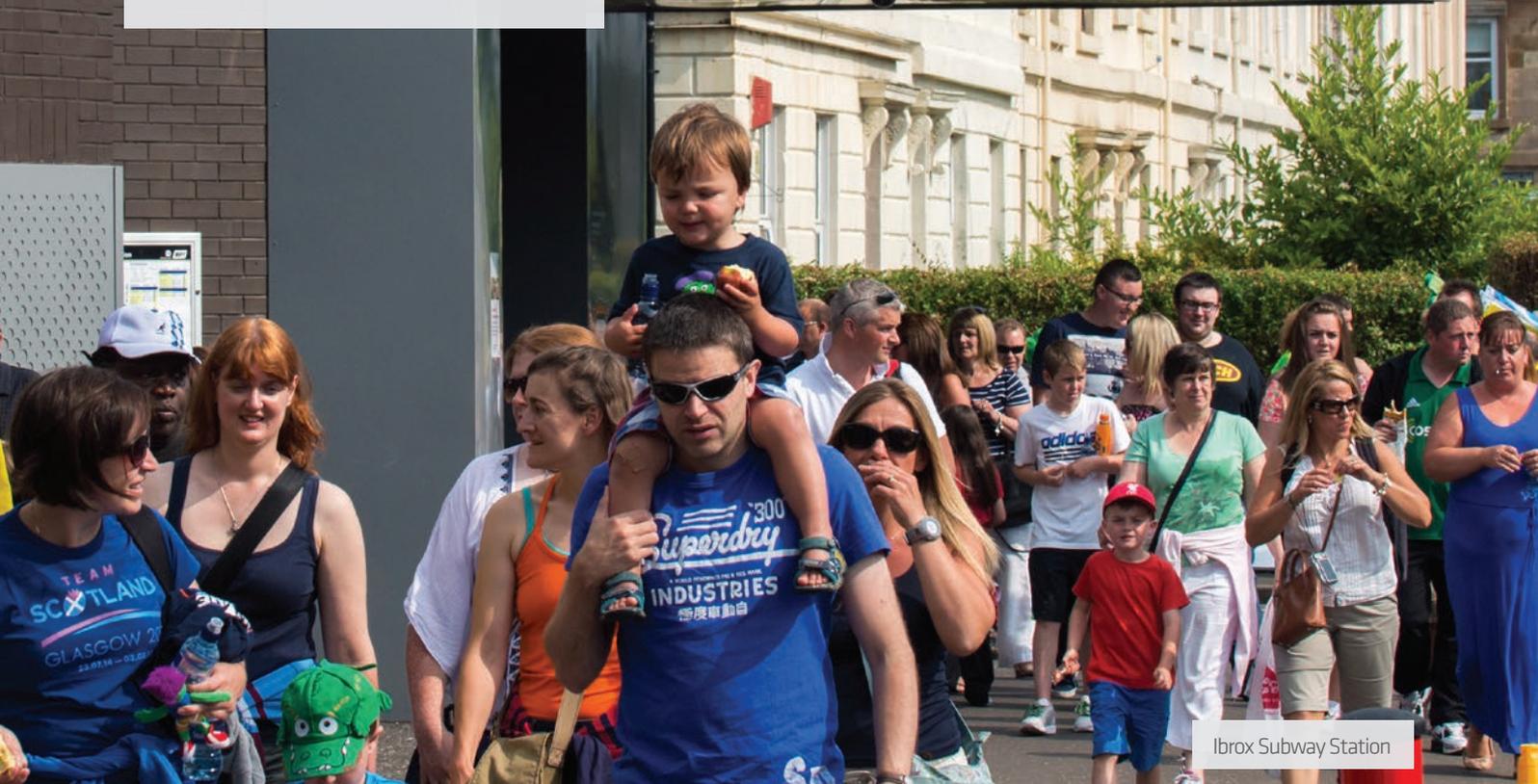
Subway patronage **more than doubled** compared with the same period in 2013.

**210,000** Subway journeys were made using a free spectator ticket.

**33,000** games staff and volunteer journeys on Subway.

**3,000** shuttle bus departures between Buchanan Bus Station and Games venues.

**250,000** spectators carried on shuttle buses.



Ibrox Subway Station

# 2014/15 year at a glance

## Apr 2014

SPT pilots 'talking buses' in East Kilbride. New audio information technology is helping making these buses highly accessible for those with sight-related assisted needs.

## Jun 2014

SPT scoops **Local Transport Authority of the Year** at Scottish Transport Awards.

The Partnership approves **£3 million investment** in cycle paths and walkways.

## Aug 2014

£325,000 invested in **park and ride** facility at Blantyre – creating the opportunity to take 60 more cars off the road for part of their journey.

**£105,000** of grant funding awarded to support Community Transport Glasgow which aims to reduce social exclusion and help develop the local community.

## May 2014

Subway launches **The Upper Circle**, offering Smartcard customers promotional offers linked with businesses around the Subway.

SPT confirms £200,000 towards next phase of **Robroyston** railway station and park and ride design.

SPT implements new **complaints handing** procedure.

**Trainee Programme** introduced.

## Jul 2014

### **Glasgow 2014 Commonwealth Games**

– Subway patronage doubles and around 250,000 passengers travel on shuttle buses coordinated by SPT.

## Sep 2014

SPT works with the Riverside Transport Museum to run educational trips **promoting public transport** to young people.

SPT awards £221,000 to aid ten **community transport** projects – Access to Employment Ayr, Ardgowan Hospice Patient Transport Service, Coalfield Community Transport, Community Transport East Renfrewshire, Community Transport Glasgow, Getting Better Together, North Area Transport Association (NATA), The Rural Development Trust Ltd, South West Community Transport and Voluntary Action South Lanarkshire – CamGlen NHS Patient Volunteer Car Project.

## Oct 2014

First **emission free bus** service goes into operation carrying passengers from the city centre to a number of top tourist destinations across Glasgow. The Service 100, funded by Glasgow City Council was facilitated by SPT.

Contracts awarded for **design** of the next four Subway stations to be modernised – Bridge Street, Cessnock, Kelvinbridge and Shields Road.

## Dec 2014

Installed eye-catching new **glass canopy** at St. Enoch Subway station.

SPT awarded £17 million contract for **Subway tunnel lining** maintenance.

## Feb 2015

Subway Smartcard holders are now able to top-up or purchase season products and add them to their Smartcards at 45 **Payzones** across Strathclyde.

## Nov 2014

**New escalators** installed at St. Enoch Subway Station – methodology for installing these cut the escalator downtime by more than half.

New office block at **Broomloan Subway depot** opened.

## Jan 2015

SPT confirmed that all its own buses will be replaced after 250,000 miles or seven years, thus ensuring **high quality vehicles** at all times.

£3.2 million funding committed for **subsidised bus services** in Glasgow, North and South Lanarkshire, North, South and East Ayrshire, Argyll and Bute, East Dunbartonshire, and Renfrewshire council areas.

## Mar 2015

New low-floor, wheelchair-accessible buses arrive on Arran. The buses are the result of a **£1.5m investment** by SPT and will significantly enhance the provision of bus services for the people of Arran and its many visitors.

Contract awarded for £7 million redevelopment of state of the art **Govan Interchange**

## Attractive, seamless, reliable travel

SPT believes that all modes of public transport in Strathclyde should be attractive, seamless and reliable. Those services should deliver regular, stable timetables which benefit existing passengers as well as attracting new customers, particularly during key events such as the Commonwealth Games. To do that we focused on three key areas in 2014/15 – Subway Modernisation, Smart and Integrated Ticketing, and Better Bus Services.

Services throughout the Games operated at **99.4% reliability** and **99.2% punctuality**.

## Subway Operations and Modernisation

Subway patronage was 13 million in 2014/15, a two per cent increase on the previous financial year. This increase reflects additional demand generated by the Glasgow 2014 Commonwealth Games, which saw the Subway carry a record number of passengers over the course of the two weeks of sporting and cultural events.

The Subway was the main mode of transport to the Rugby Sevens event, which took place at Ibrox, and the Lawn Bowls, which took place at Kelvingrove. SPT worked closely with Games organisers to understand and prepare for customer's travel demands. SPT was also conscious of its continued commitment to provide an attractive and reliable service for existing passengers not attending the Games.

To enable SPT to accommodate regular passengers and visitors to the city, it extended Subway operating hours for the two 'super' weekends of the Games on Saturday 26 and Sunday 27 July as well as Saturday 2 and Sunday 3 August. Subway train services ran from 6am to 1am and the frequency of services was also increased for the duration of the Games to a train every four minutes.

SPT also boosted the number of staff available to assist passengers at Subway stations to keep people flowing safely and easily through the system. Some additional staff came from an internal volunteering scheme, where staff in non-operational areas were given the opportunity to support operations throughout the Games events.

2014/15 as a whole saw the Subway improve its reliability and punctuality targets on the previous year.

SPT continued to progress with its programme of modernisation to ensure that it remains an attractive and reliable mode of transport for years to come.

SPT committed to having four stations modernised in time for the Commonwealth Games. Having delivered on this last year, SPT accelerated works at St. Enoch to modernise the interior of this station ahead of the Games. This included opening up the space, creating a new modern station office, replacement of all materials on floors, walls and ceilings, new wayfinding, information and signage for passengers, enhancements under the Equalities Act including hearing loops, tactile maps, tactile paving and colour contrast flooring and brighter, more welcoming energy efficient lighting. This work was completed on time and within budget.

Access for all

Reduced emissions

Improved service delivery



St. Enoch Subway Station

## Attractive, seamless, reliable travel



Buchanan Bus Station

## Improved connectivity

Post games, SPT commenced with major engineering works to the exterior of St. Enoch station. This included the installation of new striking glass canopies at both station entrances and planning for the installation of street to platform lifts enhancing Subway accessibility.

In 2014/15, work also commenced at Kelvinbridge station in preparation for the modernisation of this station. These advanced works to drainage and water sealing are being undertaken to ensure that the station is watertight ahead of new tiling and flooring being installed.

There were also a number of contracts awarded as part of the programme of station refurbishments, including the contract for design of the next four stations to be modernised – Bridge Street, Cessnock, Kelvinbridge and Shields Road – which was awarded in October 2014, and the contract for the modernisation of Buchanan Subway station, awarded in February 2015. The next major interchange at Govan was also planned and contract awarded. This will be delivered in 2015/16.

The refurbishment of stations to improve safety, accessibility and customer service is one of a number of work streams underway as part of Subway Modernisation. Another key element of this work is infrastructure work to improve tunnels, tracks and water management.

Maintaining the Subway infrastructure is a continual programme of work – including track replacement, tunnel lining repairs and tunnel cleaning. However, ahead of the arrival of new trains and the installation of a fully automated signalling and control system, SPT has committed to making a number of major investments to its tunnel infrastructure to ensure that the system remains safe and reliable. This will help to future proof the infrastructure and it will reduce on-going maintenance costs.

## Smartcard – Made Smart by Bramble

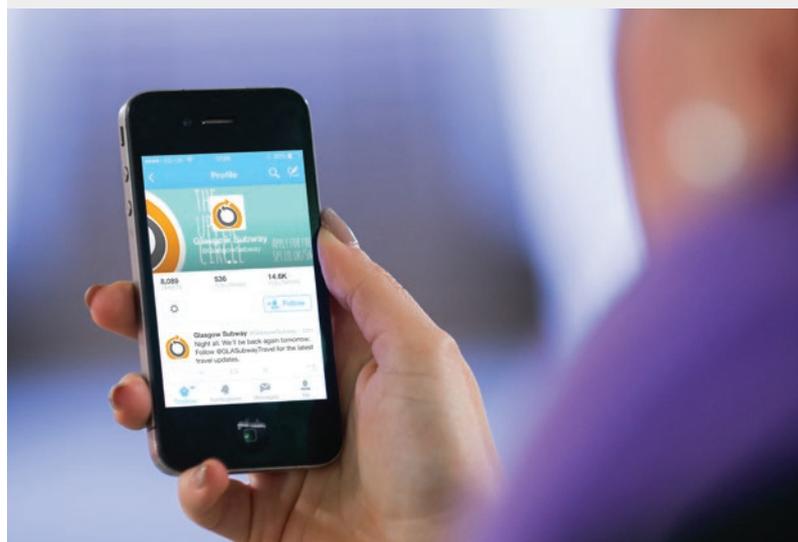
SPT introduced smart ticketing in late 2013 to give Subway passengers more flexibility and to make it easier to access the system. The Subway Smartcard enables customers to store monetary value or add season products to a contactless payment card, which they can then use to tap in and tap out at Subway gates. This is a key step in the journey to integrated ticketing.

The Subway Smartcard is proving to be extremely popular with Subway passengers. At the end of March, 31,000 had registered for a personalised Subway Smartcard and 22,000 people had purchased a Subway Smartcard in station with a further 22,000 people using the card technology as part of their ZoneCard ticket. This up-take in Smartcard is also improving passenger flow through stations, making them easier to manage, and enabling SPT to obtain more detailed information on travel patterns, which will assist SPT in continually improving the service to meet the travelling public's needs.

Given the range of benefits of smart ticketing, for both passengers and SPT operations, we made a concerted effort in 2014/15 to make the Subway Smartcard as attractive as possible for passengers to encourage more people to sign up. This included the launch of an incentive scheme for customers called the 'Upper Circle' in May 2014 which gives Subway Smartcard holders access to exclusive offers and discounts with businesses located near Subway stations. Around 30 recognised businesses regularly offer discounts to 2,000 members in the scheme.

Another additional benefit that SPT promoted was the launch of ability to use Payzone outlets across Glasgow. Launched by the technology provider for the Subway Smartcard, Nevis Technologies, in February 2015, Payzone allows Subway Smartcard customers to top-up or add season products to their Smartcards at 45 Payzone local retail stores, all within walking distance of Subway stations. This is part of our wider ambition to deliver seamless travel to passengers across Strathclyde through the use of smart technology. With online top up expected later in 2015, SPT aims to make using Smartcard for travel more convenient than ever.

Considerable efforts were also made with Abellio, the Scotrail franchise operator, to bring about smart ticketing and integration between rail and Subway, and this is a key deliverable going forward.





## Better bus services

SPT remains committed to delivering material change to the regional bus market to facilitate a stable, safe and integrated bus network across the west of Scotland. The importance of bus travel to the SPT area is underlined by the fact that one in every ten residents uses a bus as the main mode of travel – representing around half a million journeys a day.

We continued to work with member councils and bus operators to ensure successful management of the three statutory Quality Partnerships (sQP) in our area, to progress the proposed sQP for Inverclyde and to deliver the Fastlink sQP. Over the past year, the SPT service compliance team checked over 17,500 vehicles operating in sQP areas against agreed standards in Paisley, Glasgow and Ayr-Prestwick.

Additionally, the service compliance team worked to reduce instances of illegal parking by bus operators, engine idling and other issues such as services not operating to the registered timetable. In total, 335 issues were identified across our partner councils in 2014/15.

Substantial investment in bus infrastructure continued in 2014/15. This includes the £7 million investment to develop the Subway/Bus interchange at Govan. We invested £5 million in capital funding towards new bus shelters, high access kerbs, real time passenger information, bus priority measures and other improvements. Additionally, SPT continued to maintain over 12,300 bus stops, 3,500 bus shelters and more than 14,300 bus information cases across the region.

SPT, in partnership with other members of the national Bus Stakeholder Group, continued to progress our '10 Point Plan' for bus policy, which sets out a menu of proposed changes to legislation, regulations and powers, which would strengthen the role of Public Transport Authorities like SPT in delivering a better offering for bus passengers and a more active return for the considerable public sector investment in the bus market. A key progression this year has been Transport Scotland's consultation on proposed changes to the bus registration process, which was very much in line with SPT's proposals.

## Bus Stations

In total just under 1.2 million buses departed from SPT-owned bus stations (Buchanan, East Kilbride, Hamilton and Greenock) during 2014/15. Buses departing from our stations serve destinations across the region and beyond.

Number of bus service departures by station:

Buchanan Bus Station	500,000
East Kilbride Bus Station	250,000
Hamilton Bus Station	245,000
Greenock Bus Station	180,000

SPT is working to ensure that Strathclyde residents benefit from a more modern, cohesive and appealing public transport network. The measures on this page are a snapshot of progress made towards achieving our Attractive Seamless Reliable Travel outcome.

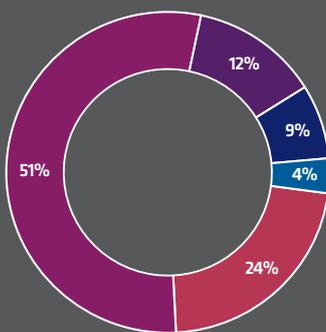
The key measure for this outcome is Strathclyde residents' satisfaction with public transport with the key drivers of overall passenger satisfaction being journey time, punctuality and

value for money/ticketing. This measure is also a national performance indicator for Scotland.

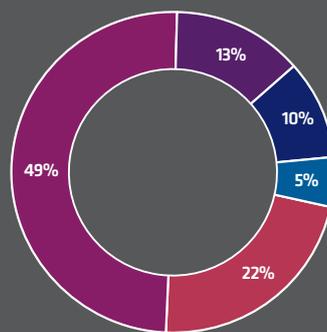
SPT's direct role in improving this measure includes operating the Subway, establishing Statutory Quality Partnerships, investing in better facilities for bus passengers, working towards smart and integrated ticketing across all public transport modes and engaging with Transport Scotland and the bus market to deliver a bus network that better serves the needs of our communities across the west of Scotland.

### Satisfaction with public transport

SPT residents



Scotland-wide

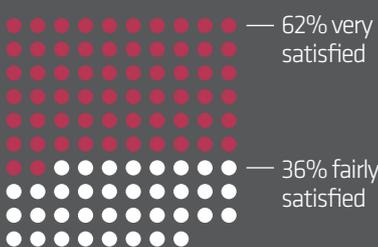


- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

Source: Scottish Household Survey 2012-2013. Figures are for adults who provided an opinion on public transport. Totals may be less than 100% due to rounding.

### Subway passenger satisfaction and Subway reliability

#### Subway passengers



of Subway trains arrived within five minutes of scheduled time



of timetabled trains operated (not cancelled)

SPT Subway Passenger Survey 2014; SPT Subway operations

### Bus passenger satisfaction



	Overall satisfaction	Punctuality	Journey time
very satisfied	49%	51%	55%
fairly satisfied	41%	33%	35%

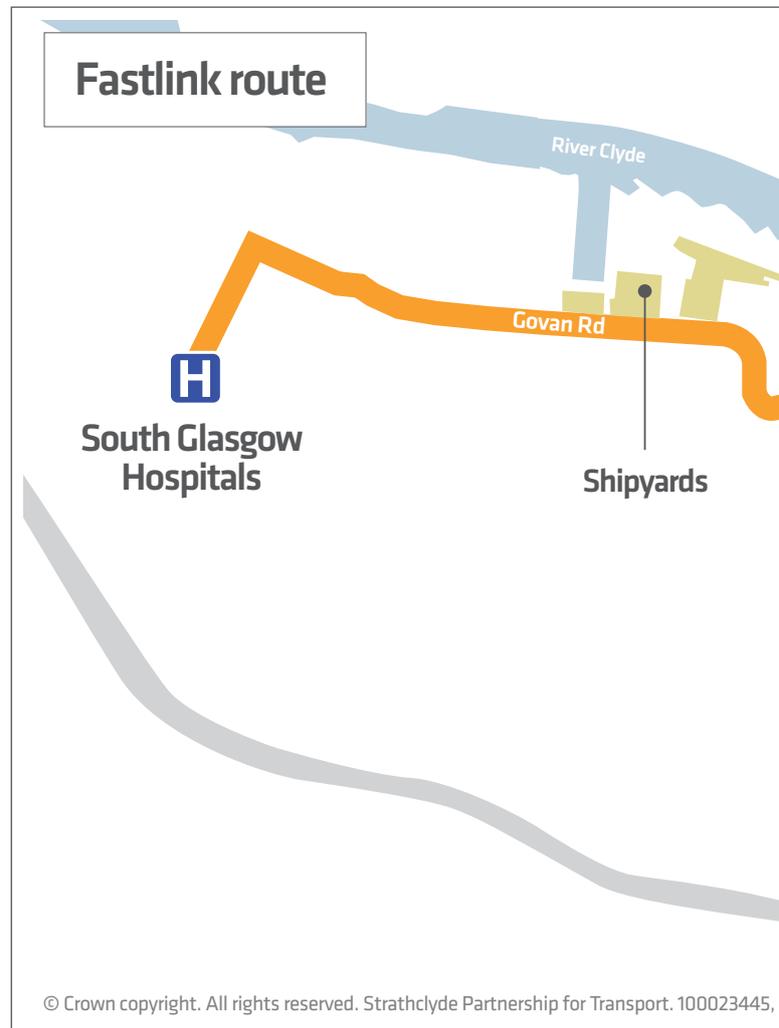
Source: Bus Passenger Survey Autumn 2014; Passenger Focus. Results for Strathclyde.

## Improved connectivity

SPT aims to achieve more efficient transport networks to help reduce congestion, improve access to employment, to help businesses connect better with their customers, employees and suppliers and to attract investment to the area. It is all part of developing an efficient, sustainable transport network to ensure access to strategic locations for both residents and business.

We aimed to achieve this by focusing on Fastlink; Strategic Rail enhancements; Rail & Freight; and integrated transport and land use planning during 2014/15.

**Fastlink** will operate under a statutory Quality Partnership which will determine the quality standards that operators – existing and new – must meet to qualify to use the route infrastructure.



### Fastlink

Fastlink is the infrastructure to support a high-quality, attractive and reliable bus route and a credible alternative to the car. Through the introduction of bus priority measures it will utilise Glasgow city centre's main bus corridors to improve journey times and options for further travel.

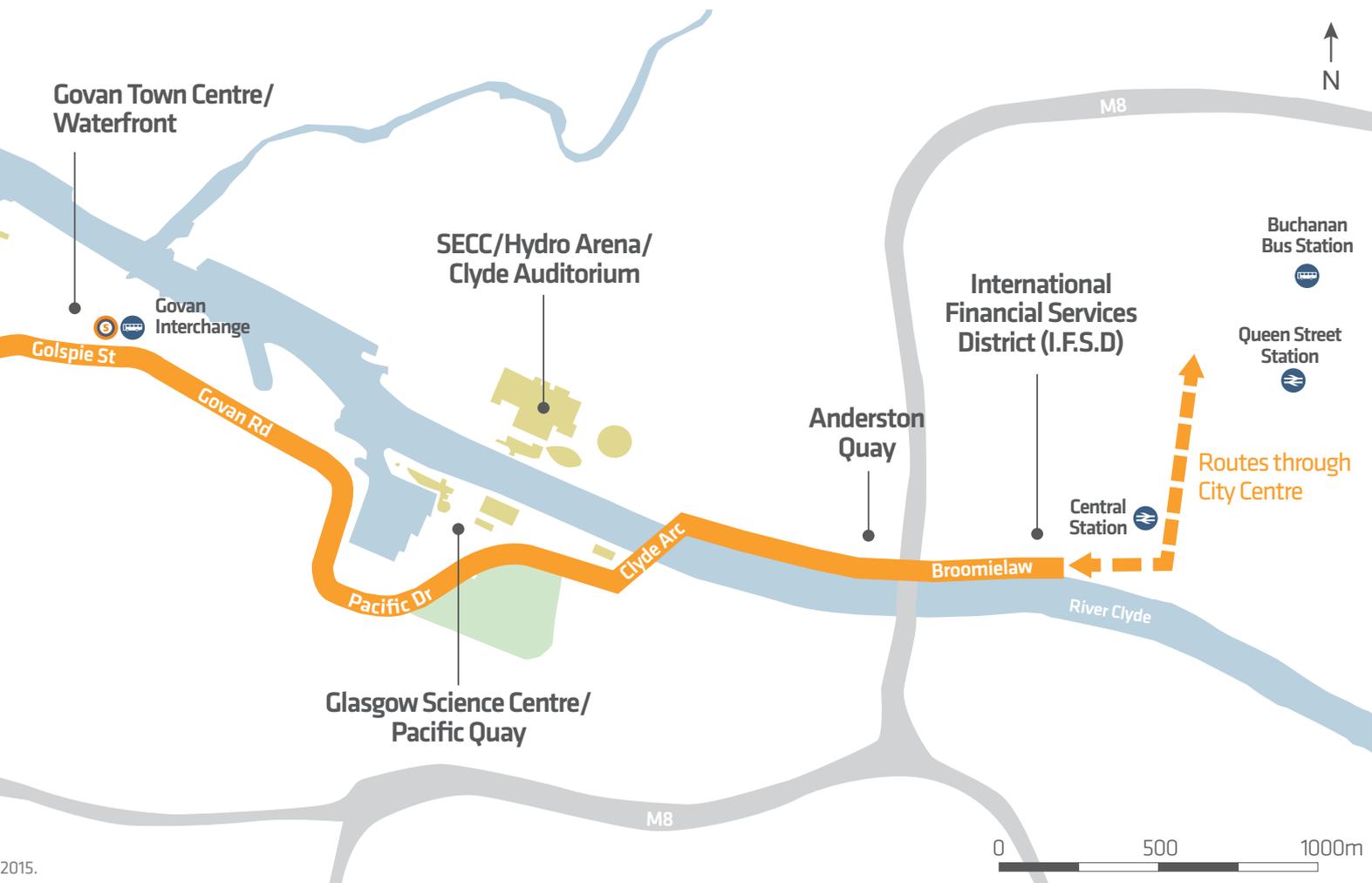
The Fastlink core route runs along the Clydeside via the International Financial Services District, Govan and the new South Glasgow Hospitals.

Key investment was targeted on signalling upgrades and lane improvements to give buses priority access. Other improvements envisaged will provide real time passenger information installed at bus stops and stances and number plate recognition CCTV brought in to deter drivers of other vehicles taking advantage of bus-only routes.

Access for all

Reduced emissions

Improved service delivery



During 2014/15, SPT continued to work in partnership with Glasgow City Council, Renfrewshire Council, NHS Greater Glasgow and Clyde, Transport Scotland and the Confederation of Passenger Transport in the delivery of this scheme which included contracts to enable the infrastructure between York Street and Pacific Drive for use by Commonwealth Games 2014 transport arrangements.

SPT also continues to engage with GCC on the delivery of the city centre traffic management measures to encourage and facilitate services to connect with major transport hubs and provide faster journey times into the city centre. Provision of suitable Fastlink priority measures are a

conditional part of the Scottish Government funding for the scheme and vital to encourage bus operators to participate and deliver high quality services for the opening of the new South Glasgow Hospitals in 2015.

Fastlink will therefore operate under a statutory Quality Partnership which will determine the quality standards that operators – existing and new – must meet to qualify to use the route infrastructure. The legal requirements (with regard to advertising and consultation on the Scheme) have been completed and SPT and GCC approved the Scheme in March 2015 for subsequent implementation in June 2015.

## Rail Improvements

The further development of the Robroyston area is a key priority in the Glasgow and Clyde Valley Strategic Development Plan and of Glasgow City Council (GCC) with the area designated for development. Planning permission has been granted for a further 1,600 homes with associated infrastructure and amenities.

A new rail station with park and ride facilities has been identified as a key transport requirement to support the developing area. SPT is working closely with GCC, Transport Scotland and Network Rail to deliver the initial design phase of the project. The Design Services Agreement is complete and Network Rail has been contracted to commence the GRIP4 stage development. The design works, including the park and ride element by GCC, will be completed by the end of 2015/16.

Queen Street is the third busiest station in Scotland with more than 16 million passengers using the station every year. SPT, as a member of the Queen Street Station stakeholder group, is engaging with Transport Scotland and Network Rail to ensure that the £104 million redevelopment delivers a highly-accessible station that is carefully integrated with other modes including Fastlink, Subway, bus, cycling and taxis.

In March 2015, SPT hosted a stakeholder event in conjunction with Abellio, the new ScotRail operator. Attended by around 40 individuals, the event offered the Dutch company a chance to share their plans and aspirations for the coming years.

Abellio's overarching aims for rail in Scotland focussed on many themes in parallel with SPT's priorities; for example smart integrated ticketing, transforming the quality of public transport services and encouraging modal shift.

The award of contract to Abellio, worth around £2.5 billion, was announced by Transport Scotland in October 2014. The franchise is contracted for seven years with an option to extend to ten years (decided during year five). SPT, via Nevis Technology, continues to be a key influencer in the delivery of smart integrated ticketing throughout the west of Scotland.

## West of Scotland Rail Forum

The West of Scotland Rail Forum, chaired by SPT, provides regional input to the rail network including timetabling, new station proposals, park and ride investment and improved accessibility.

The Forum also provides an opportunity to consider and respond to potential impacts of planned works on the network such as those arising from the Glasgow Edinburgh Improvements Programme (EGIP). The EGIP proposals will bring considerable time saving benefits through electrification of much of central Scotland's rail network. However, during construction there will be significant disruption to passengers and the Forum enables early warning and coordination in advance of those works.

Close partnership working by Forum members – including SPT, Network Rail and ScotRail – maximised the coordination of works for Blairhill rail station during 2014/15. That helped to improve access, station facilities, information provision and park and ride. Similarly, the Forum provided an input to early discussions on the development of expanded park and ride facilities, including at Irvine and Johnstone rail stations.

SPT continues to support key strategic park and ride projects, contributing to making journeys easier – this has included a significant funding contribution to the extension of a park and ride at Johnstone rail station – due to be completed in 2015.

## Freight Enhancements

SPT has submitted a response to the Scottish Parliament in relation to freight transport in Scotland which highlighted a summary of £3 million capital investment in 2014/15 into projects that will help to benefit the freight industry, and improve the movement of goods in the SPT area.

The response was a culmination of consultation SPT regularly carries out with local authority partners, the Freight Transport Association, regional transport partnerships and the Society of Chief Officers of Transport Scotland. These partners regularly meet through the Strathclyde Freight Quality Partnership, which SPT chairs.

Key points in the response include:

- the importance of appropriate loading and unloading provision in urban areas that integrate with public transport,
- the need to reduce congestion on roads to enable fast and reliable distribution of freight,
- the need for further investment to improve freight infrastructure at ports and freight terminals to deliver better connections to road and rail and
- improved information on the movement of goods.

SPT highlighted what is being done to address these issues including investment of £175,000 in town centre improvements in West Dunbartonshire – just one of 15 projects that SPT is currently investing in that will benefit the freight industry.

During 2014/15, SPT also worked with partners to develop a better understanding of freight requirements. On-going work is currently focusing on Ayrshire to produce a freight study which will provide a blueprint for a wider regional freight strategy. Funded, procured and managed by SPT, the Ayrshire Freight Study will examine freight issues in the council area and pinpoint how these may be addressed. It will also identify strategic routes for freight, what lorry parking is needed, restrictions to lorry sizes and weight etc. to enable the development of a web portal to store and access this information.

## Integrated land use and transport planning

SPT contributes to the development of national, regional and local planning policy to ensure sustainable transport is at the core of strategic plans and development makes best use of existing transport infrastructure and services. In 2014/15, SPT contributed to the development of the Glasgow proposed Local Development Plan and the Glasgow and Clyde Valley Strategic Development Plan Main Issues Report.

SPT engages with many stakeholders, including our member councils to assist with transport planning and delivery including walking and cycling infrastructure, rail connections and new bus stops and services. A few examples of the development proposals and regeneration proposals that SPT was engaged in during 2014/15 include:

- Sighthill Transformational Regeneration Area in north Glasgow, building on earlier engagement to ensure sustainable transport is at the heart of this major redevelopment of the Sighthill area including assisting with the planning of bus services.
- Glengarnock Campus, assisting North Ayrshire Council and its partners with the delivery of active travel infrastructure and bus service planning to ensure safe and sustainable access to the new education and community facility for pupils and local residents.
- East Renfrewshire M77 strategic development sites, working closely with East Renfrewshire Council (ERC) to integrate sustainable transport with development sites at Maidenhill/Malletsheugh (Newton Mearns) and Barrhead South – this work supports the delivery of ERC's City Deal project including the planning for a new rail station serving Barrhead South.
- Community Growth Areas at Newton, South Lanarkshire and Gartcosh-Glenboig, North Lanarkshire, working with North and South Lanarkshire Councils and developers to plan transport infrastructure and services for the intended c. 4,500 new housing units and business/freight development – this work supports the delivery of NLC and SLC City Deal projects.



## Strategic Road Improvements

SPT continued to support road safety improvements to reduce the number of road accidents and casualties on regional and local roads with over £730,000 of capital investment. One example of a road safety project delivered in 2014/15 with SPT support was relining and signage improvements on the A73 between Hyndford Bridge and Symington, a key rural route between Lanark and the M74 at Abington.

Congestion reduction measures were delivered on several key routes in 2014/15 with £925,000 of capital investment from SPT. Reducing congestion levels at key junctions and

on strategic routes improves journey time reliability for bus services, improves efficiency for all journeys including business and freight purposes, and supports environmental objectives.

SPT supported the delivery of the new rail bridge over the A723 at Holytown to enable the dualling of the A723, a key infrastructure project to support the regeneration of Ravenscraig and improve access between Motherwell and the strategic economic investment locations at Eurocentral. The dualling of the A723 is included within North Lanarkshire's City Deal projects.

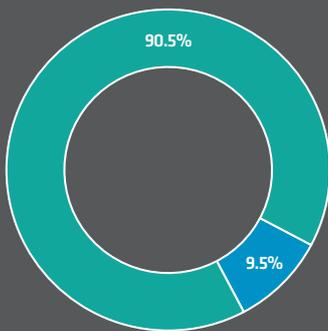
SPT is working to ensure the Strathclyde region has an efficient transport network with more sustainable access between strategic locations to support economic growth, reduce the costs of congestion, improve access to employment and attract investment to the region. The measures on this page are a snapshot of progress made towards achieving our Improved connectivity outcome.

The key indicator for this outcome is a congestion measure. Longer and unpredictable journey times have a detrimental economic impact from the increased cost of transport and loss of competitiveness to the increased environmental costs.

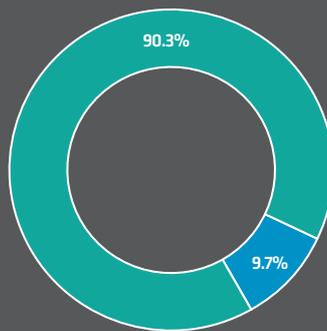
SPT's direct role in improving this measure includes investing in a more efficient, safer strategic road network; integrating transport planning with sustainable development to discourage growth of car dependent communities and destinations; improving strategic cross-region public transport connections; and supporting the freight industry to operate more efficiently and sustainably.

### Driver journeys delayed by congestion

SPT residents



Scotland-wide



Not delayed  
Delayed

Source: Scottish Household Survey Travel Diary 2013.  
Congestion delays experienced by drivers.

### Road safety

**3508**

Number of road accidents in SPT area

**163**

Number of accidents involving a bus

**42%**

decrease in number of people killed or seriously injured in a road accident in the SPT area\*

Source: Reported Road Casualties Scotland, 2013.  
\*decrease on 2007 figures

### Rail patronage

**62.64 million** passengers in 2014/15

**8.7%** increase on 2013/14



Source: Scotrail

## Access for all

Ensuring that the transport network is accessible, affordable and safe enables the people of Strathclyde to get to the places they need and want to be, be it for education, employment or leisure. SPT aims to achieve this by providing and supporting socially necessary transport services and minimising any physical and non-physical barriers so that everyone, importantly those most in need, can live independent, socially-active lives and access the same opportunities as everyone else.

Our activity focussed on the following key areas in 2014/15: provision of socially necessary services, improving access to healthcare, and promoting equal access to public transport.

SPT is ensuring that access to vital community and demand responsive transport is maximised through the design and piloting of **innovative, sustainable solutions**.

## Socially necessary transport

SPT subsidises socially necessary bus services when private bus operators withdraw or change services, potentially leaving rural towns and villages without public transport. As a result 25 per cent of all network services are subsidised by SPT to some degree or another. More than 130 bus services were financially supported by SPT in 2014/15, carrying 5.6 million passengers and equating to a two per cent increase on 2013/14. SPT also continued to invest in its bus fleet to ensure vehicles were of the highest standard. These vital local bus services keep communities connected and many of these services also provide access to hospitals. Where SPT subsidises a bus service the vehicle utilised is a modern, low-floor bus to make it easier for passengers to use them.

## School Transport

SPT plans routes, schedules pick-ups, tenders and manages 1300 school bus contracts, covering 38,000 pupils, for 11 councils, all aimed at driving the best value for money. SPT service compliance officers also carried out 1536 on-site inspections at schools and SPT vehicle examiners made 2758 vehicle inspections.

## Community Transport

SPT continues to support and co-ordinate the development of Community Transport throughout Strathclyde as the need for these flexible, accessible and affordable services grows against the backdrop of an ageing population and resources becoming tighter. Community Transport Organisations work in areas that experience high levels of deprivation, or remote rural access with limited public transport options, to remain connected. The work of the West of Scotland Community Transport Network, which is a partnership between SPT, the Community Transport Sector, volunteers and the health sector, continues to make excellent progress with 16 member organisations. The Network aims to bring co-ordination, enhanced quality and better use of resources within the Community Transport sector.

SPT has been leading on the development and delivery of a Public Social Partnership project along with members of the Community Transport Network in 2014/15, building on the existing network to supporting its development. This is ensuring that access to vital community and demand responsive transport is maximised through the design and piloting of innovative, sustainable solutions.

Access for all

Reduced emissions

Improved service delivery



## MyBus

SPT's MyBus service continues to grow in use, with 486,000 (excluding those carried on community transport) passengers carried in 2014/15, representing a three per cent increase on the previous year.

MyBus is a demand-responsive service, providing a door-to-door pick-up and drop-off, using low-floor accessible vehicles. The service can be booked by telephone and online. MyBus customers book for a variety of reasons

such as health appointments, shopping and attending community social clubs. The service enables older and more vulnerable people to live independent lives within their own communities, and ultimately retain a sense of local social inclusion. MyBus enhances the quality of life for those that use the service and SPT continues to receive a great deal of positive feedback in respect of the service itself, the drivers and the staff operating the MyBus contact centre.

Attractive, seamless, reliable travel

Improved connectivity

SPT, working with partners, develops and strengthens **access to hospitals and health services** in the West of Scotland by ensuring that a range of high quality convenient transport options are readily available and easily accessible.



South Glasgow Hospitals

## Improving access to healthcare

Working in close partnership with NHS boards and member councils, SPT develops and strengthens access to hospitals and health services in the West of Scotland by ensuring that a range of high quality convenient transport options are readily available and easily accessible.

Good transport links are vital to facilitate access to health services. SPT supports several local bus services that provide direct access to many hospitals. 'H' branding continues to be added to bus stops and timetables to highlight services that include hospital journey options, travel information screens to display bus timetable information and better bus stops for patients and hospital staff. In 2014/15 SPT invested £30,000 to improve the road layout and markings to allow easier access to the stops for buses at Inverclyde Hospital. The bus stop area was also resurfaced and drop kerbs were installed making getting on and off buses safer and improving access for people with mobility requirements.

SPT continues to lead on the development of the Integrated Health and Social Care Transport Hub and received £200,000 Scottish Government funding for the Hub in 2014/15. The initiative aims to develop an integrated, single booking and scheduling point of contact for Health and Social Care Transport Services in the West of Scotland. A Programme Board representing Hub stakeholders, including Local Authorities, NHS Boards, Community Transport and Scottish Ambulance Service, chaired by SPT Vice-Chair Councillor Denis McKenna, was established in October 2014 and three key work streams, IT Integration, Operational Pilots and Information Gathering and Financial Framework, have been established to be progressed in 2015/16.

## South Glasgow Hospitals

In 2014/15 SPT worked closely with partners to improve access to the new South Glasgow Hospitals across all sustainable transport modes including local bus services. To ensure good progress was made on the range of transport infrastructure projects and bus service improvements, SPT facilitated regular transport workshops with NHS Greater Glasgow and Clyde and Glasgow City Council. SPT met with bus operators and the Traffic Commissioner to stimulate the market for bus services directly serving the hospital, which resulted in an increase in the number of buses from

14 to 68 per hour – changes made without the need for public subsidy and brought about by SPT. Planning and design works to deliver improvements at Govan and Partick interchanges commenced in 2014/15 – the key interchanges serving the hospitals.

SPT has also been working with the NHS to promote ZoneCard integrated ticketing and Subway Smartcard to ensure NHS staff are accessing the most affordable and convenient public transport fares for their individual travel needs. SPT is promoting JourneyShare car sharing opportunities including the provision of JourneyShare spaces for NHS staff. Furthermore, the bookable Hospital Evening Visitor community transport service has been re-designed by SPT and NHS to improve access for hospital visitors.

## Equal access

It is vital that barriers to access are reduced, and where possible, removed, in order for as many people as possible to access public transport and be able to contribute economically, culturally and socially to the local and wider community. SPT is committed to enabling access by addressing these barriers by adding accessibility features (eg. tactile strips in stations, funding low-floor buses), upgrading vehicles and infrastructure, identifying innovative new technologies and solutions, addressing the affordability of transport and improving information on public transport.

## Accessible buses and infrastructure

In 2014/15, SPT invested £2.8 million in 18 new low-floor accessible buses for use on socially necessary transport. Grants from SPT's capital programme continue to be awarded to many of our member councils in order for high access kerbs to be added at bus stops and improvements made to shelters, stops and signage.

In 2014/15 SPT invested over £1.5 million in a new fleet of low-floor, wheelchair-accessible buses for Arran, resulting in the island's bus network being fully accessible for the first time in its history. A comprehensive programme of road improvement works were carried out in order for Arran's infrastructure to accommodate the new buses prior to their arrival and more than 50 bus shelters and stops have been upgraded also, including 11 with solar powered illumination.

### Accessible travel information

SPT’s travel centres in Glasgow, East Kilbride, Greenock and Hamilton provide information about bus, coach, rail, Subway and ferry travel in the Strathclyde area, as well as details throughout Britain.

**Number of enquiries responded to:**

Buchanan Bus Station	500,000
St. Enoch Travel Centre	410,000
East Kilbride Bus Station	68,000
Greenock Bus Station	58,000
Hamilton Bus Station	25,000

### Mobile Travel centre

SPT’s mobile travel centre provides travel information to more rural communities. Local rail, bus, express and long-distance coach travel and local ferry information are offered by the mobile travel centre which made 356 visits in 2014/15.

Tactile maps – ‘Maps for All’ – were installed at St Enoch Subway station and at Buchanan Bus Station following consultation with RNIB. Maps for All is an RNIB bespoke product currently being rolled out across public spaces by organisations keen to work with RNIB on improving accessibility.

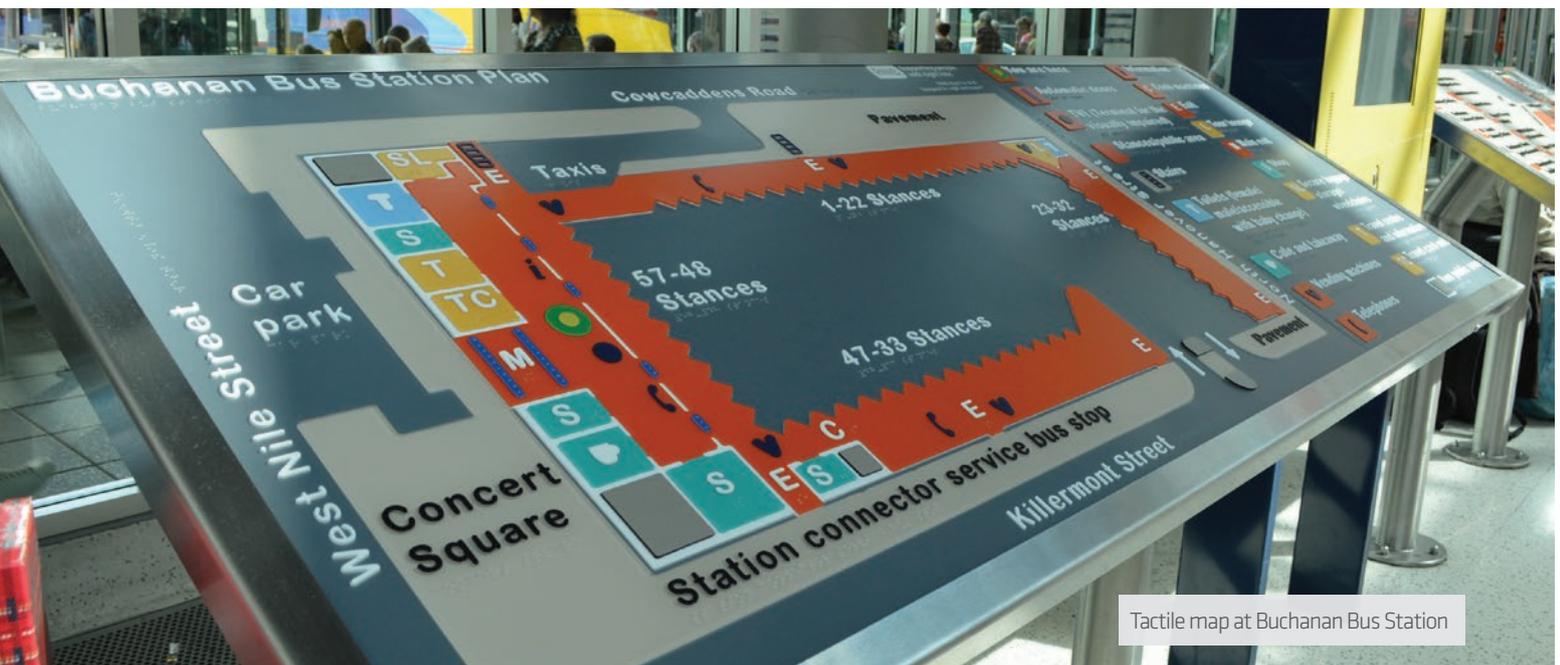
### More affordable transport

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. In 2014/15 it is estimated that £9 million was saved by those eligible.

In 2014/15 SPT Travel Card Unit processed 33, 000 National Entitlement card renewals/applications (NEC’s) for free bus travel, for eligible persons on behalf of our member councils. The Travel Card Unit handled 80, 000 enquiries from SPT residents throughout 2014/15.

### Gourock – Kilcreggan ferry

SPT supports this year-round ferry service which links the Rosneath Peninsula on Argyll and Bute with Gourock in Inverclyde in less than 15 minutes. The ferry provides access to employment and education as well as a means to explore the Clyde Estuary. The ferry service is operated by Clydelink Ltd on behalf of SPT and 54,000 passengers used this service in 2014/15.



Tactile map at Buchanan Bus Station

Access for all

Reduced emissions

Improved service delivery

SPT is working to ensure that transport enables people to meet their everyday needs and live fuller, more independent lives. The measures on this page are a snapshot of progress made towards achieving our Access for All outcome.

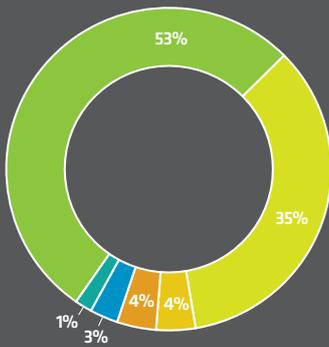
The key indicator for this outcome is the convenience of public transport. This measure will be affected by many issues including the penetration of the public transport network into communities, town centres and rural areas, the level of

service throughout the day and evening and the barriers that people encounter when accessing public transport including cost and mobility issues.

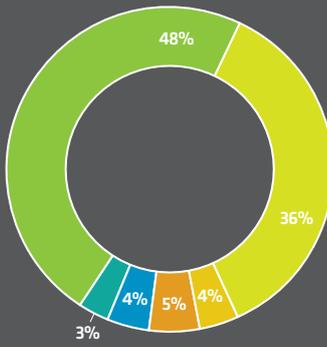
SPT's direct role in improving this measure includes supporting socially necessary transport services such as local bus, MyBus, and Community Transport and school bus services; improving access to healthcare facilities; supporting more affordable fares; making travel information more accessible and delivering infrastructure and other measures to improve passenger safety and to support passengers with impairments that make travel by public transport difficult.

Convenience of public transport

SPT residents



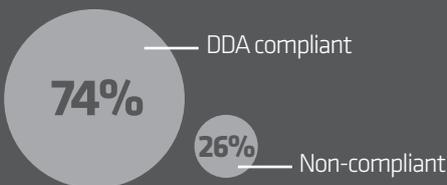
Scotland-wide



- Very convenient
- Fairly convenient
- Neither
- Fairly inconvenient
- Very inconvenient
- No opinion

Source: Scottish Household Survey 2012

Accessible vehicles



**100%**

of SPT vehicles are DDA compliant

**7%**

increase over past year in proportion of buses operating in the SPT area that are DDA-compliant

Source: SPT Survey 2014

Personal safety and security

**11%**

decrease over past year of crime incidents on **Subway**

**46%**

decrease over past year of crime incidents on **Bus**

Satisfaction with personal safety and security on Subway:

In station:



77% very satisfied  
22% fairly satisfied

On train:



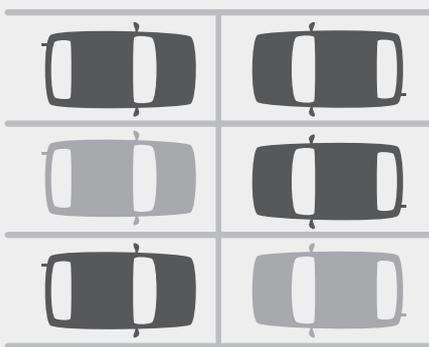
76% very satisfied  
23% fairly satisfied

Source: Police Scotland and SPT

## Reduced emissions

SPT is committed to improving the range, choice, access to and appeal of sustainable travel options and encouraging better travel choices. We are also committed to reducing carbon emissions produced by our own operations and have implemented carbon reduction measures across the organisation.

In 2014/15, SPT focussed on reducing emissions through development of park and ride, cycling provision improvements and encouraging travel behaviour change.



**↑ 12%**  
increase in Subway  
park and ride usage

## Park and ride

SPT's park and ride strategy seeks to convert car-only journeys to those that include public transport. The strategy has a focus on converting commuters who usually travel only by car to using park and ride to reduce daily car mileage, especially during congested peak periods. SPT continues to provide significant investment aimed at improving the provision of these facilities across the region through our partnership working with member councils, Network Rail and ScotRail.

Subway park and ride sites at Shields Road, Kelvinbridge and Bridge Street stations continue to show growth in usage with 240,000 drivers in 2014/15 representing an increase of 12 per cent. Smart ticketing technology has now been implemented at Subway park and ride sites, enabling seamless Subway travel and car parking payments to be made using one card.

SPT has invested approximately £2.3 million in park and ride facilities across nine sites within Strathclyde in 2014/15. New or enhanced facilities at Blairhill, Irvine, Johnstone and Kilmaurs are in progress and will create around 450 new spaces on completion. The works at Blantyre station, and a £325,000 investment, provides an additional 60 spaces and two accessible spaces for park and ride customers. A 40 space park and ride facility at the Belhaven Road extension in Wishaw was completed in 2014/15 and received £220,000 funding for construction from SPT.

## Active travel

SPT has invested approximately £2.6 million in 2014/15 in cycling infrastructure including extensions to network routes, improving cycle connections for rural communities to town centres and improving links between cycle routes and rail stations, transport hubs, healthcare facilities and schools and continues to promote bike parking at Subway, bus and rail stations, higher education campuses and hospitals. This investment was awarded Sustrans Community Links match funding of £2 million.

Further works to the Holytown to Eurocentral cycle path were completed in 2014/15, funded by SPT and delivered by member council North Lanarkshire. The Calderbank to Eurocentral sections of the path opened in autumn 2014 and includes new LED way-finder lighting.

SPT has invested **£2.6 million** in cycling infrastructure improving cycle connections for rural communities and improving links to rail stations, transport hubs, healthcare facilities and schools.



Holytown to Eurocentral cyclepath

Work at academic institutions across the region continues with better bike facilities (including parking, bike shelters and maintenance equipment) being installed at all five of the universities in the SPT region. The University of the West of Scotland, Glasgow Caledonian University, University of Glasgow, University of Strathclyde and Glasgow School of Art now have upgraded cycling facilities on campus as a result of £68,000 SPT and Sustrans funding.

SPT works closely with Sustrans – the leading UK charity for active travel – and a jointly funded Strategic Project Officer is currently based within SPT. The officer’s role is to help promote and coordinate cycling projects with our partner councils and other key bodies such as universities and colleges. Part of this approach has been to align the objectives of SPT’s Cycling Strategy and Investment Programme more closely with the Scottish Governments Cycling Action Plan and the Sustrans Community Links Fund.



over **4600**

number of registered JourneyShare members

## Changing travel behaviour

SPT promotes a number of initiatives that both highlight the benefits, and encourage use of, sustainable travel. By influencing decisions on where, when, how often and type of transport used, the negative effects of car use can be tangibly reduced.

SPT JourneyShare, a car sharing scheme in partnership with UK umbrella group Liftshare, now has over 4,600 registered users. SPT JourneyShare is the regional car sharing scheme and enables participants to save on CO2 emissions, fuel spend and other car running costs. The scheme is promoted to individuals as well as a number of major employers across Strathclyde including local councils, universities, colleges, NHS Greater Glasgow & Clyde (NHS GG&C), Braehead Shopping centre, Glasgow Airport and Life Technologies Inchinnan.

SPT enables our staff to make more environmentally sound travel choices through the in-house Cycle to Work Scheme and season ticket loan scheme. The former provides discounts exclusive to staff with a number of cycle shops during the summer months and the latter offers staff the opportunity to pay for annual rail and bus season passes monthly.

Sustainable travel awareness weeks are also supported by SPT including Catch the Bus Week, Bike Week and Walk to Work Week. SPT hosts the Sustainable Travel Group, which has representatives from 80 different organisations, and offers information and advice on sustainable travel best practice.

SPT’s Sustainable Travel Grant Scheme (STGS) helps organisations fund measures to develop and implement their staff Travel Plans. The STGS is open to local authorities, health boards, further education establishments and not-for-profit organisations such as charities and awarded more than £6,000 in 2014/15. Glasgow University and North Lanarkshire Council installed new bike shelters via STGS funding in 2014/15. West Dunbartonshire Council, University of West of Scotland, NHS GG&C and Glasgow Caledonian University also received STGS funding in 2014/15.

SPT is working to reduce the impact of transport on the environment. The measures on this page are a snapshot of progress made towards achieving our Reduced Emissions outcome.

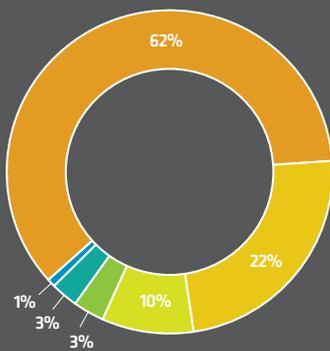
The key indicator for this outcome is the share of all journeys that are made by different modes of transport. This measure will be affected by many issues which reach across all aspects of the transport network and travel behaviour. There has been little change in main mode of travel figures over the past decade and

much work remains for SPT and all partners to increase use of more sustainable modes of transport.

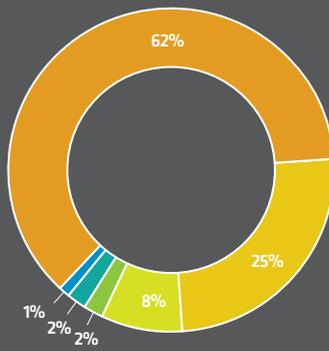
SPT's direct role in improving this measure reaches across all areas of our work, but those most focused on this outcome includes supporting more journeys to be made by walking and cycling; supporting more sustainable travel behaviour; investing in cleaner technologies, fuels and vehicles; and encouraging car users to reduce the length of their car journeys through park and ride.

Main mode of travel

SPT residents



Scotland-wide



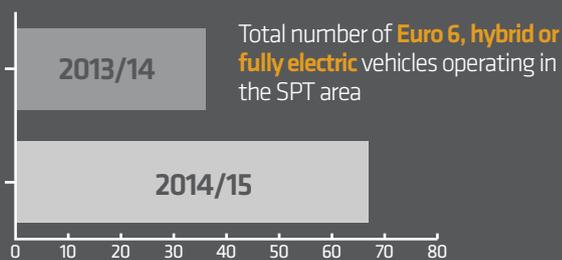
- Car (driver/passenger)
- Walking
- Bus
- Rail
- Other (incl. ferry)
- Cycling

Source: Scottish Household Survey Travel Diary 2012-2013

Reducing carbon emissions

**11%**

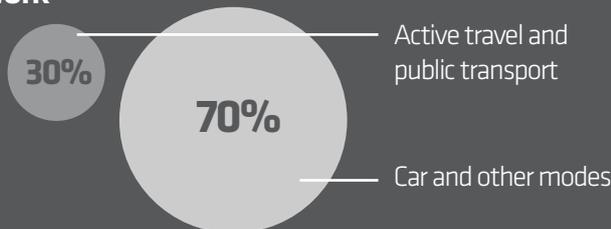
Increase in proportion of buses operating in the SPT area that are Euro 3 or newer over the past year



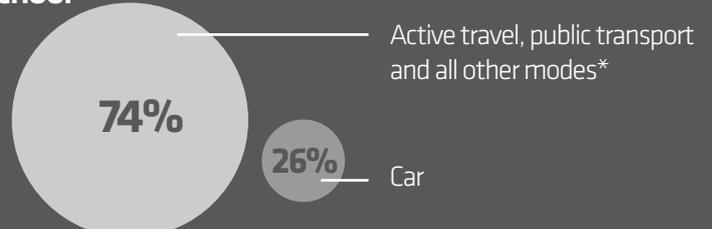
Source: SPT survey 2015

Usual method of travel by journey purpose

work



school



Source: Scottish Household Survey 2012-2013  
\*Other modes include taxi, motorcycle etc.

## Improved service delivery

SPT is focussed on not only delivering transport improvements for the public but we also work hard to ensure that we are delivering our work as effectively and efficiently as possible.

We are continually evaluating everything we do to make sure that we get the most out of our resources – making every penny and every action count.

## Health and Safety

SPT has an excellent track record in relation to Health and Safety and takes its responsibilities very seriously. We have a responsibility to protect staff and passengers from accidents or harm and we are always looking to improve. We do this by strictly ensuring compliance with the Safety Management System.

This system requires SPT to carry out risk assessments to identify hazards, to take action, including the implementation of policy and processes, to mitigate any risks identified and to report on health and safety incidents. There has been a drive to ensure a more integrated approach between Operations, Customer Standards and Safety departments to ensure the best accident prevention measures are being implemented in a timely manner.

SPT's Health and Safety department conducted or assisted in over 50 risk assessments during 2014/15. This is alongside the dynamic risk assessments that SPT encourages its staff to do ahead of undertaking specific work.

New health and safety policies and processes were introduced in 2014/15. This included the introduction of a safety brief for all operational staff which is tailored to their particular area of operations. A new track access process known as Person in Charge of Track Safety (PICTS) was introduced on March 29th 2014. This replaces the Flagperson process and will ensure a safer and more efficient approach to track possession management.

New health and safety signage was also developed for SPT bus stations to create a clearer distinction between signage for operators and signage aimed at the public.

In addition to refreshing the health and safety signage for the bus stations, SPT also refreshed its poster campaign aimed to tackle physical and verbal abuse of Subway employees. The new 'Don't take it out on us' campaign was designed to grab passengers attention and highlight this important message.



Access for all

Reduced emissions

Improved service delivery



## Customer standards

SPT provides a clean and safe environment and infrastructure for its staff and passengers. The Customer Standards department ensures that standards are maintained across the SPT estate, by managing and consolidating various contracts and deploying an in-house facilities management team for planned preventative maintenance and reactive call outs. In 2014/15 the facilities team responded to over 2,500 calls.

Hillhead Subway Station

## Property

During SPT's preparation of the Subway modernisation business case, a number of key improvements to staff accommodation were identified. A thorough review of the Subway's Broomloan depot in Govan, was carried out and a programme of accommodation enhancements agreed.

Phase one delivered new welfare facilities and improvements to training areas including a specially commissioned training area called 'Station 16' to provide a full model office training facility for the Subway Smartcard.

In 2014/15 Phase two saw the construction of new office accommodation within the depot to replace the outdated 1970s staff facilities.

In line with all modernisation activities the objective focused on reducing future operational and maintenance costs whilst streamlining and making better use of the space within the Broomloan depot area.

Initial designs were the subject of an extensive consultation with staff to gain detailed feedback. This led to further design improvements including replacement of the existing flat roof with a mono-pitch roof as well as incorporation of solar panels. The design also included replacing inefficient obsolete plant which will contribute to the reduction of future repair and maintenance expenditure.

The main depot building comprises of a reception area with meeting rooms and office areas for hot desks and SPT's Human Resources team on the ground floor, whilst the upper floor has open plan offices for staff alongside ancillary meeting spaces. This ensures a modern, fit for purpose work station environment to aid delivery of Subway operations and the project delivery of our Subway modernisation plans.

## Finance and Procurement

Achieving better value for the public through procurement processes – the number of invoices paid in 2014/15 was 14,651 with 834 contracts awarded to the value of circa £75 million.

## Advancing equality

SPT is committed to promoting equality of opportunity for our customers and staff. Our services and activities inevitably have a strong focus on connecting people with their public transport services and improving the journey experience for all. SPT's Advancing Equality Report sets out how we aim to achieve this to be a fair and supportive employer.

SPT continues to work with a range of equality organisations and partners across the transport sector to ensure our services and facilities are responsive to customer needs. During 2014 /15 the Royal National Institute of Blind People (RNIB) has advised SPT on the accessibility of our website and information displayed and available at our bus stations. Access groups continue to inform the Subway modernisation work and Fastlink project and SPT has funded a variety of initiatives such as the introduction of Talking Buses for blind or partially sighted bus passengers. Our Advancing Equality progress report was published online in April 2015.

## Communicating with staff and stakeholders

SPT utilises a range of communications tools across print, online and social media in order to:

- help us achieve our overall organisational objectives,
- engage effectively with stakeholders and staff,
- demonstrate our achievements,
- assist people understand what we do and
- change travel behaviour and perceptions of public transport where necessary.

During 2014/15, around 75 news articles were published on our customer facing passenger website and 36 on the SPT corporate website. That was aligned with over 100 news updates to the staff intranet.

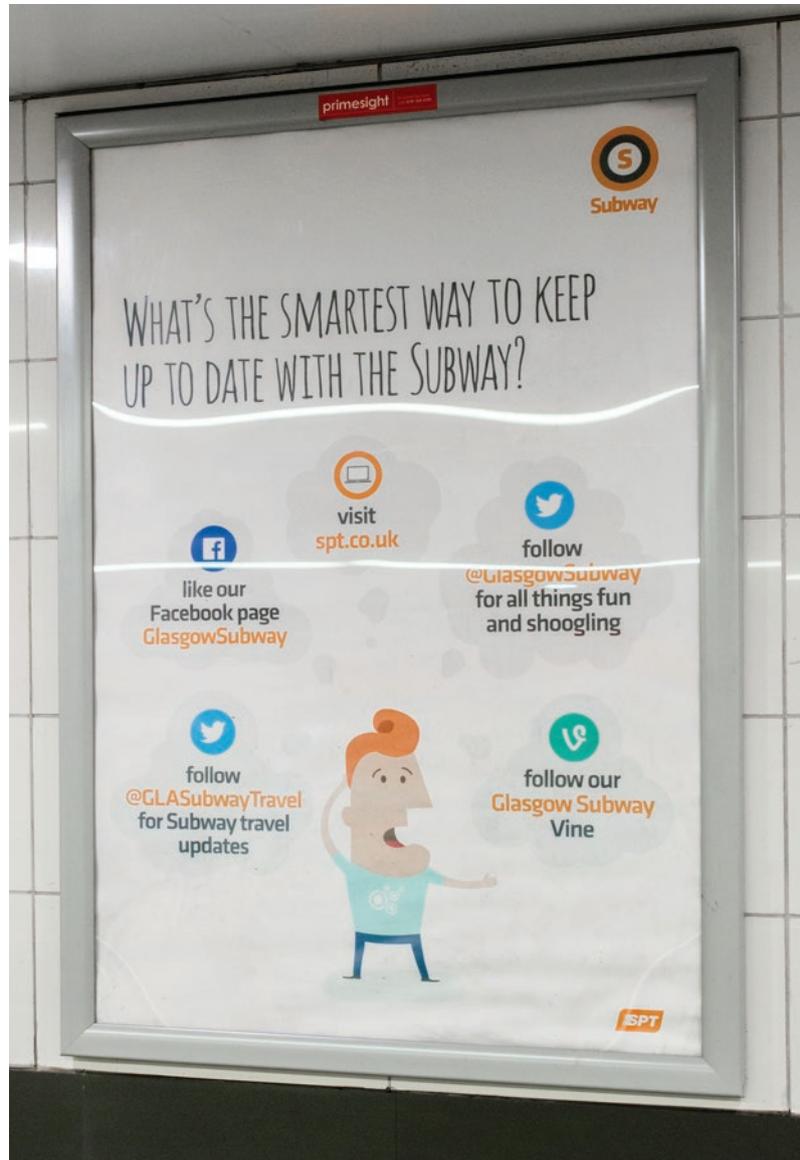
Over 116 media statements were issued alongside regular customer engagement delivered to over 14,000 regular @GlasgowSubway twitter followers.

Social media provides an essential and cost effective way of communicating with customers and will continue to be a key thread of our overall communications strategy. It was a key tool used during the 2014 Games to keep passengers up to date with detailed travel information and a separately dedicated @GLASubwayTravel twitter feed was established by SPT as a result. 1,854 tweets from June 2014 to March 2015 have kept passengers informed about their Subway services on that specific feed.

The Upper Circle – available exclusively to Subway Smartcard customers – offered discounts and offers from a range of partner organisations during 2014/15.

30 businesses accessible by Subway have added their names to the club and 2,000 customers have signed up.

During 2014/15, SPT received 43 Freedom of Information requests and one Environmental Information request, with 42 receiving a response within the statutory timescale equating to a 95.5 per cent compliance rate.





## Our people

As of 31 March 2015, SPT employed 556 people with a total of £17.227 million staff related costs.

SPT is committed to ensuring that it fosters a diverse workforce, reflective of the communities we serve. As part of SPT's Equality Action Plan, we actively identify ways to bring together people from a range of backgrounds, with different skill sets and a variety of experience. SPT believes that having different viewpoints, knowledge and expertise enables us to continually find better ways of working – making us more effective and efficient.

More information on how we measure up can be found within SPT's Equality Outcome report.



## Learning and Development

To attract and retain the best people, SPT recognises that we need to invest in their development. We take learning and development very seriously.

SPT invested over £100,000 to staff learning and development over the course of 2014/15 with the aim of strengthening this important area of business performance and placing emphasis on employee development. This year alone, more than 1,000 days training has also been delivered internally for staff and contractors.

The health and wellbeing of our staff is also paramount. SPT offers a range of benefits to staff in support of good health and wellbeing – for example access to counselling and advice services.

In 2014/15, SPT recognised the important role that managers play in maintaining the health and wellbeing of staff. In recognition of this, SPT delivered additional training for managers. This included mental health awareness sessions and information on support measures for employees. This programme continues through 2015 to enable all managers/supervisors with direct people management responsibilities to attend. SPT's on-going programme of health and wellbeing initiatives will increase awareness of this important issue going forward.

Access for all

Reduced emissions

Improved service delivery

As a public body, we invest in our people and aim to continually improve our processes to ensure we are as transparent, efficient and effective as possible.

The statistics below provide an indication of how SPT is performing against this strategic outcome.

### Investing in our staff

 **4.6%**

increase in learning and development investment

### Communicating with our customers and staff



 **23%**

increase in @GlasgowSubway twitter followers on 2013/14



 **22%**

increase in website hits on 2013/14



 **6%**

increase in intranet visits on 2013/14

### Responding to customer requests

 **95.5%**

compliance rate for responses to Freedom of Information requests

 **99%**

of complaints answered within five days

# Working in partnership



We are constantly looking to improve what we do and how we do things. Collaborative partnership with organisations and academic institutions, challenges us to think laterally and deliver our services dynamically, whilst sharing our knowledge and expertise with others.

Every year SPT works with a number of different organisations; in 2014/15 these included:

**British Red Cross** – MyBus on Arran operates using an SPT-owned vehicle and British Red Cross drivers. 3,353 trips were delivered by the British Red Cross on Arran during 2014/15 which enabled island residents to access healthcare, shopping and leisure, as well as attending community lunch clubs and other social opportunities. MyBus services on Arran have been successfully delivered in partnership with the British Red Cross since 2010.

**Glasgow School of Art Product Design Engineering** – In 2014/15, SPT was invited to act as a 'living resource' for undergraduate students on the Glasgow School of Art/Glasgow University Product Design Engineering course. The brief required students to create accessibility features that would enhance the usability of public transport and urban environments for those with assisted physical and cognitive needs.

**Riverside Museum of Transport Educational Workshops** – SPT is patron to Scotland's largest archive collection of historical transport vehicles and artefacts. The venue is one of Europe's most popular attractions. In 2014, SPT in partnership with the museum launched educational workshops for primary school level groups. These sessions explore the remarkable history of the Subway, which complements several topics covered by the primary curriculum, including: the Victorian era, the Industrial revolution and World War II.

**Sustrans** – the leading UK charity enabling people to travel by foot, bike or public transport for more of their journeys. Sustrans continued to have a full-time member of staff on secondment to SPT during 2014/15. This specialised member of staff assists in the delivery of SPT projects by securing Sustrans funding for cycle paths, walk ways and other sustainable travel facilities.

**Community Planning Partnerships** – SPT is a statutory Community Planning partner and engages with the 12 Community Planning Partnerships across the area. This is a key way for SPT to liaise with partners, hear their views and work with them, endeavouring to ensure transport supports and assists their plans. It involves collaboration on a range of issues where transport plays a vital role, including health, education, social inclusion, equalities and community safety.





**Glasgow Caledonian University  
Knowledge Transfer Partnership –**

SPT has been working with Glasgow Caledonian University researchers since 2013 in devising new technology harnessing energy from waste water in Subway tunnels. A team of GCU researchers, headed by a renewable energy engineer based at SPT, continued with extensive studies and testing throughout 2014 and the resultant energy efficient heat-pump system began trials in early 2015.

# Look ahead

**£78 million**

invested into 112 transport improvement projects across Strathclyde

By 2016, following successful completion of the European procurement process, detailed plans for the purchase and delivery of a new fleet of Subway trains, a new signalling and control system and platform screen doors will be announced. It will replace an ageing system and deliver a more frequent, reliable and flexible service to our customers whilst driving down maintenance costs. It will be the single largest investment made by SPT for many years and will completely change how the Subway system will operate.

Throughout 2015/16, our resources will continue to focus on improving access to bus services across Strathclyde, launching Fastlink, ensuring safe and reliable travel for the opening of the new South Glasgow Hospitals complex and encouraging more sustainable travel behaviour across our region.

## Significant Investment for Transport across Strathclyde

The Partnership approved £78 million investment into 112 transport improvement projects across Strathclyde, including funding for 79 projects to be delivered by SPT's local authority partners in 2015/16. This funding comes from capital grant from the Scottish Government, European Regional Development Funding and grants awarded for specific projects.

This capital investment is over and above the revenue budget used to deliver vital public transport services for the benefit of communities across West of Scotland, including maintaining bus stops and stations, awarding subsidised bus contracts, delivering MyBus and running the Subway.

In addition SPT will be delivering improved bus infrastructure, continued investment in park and ride, enhancing bus corridor projects, walking and cycling improvements, and implementing traffic management measures in a number of local authority areas.

## Subway Modernisation

A further £33.8 million will be committed during 2015/16 to continue with the Subway modernisation programme including a contribution to the procurement of new bespoke trains, new automated signalling, control room and associated system improvements such as platform screen doors.

Tunnel and track enhancements will also continue to be developed in preparation for the introduction of new trains and an automatic signalling system.

Buchanan Street Subway Station's refurbishment will be completed and Govan Subway Station's revamp will showcase a new look station with glass covered walkways connecting the adjacent bus station. It will become a key interchange for Fastlink services to and from the new South Glasgow Hospitals complex.

Work to modernise a further four stations will begin this year, with contractors for Bridge Street, Cessnock, Shields Road and Kelvinbridge sought during 2015/16.

## Fastlink

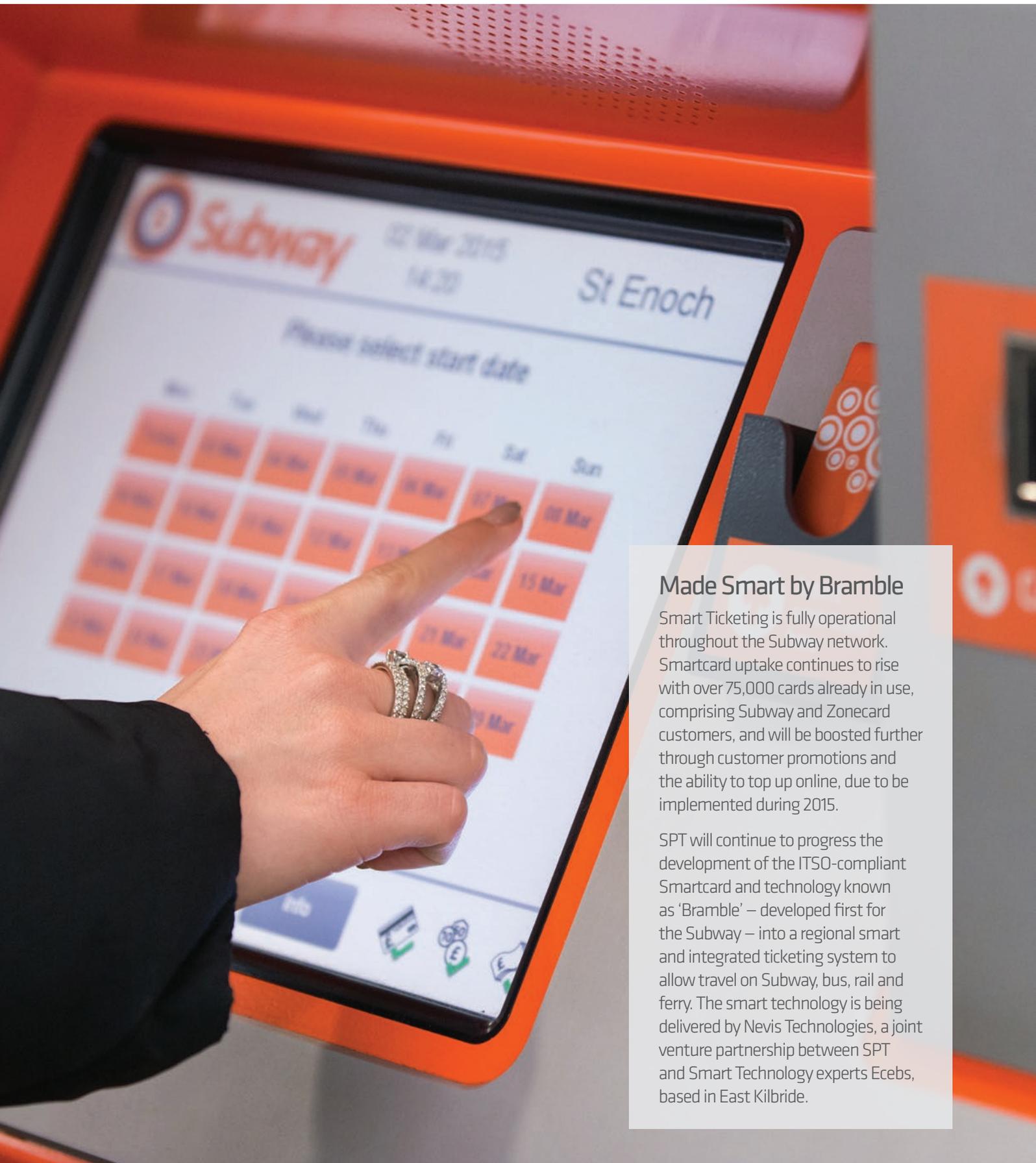
The core Fastlink route linking the city centre (including Glasgow Central Station, Glasgow Queen Street Station and Buchanan Bus Station) to the International Financial Services District, SECC and Digital Media quarter, Greater Govan and the South Glasgow Hospitals complex will be officially opened in summer 2015.

Provision of suitable Fastlink priority measures are a conditional part of the Scottish Government funding for the scheme and vital to encourage bus operators to participate and deliver high quality services on the new route.

A statutory Quality Partnership which will determine the quality standards that operators – existing and new – must meet to qualify to use the route infrastructure will be implemented. The legal requirements (with regard to advertising and consultation on the Scheme) have been completed and SPT & GCC will agree the Scheme in March 2015 for subsequent implementation in June 2015.



Govan Subway and Bus Station proposal



### Made Smart by Bramble

Smart Ticketing is fully operational throughout the Subway network. Smartcard uptake continues to rise with over 75,000 cards already in use, comprising Subway and Zoncard customers, and will be boosted further through customer promotions and the ability to top up online, due to be implemented during 2015.

SPT will continue to progress the development of the ITSO-compliant Smartcard and technology known as 'Bramble' – developed first for the Subway – into a regional smart and integrated ticketing system to allow travel on Subway, bus, rail and ferry. The smart technology is being delivered by Nevis Technologies, a joint venture partnership between SPT and Smart Technology experts Ecebs, based in East Kilbride.

## Better Bus Services

SPT will continue to drive up bus standards across Strathclyde ensuring bus operators sign up to providing cleaner, modern, better quality buses, enhanced bus stops, shelters and bus stations, improved journey times and reliability and overall a better experience for passengers with the establishment of sQPs (statutory Quality Bus Partnership) in Glasgow, Inverclyde and Renfrew.

Alongside this work, SPT in conjunction with other key players will continue to progress our bus strategy to drive forward improvements in bus policy and request additional powers for Regional Transport Partnerships to allow them to better regulate Scotland's bus industry.

SPT will also keep a watching-brief on the findings of the Scottish Government's consultation on how the relationship between the market and transport authorities can be improved, so that the market can work more closely in line with public interest.

The essence of SPT's submission is that the dynamic between bus operators and Public Transport Authorities – of which SPT is the largest – needs to become more collaborative.

During 2015/16 SPT will also lead on Electronic Bus Service Registration for all commercial bus operators to assist in monitoring trends and in providing better information for passengers. SPT will also continue to invest in accessible low-floor buses, MyBus services and Community Transport.

## Rail Improvements

SPT will continue to invest in rail improvements across the region to improve safety, reduce congestion and improve traffic management. SPT will also pursue the development of integrated smart ticketing opportunities with Abellio, the new Scotrail franchisee, throughout 2015/16.

On-going positive engagement with Network Rail regarding rail development will be important during 2015/16. Areas currently being discussed include:

- Integration with Buchanan Street Subway station will be encouraged through the provision of a canopy linking Glasgow Queen Street Station (GQSS) and the Subway station.
- Shelter provision for the bus stops on West George Street adjacent to GQSS should be incorporated into the frontage/public realm in front of the station so as to ensure that bus shelter provision not only addresses the needs of the very significant number of passengers wishing to utilise the circa 60 buses an hour serving these stops but also does not detract from the station frontage.
- The provision of a cycle hub within the GQSS building is welcomed, as it provides cyclists options as to how they can travel sustainably.





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

## Online

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

SPT  
Consort House  
12 West George Street  
Glasgow  
G2 1HN.