



Strathclyde Partnership
for Transport

Annual Report 2024/2025





Our vision

The west of Scotland will be an attractive, resilient and well-connected place with active, liveable communities and accessible, vibrant centres facilitated by high quality, sustainable and low carbon transport shaped by the needs of all.

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Foreword from SPT Chair Stephen Dornan



This past year for Strathclyde Partnership for Transport (SPT) has been one of significant transition and progress both for us as an organisation and also as we look to the future and the wider transport network in the Strathclyde region.

In 2024, we bid farewell to our much-loved and well used older Subway trains that served our many generations of communities for more than 40 years with reliability and resilience for a very long time. However, change never stands still, and so the past year also saw us welcome the arrival of a new fleet, marking a major step forward in delivering a new modern and efficient Subway experience for passengers across the region.

In addition to the ongoing roll-out of the Subway Modernisation, we continue to look to the future and we remain focused on delivering transport programmes which will bring meaningful improvements for the people of Strathclyde. We are progressing with the development of the Clyde Metro Case For Investment (CFI), a bold vision to better connect communities and support inclusive economic growth. In parallel, we are advancing bus reform through the Strathclyde Regional Bus Strategy, with options for the future which will help shape a more integrated, reliable, and user-focused network.

Throughout all of these plans and developments, once again, the dedication and professionalism of our staff has been evident throughout the year. As well as always keeping an eye on the future, staff once again demonstrated their ability to react to immediate circumstances and several unexpected challenges this year. None more so that dealing with and responding to Storm Eowyn in January which resulted in a rare red weather warning. As all public transport halted, a skeleton staff at Buchanan Bus Station (BBS) offered sanctuary to those stranded. All staff remained on standby to resume services as soon as the eye of the storm passed. Bus station staff were also challenged this year with a complete evacuation of the station while bomb disposal was called to deal with a suspicious package.

As always, their calm response, commitment to public safety, and tireless service exemplify the very best of our organisation, and I extend my deepest thanks for their efforts.

None of this would be possible without the continued dedication of our Partnership. I want to sincerely thank all Members for their hard work, collaboration, and unwavering commitment to improving transport across the region.

Together, we are all making our contribution to build a stronger, smarter, and more sustainable transport system for the future.

Stephen Dornan

Stephen Dornan

Chair, Strathclyde Partnership for Transport



Responding to the wider policy environment

Transport and wider public policy at a local, regional and national level have direct and indirect impacts on the transport network and travel behaviour as well as SPT's roles and responsibilities as a public body.

As part of our commitment to promoting sustainable travel we responded to a range of consultations, to promote alignment with SPT's Regional Transport Strategy (RTS) and support our role as a Scottish public body and Local Transport Authority.

The SPT/Councils' Liaison Group provides a forum for information, best practice and knowledge sharing and an opportunity to collaborate with transport colleagues from our constituent councils on policy matters and consultations.

SPT has submitted responses to 36 consultations in the past year, contributing to and influencing debates on transport, wider public policy and development planning. These range from national policy and regulatory responses to the Scottish Government and others, to engagement with our constituent councils on emerging local policy and practice.

In particular, SPT has responded to key transport and wider policy consultations including consultations undertaken by Transport Scotland on the Electric Vehicle charging Network and by the Department for Transport on the Public Transport Ticketing Schemes Block Exemption. Other significant responses included those to the Scottish Government's draft Scottish National Adaptation Plan 3 and the Scottish Parliament's consultation on the Climate Change Targets Bill.

The relationship between transport and land use policy and planning is well established and engagement in development management and development planning is a key area of focus. This includes engagement on Local Development Plans, associated Planning Guidance and strategic planning applications. As our constituent authorities continue development of their new Local Development Plans, SPT has been engaging with Development Planning teams and other key agencies to support the process in line with national planning policy and regulation and to support the delivery of SPT's Regional Transport Strategy.

Partnership (as at 31 March 2025)

The SPT Partnership met four times in 2024/2025.

More information at: spt.co.uk/spt-across-the-region/about-spt/minutes-agendas/partnership

The Strategy and Programmes Committee met four times in 2024/2025.

More information at: spt.co.uk/spt-across-the-region/about-spt/minutes-agendas/strategy-programmes-committee/

The Operations Committee met four times in 2024/2025.

More information at: spt.co.uk/spt-across-the-region/about-spt/minutes-agendas/operations-committee/

The Audit and Standards Committee met four times in 2024/2025.

More information at: spt.co.uk/spt-across-the-region/about-spt/minutes-agendas/audit-standards-committee/

The Personnel Committee met two times in 2024/2025.

More information at: spt.co.uk/spt-across-the-region/about-spt/minutes-agendas/personnel-committee/



Stephen Dornan

Chair, Glasgow City Council –
SNP



Alan Moir

Vice Chair, East Dunbartonshire Council –
Labour



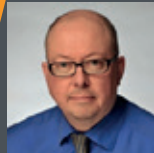
David Wilson

Vice Chair, Inverclyde Council –
Scottish Conservative and Unionist



Alex Allison

South Lanarkshire Council –
Scottish Conservative and Unionist



Ken Andrew

Glasgow City Council –
SNP



Greg Beecroft

Appointed Member



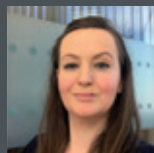
Gordon Blair

Argyll & Bute Council –
SNP



Maureen Devlin

South Lanarkshire Council –
Labour



Jenna Dickson

Appointed Member



Anne Follin
Appointed Member



Nicola Graham
Appointed Member



Dr George Hazel
Appointed Member



William Lennox
East Ayrshire Council –
SNP



Helen Loughran
North Lanarkshire Council –
Labour



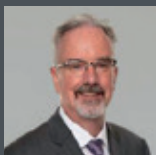
Ed McGrachan
Appointed Member



Christy Mearns
Glasgow City Council –
Green



Malcolm Mitchell
Glasgow City Council –
SNP



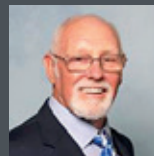
Owen O'Donnell
East Renfrewshire Council –
Labour



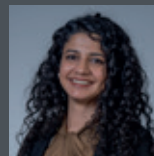
Lawrence O'Neill
West Dunbartonshire Council –
Labour



Donald Reid
North Ayrshire Council –
Labour



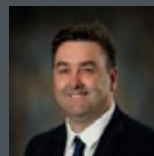
John Ross
South Lanarkshire Council –
SNP



Roza Salih
Glasgow City Council –
SNP



Adam Smith
North Lanarkshire Council –
SNP



Andy Steel
Renfrewshire Council –
SNP



Duncan Townson
South Ayrshire Council –
Labour



Andrew Walters
Appointed Member



Sandy Watson
North Lanarkshire Council –
Scottish Conservative and Unionist

SPT wins *transport authority of the year*

Recognition at the Scottish Transport Awards.

Strathclyde Partnership for Transport (SPT) was recognised at last year's Scottish Transport Awards picking up the final award of the night for Transport / Local Authority of the Year

The awards, which celebrate the best of Scotland's transport industry, were attended by more than 400 industry professionals to recognise excellence, innovation, and progress across all areas of transport in Scotland.

Chief Executive Valerie Davidson said:

"This is a tremendous outcome for SPT and is a reflection of all the work that is done throughout the organisation by so many delivering for communities across the west of Scotland every day who rely on public transport to get around."



2024-2025 at a glance

April 2024

Subway Welcomes transport film maker **Geoff Marshall** to look at new trains.

June 2024

Interior Designer **Anna Campbell Jones** speaks about her input into design of moquette on Subway legacy fleet.

Retired Staff return for last ride on legacy fleet.

August 2024

Cabinet Secretary for Transport Fiona Hyslop visits the Subway Depot to see the new trains before official handover to SPT.

October 2024

SPT hosts first **'Wheels & Thrills' family day** at Buchanan Bus Station.

December 2024

SPT staff collect food bank **donations for Govan Pantry**.

February 2025

SPT help unveil plaque on St Enoch ticket building to commemorate **125 years of Old Glasgow Club**.

May 2024

Subway **launches first merchandise collection**.

SPT **hosts ORR board** of directors at Broomloan Depot.

July 2024

SPT achieves **Living Wage Employer** accreditation.

September 2024

Govan – Partick bridge opens.

SPT coffee morning **raises over £1000** for Macmillan Cancer Support.

November 2024

Subway **Passenger Survey results** are released.

SPT staff members take part in **November** to support colleague with cancer.

January 2025

SPT seeks views from the public on the future **vision for Buchanan Bus Station** and the surrounding area.

Shields Road car park **improvements completed**.

March 2025

SPT celebrates **International Womens Day**.

Subway partners with **Glasgow Short Film Festival**.



Legacy trains leave Subway service

The last of the Subway's long-serving Metro-Cammell trains terminated passenger service on 28 June 2024.

First introduced to passenger service on 16 April 1980, the last two trains from the last modernisation, completed their last loops of both the Inner and Outer Circles after more than 44 years of loyal and faithful service. This was after completing an estimated 2.6million miles each in passenger service, some 400,600 loops of the system.

The legacy trains were driven on their final journeys by two long serving members of staff. Julie Baker who has some 42 years' service with SPT and Eileen MacPhail who has been with us 27 years.

Following its final loop of the Subway, Car 128 then made its way to its new permanent home at the Riverside Museum.

This particular train had been earmarked for a new home at Glasgow's Riverside Museum, which houses the city's outstanding transport and technology collections, for some time. This followed the call, back in 2016, for new homes for the Subway's iconic orange carriages. SPT and the Riverside team have worked over a number of years to arrange for Car 128 to be moved to the museum to be preserved properly and put on display.

Car 128 will be the fourth Glasgow Subway carriage in Glasgow Life Museums collections, joining three others from the original fleet, which was in service from 1896 to 1977.

John Messner, Curator, Transport and Technology, at Riverside Museum – part of Glasgow Life Museums – said:

"For 44 years Car 128 has been a vital part of the city's transport infrastructure. The new trains became local icons from the moment they were introduced in 1980.

The 'Clockwork Orange' trains – as they quickly were nicknamed – hold fond memories for many Glaswegians as well as visitors to the city, and Glasgow Life Museums are proud to have been able to preserve one of these beloved carriages with the help of the team at SPT."

Thirty-three Metro-Cammell trains were introduced as part of the Subway's second modernisation which started in May 1977 and resulted in a three-year shut-down of the Subway. Eight additional centre-trailer carriages built in 1992 were later added to the trains to make all the trains three carriages long, which have been the trains in service until the start of the introduction of the new fleet in December 2023.

The Subway is currently undergoing its third modernisation of its lifetime which has seen new smart ticketing introduced; a refurb of all 15 stations on the network; new rolling stock with a new signalling and communication system alongside a new state-of-the-art control room all being introduced.



Watch our
'Farewell to
an icon' video.



Welcoming back SPT's Golden Oldies!

On Friday, 21 June SPT welcomed back 22 retired Subway staff members for a final ride on the much loved legacy fleet. From station masters and train drivers to maintenance staff behind the scenes, some with service lengths of up to 40+ years, the group reunited to reminisce about their time working at SPT and working with the "new trains" back in the 1980s now our departing legacy fleet.

In attendance was Jimmy Cameron, who escorted the late Queen around the Subway when she came to visit prior to the Subway reopening to the public after the last modernisation. A story he still loves to tell, was he was so preoccupied with the Queen that the Duke of Edinburgh had to remind him to open the carriage doors at St Enoch so they could disembark!

The group got to view the legacy fleet cars for a final time before they retire, taking carriage 106 out for a final loop around the system. They also got the opportunity to travel on the new trains, some for the very first time, and compare the modernised aspects with their familiar fleet. These staff were heavily involved in the success of the legacy fleet and the service provided to many of our passengers for the last 43 years, so it was a pleasure to welcome everyone back and hear their experiences.

Chief Executive Valerie Davidson greeted the group and later said:

"Without the hard work and efforts of everyone who came before, we would not be where we are today. The Subway is a much-loved key transport mode in this city because of the many staff who were here before us. It was a pleasure to welcome everyone to the depot and hear all the stories – however the less said on that the better! The event was a small token of appreciation for all who have helped the Subway become the success it is, our thanks to them all."



New trains in passenger service

With the departure of the old legacy trains from service, Subway has been running its new trains from manufacturer Stadler in passenger service from the end of June last year.

The Cabinet Secretary for Transport Fiona Hyslop visited the Subway Depot to view the last new trains being worked on by the manufacturer before being accepted by SPT.

The last three new trains of 17 in total have yet to be officially handed over to SPT. Following handover these will, in all likelihood, for the majority of time be held back from passenger service for future testing with the new signalling and communications system, as well as testing with the new Platform Screen Doors (PSDs) which will be introduced in stations next year.

SPT Director of Transport Operations Richard Robinson said:

"Having all our new trains officially accepted will be another key milestone in the modernisation programme but there are still many more to come. These last three trains will not be introduced into passenger service straight away but will be used for further testing with new signalling and communications infrastructure currently being installed in the system, and then with our PSDs. In addition, all of this needs to tie up with our new Operational Control Centre so these last trains have a lot more work to do."



This was the first opportunity for the Cabinet Secretary to see the new trains up close and experience them in the system as she travelled from the Subway depot to Govan Subway Station.

Cabinet Secretary for Transport Fiona Hyslop said:

"People living, working in and visiting Glasgow are already benefiting from new modernised trains and I was pleased to see and experience them for myself."

"We have provided major funding for the SPT-led Subway Modernisation project, the most significant investment and improvement programme to be undertaken in the Subway in the last 40 years."

"People and communities will benefit from further improvements with the ongoing renewal and upgrade of Subway infrastructure and more new trains entering service later this year. All of this works to make Glasgow's Subway more attractive and accessible, with more space than before for wheelchair users or people carrying prams – all helping to encourage a shift away from cars and towards sustainable public transport."



Subway Patronage

Patronage Ticket sales revenue



13m
Passenger Journeys



£20.9m
Subway ticket sales revenue

Pay As You Go (PAYG) loaded to Smartcards PAYG Auto Topups

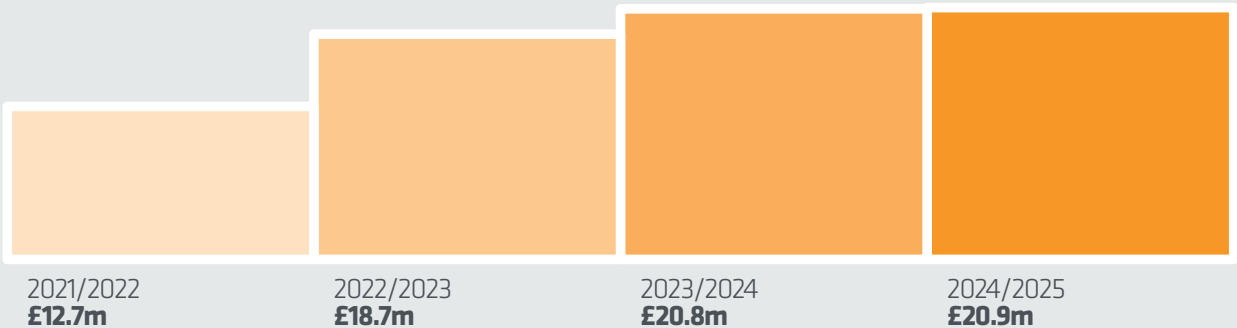


£5.9m
PAYG credit purchased



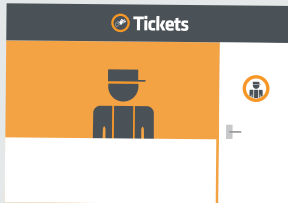
6,457
Auto Topup transactions worth £80,705

Revenue (trend)



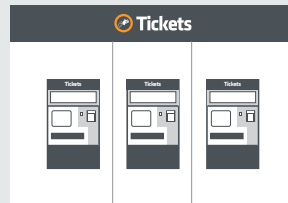


Sales (by channel)



43.6%

Sales at ticket office



55.9%

Sales at ticket machine



0.5%

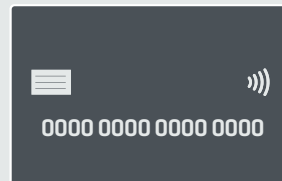
Sales online

Sales (by mode)



13%

Payments made
by cash



87%

Payments made
by credit/debit card

Ticketing facts and figures



166,000

Kids Go Free journeys
on Subway.



15.4k

New registered
Smartcards



ZoneCard gets Smart

Now even more flexible and convenient.

In 2024, Strathclyde's longest serving integrated ticket moved to smart. After more than 30 years providing integrated ticketing across the region, the ZoneCard was updated to be an even more flexible and convenient ticketing option for customers.

ZoneCard joins up travel for bus, rail and Subway offering seven zones and a range of more flexible ticket options. Customers can now choose from a one-day to an annual ticket, as well as flexi ticket options so you can travel any three days in seven, or 10 days in 28.

By moving to a smart ticketing option, ZoneCard now offers customers even more security so if they should lose their smartcard, they will be able to cancel and replace their ZoneCard ticket easily.

ZoneCard tickets can be added to ScotRail, Subway, NEC, McGills, or Stagecoach smartcards, and customers can also purchase a dedicated smart ZoneCard branded smartcard.

Tickets can be purchased online at zonecard.co.uk and loaded onto any chosen smartcard using the Apple or Android app or customers can simply load the ticket when travelling by bus, train, or Subway. You can also buy ZoneCard tickets for your smartcard in person at Payzone outlets throughout the SPT area.



Accounts



5,800+
Accounts Registered

App downloads



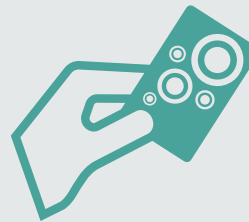
3,300+
App downloads

Smartcards issued



2,300+
Smartcards Issued

Smartcards linked



1,600+
Third Party
Smartcards Linked

Journeys made



10,000+
Journeys per week on
Bus, Train and Subway

Operators



∞
Unlimited Travel
across 29 operators

Bus Infrastructure



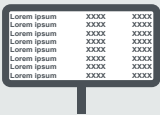
11,182
Bus stops managed



3,489
Bus shelters managed



13,700
Bus stop information cases maintained



890
Real Time Passenger Information screens managed



36
New bus shelters installed



Local Authority with Traffic Light Priority	
Glasgow	175
North Ayrshire	14
East Ayrshire	1
Renfrewshire	12
South Lanarkshire	61

Subsidised bus services

In 2024/2025, SPT awarded more than £15 million in subsidised local bus service contracts.



6.3m
Passengers carried



211
Local subsidised bus services across
146 Contracts



8.4m
Miles served by subsidised services

Contact Centre

SPT’s Contact Centre based at Buchanan Bus Station deals with various enquiries by telephone, email, or by mail.

These queries vary from booking requests for the MyBus service and subsequent confirmation callbacks for successful journeys, to assistance in applying for, renewing, and replacing the over 60s and disabled National Entitlement Card (NEC).



62,400

Inbound MyBus calls received



91,750

Outbound MyBus calls made



54,450

Outbound Concessionary Travel calls received



7,685

New applications received



13,249

Renewed cards



39,143

Replacement cards

MyBus

April 2024 – March 2025, more than 138,000 passenger journeys.



138,000+ Journeys made

MyBus journeys breakdown by area		
East Ayrshire 9,294	East Dunbartonshire 3,970	East Renfrewshire 7,967
Glasgow 17,927	Inverclyde 5,891	North Ayrshire 11,334
North Lanarkshire 19,724	Renfrewshire 11,781	South Ayrshire 9,055
South Lanarkshire 31,438	West Dunbartonshire 9,819	Total 138,201

▶ Watch our ‘MyBus Passenger Testimonials’ video.



Buchanan Bus Station Plans & Activity

Family Fun Day at Buchanan Bus Station

SPT hosted a free family fun day at Scotland's busiest bus station on a wet and windy October Sunday last year.

Buchanan Bus Station's 'Wheels & Thrills' day proved perfect for kids and adults alike with activities for all ages including face painting, balloon modelling, model displays, arts and crafts as well as a stilt walker!

Our friends at Glasgow Vintage Vehicle Trust were also in attendance with some vintage vehicles and model displays. There were lots of happy faces queuing for the opportunity to take a ride on a vintage bus that had previously travelled around Glasgow.

Buchanan Bus Station Masterplan

SPT is developing a masterplan for Buchanan Bus Station and the urban block within which it sits. The long-term vision is for the area to become a vibrant new gateway to Glasgow, fully integrated in the local area, with a modern bus station and transport hub at its core.

The masterplan and vision will look at ways to maximise use of the site and enhance the experience of all users.

SPT is working closely with Glasgow City Council and has appointed Atkins Réalis and New Practice to deliver the masterplan on our behalf. The project will take a place-based approach to developing and evaluating future land use options for the site which are complementary to an enhanced transport hub.



Bus Station Management

SPT’s Customer Service department provides a frontline operational service to the travelling public, through the management of SPT’s bus stations and interchanges, including Buchanan Bus Station, Hamilton Bus Station, East Kilbride Bus Station, Greenock Bus Station, and both Govan and Partick Bus Interchanges.

From bus regulating to customer service enquiries, staff across our stations continue to provide key services to the travelling public.

2024/2025 witnessed a continuation of rebranding and refurbishment of our key infrastructure, driving brand recognition as well as enhancing public information and safety.

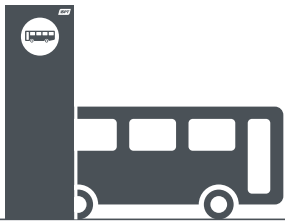
Bus Station Highlights

Renewal of the roof at Buchanan Bus Station, including the replacement photovoltaic panels, (which converts sunlight to electricity), contributing towards SPT’s journey to net zero.

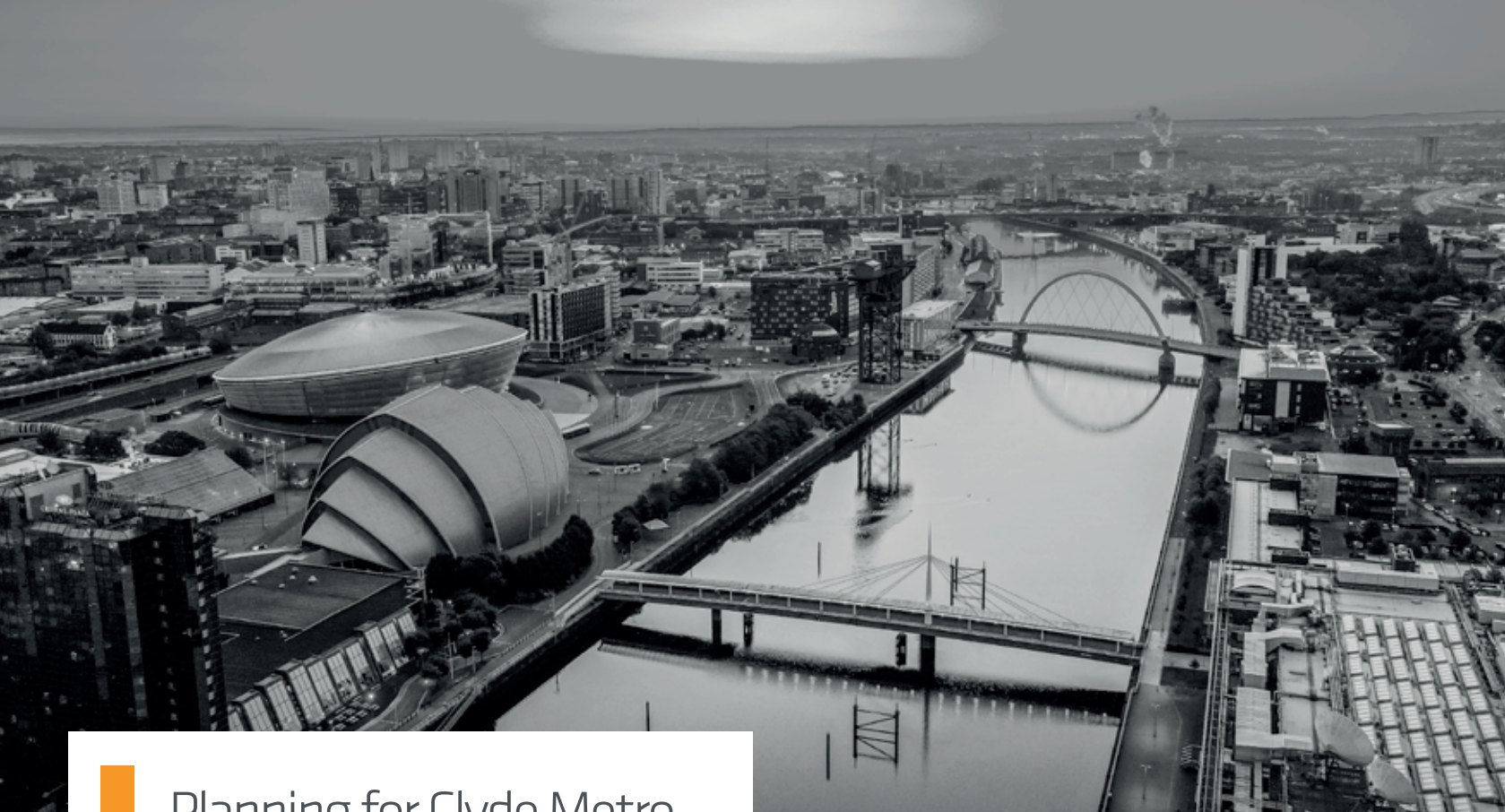
The introduction of medical support staff at weekends in Buchanan Bus Station, to meet the demand of the operation. This has proven effective in delivering our operations, when managing the increasing level of incidents.

Renewal of traffic line marking across stations and car parks to enhance health and safety measures.

Bus Station Departures



Location	Buchanan	East Kilbride	Greenock	Hamilton	Silverburn	Braehead
2024/2025	538,358	212,086	n/a	222,852	140,002	217,775
2023/2024	478,873	191,573	n/a	211,184	127,922	196,502
2022/2023	492,849	106,365	n/a	225,512	179,046	227,042



Planning for Clyde Metro

SPT continues to lead the development of the Clyde Metro Case for Investment. This past year has seen significant progress, with the transition from CFI Stage 1a to CFI Stage 2, signalling a major milestone for the programme.

Delivery of the CFI continues to be taken forward by a Project Board, comprising each of the project partners – SPT, Glasgow City Council and Transport Scotland, with guidance being provided by a senior level Programme Steering Group.

The CFI is the current priority focus for the development of Clyde Metro, with it setting out the Programme Level Business Case and arrangements for initial delivery phases.

Progress on the CFI has been swift. In February 2024 SPT appointed transport planning consultants Mott MacDonald to support the Clyde Metro project delivery team to develop the CFI Stage 1a.

Stage 1a developed the Case for Change for Clyde Metro; reviewed the Clyde Metro Network and modes that formed part of the Strategic Transport Projects Review (STPR2); and undertook a Network Option Development exercise to identify potential network options. A Vision, Objectives and Network Options (VOO) engagement exercise on the outcomes of CFI Stage 1a was then undertaken with a range of stakeholders in early 2025. Outputs and outcomes from this will be used to inform the CFI Stage 2.



Consultant Turner & Townsend was appointed in May 2024 to provide CFI Stage 1b Client Advisory Services (CAS) support to Project Board partners and provide best practice advice on delivery of the CFI programme. The commission completed in early 2025.

To support delivery of the CFI, a procurement tendering exercise was carried out for the purposes of establishing a new dedicated ‘Clyde Metro Professional and Technical Services Framework’. The new framework has been designed to ensure that the Clyde Metro project delivery team can access the support needed to complete Stage 2 of the CFI along with any associated post CFI requirements that emerge.

Throughout late 2024 and early 2025, the Clyde Metro Professional and Technical Services Framework was used to procure a total of five CFI workstreams. A total of three consultants were appointed to deliver CFI Stage 2A (Mott MacDonald), CFI Stage 2B (Arup-Jacobs), CFI Stage 2C (Jacobs-Arup), Stage 2G (Arup) and Stage 2F (Mott MacDonald). These workstreams commenced in March 2025, signalling the beginning of CFI Stage 2. The remaining three workstreams will be procured over the course of 2025.

The eight workstreams combined will inform the development of potential Clyde Metro network options, with a Programme Level Business Case being established for the preferred Clyde Network Option by early 2027.

Clyde Metro project partners are committed to ensuring that Clyde Metro presents a long-term integrated approach to transport infrastructure and services across the region. The CFI will look at urban development regeneration as part of plans to deliver wider transformation benefits to housing, place-making, sustainability, economy, environment, health and society. It is important to emphasise that SPT continues to progress the Metro project from a whole region perspective.

Clyde Metro Case for Investment Stage 2 Workstreams:

CFI Stage 2A: STAG Appraisal and Related Technical Workstreams

CFI Stage 2B: Strategic Environmental Assessment and Habitat Regulations Assessment

CFI Stage 2C: Impacts Assessments

CFI Stage 2D: Programme Business Case




CFI Stage 2E: Programme Business Case Audit

CFI Stage 2F: Preliminary Engineering Statement

CFI Stage 2G: Land-use & Placemaking and Housing Assessment

CFI Stage 2H: Transformation Strategy & Framework and Action Plan

The programme of works to develop the CFI over the next two years includes:

-  **Stage 1a** – Case for Change & Initial Option Development (complete)
-  **Stage 1b** – Client Advisory Services (complete)
-  **Stage 2** – Programme Business Case (early 2027).



Strathclyde Regional Bus Strategy

In March 2025, SPT launched the consultation on the draft Strathclyde Regional Bus Strategy. The strategy aims to deliver a bus ‘cycle of growth’ with more people travelling by bus and more communities with access to bus.

This ‘cycle of growth’ means a bus network that is more attractive for existing and new users, to get more people using buses, and using them more often.

This cycle of growth also means bus services are available for all communities who need bus for everyday travel, particularly for people who do not have alternative transport.

The consultation on the draft bus strategy runs to the end of May 2025, with the final updated version of the strategy to be reported later in 2025.

Our Future Bus Network



Buses where they are needed, when they are needed



Reliable and quicker bus journeys



Affordable and attractive fares and ticketing



Accessible and safer bus journeys



A trusted and recognisable bus network



A seamless and integrated bus network



A more environmentally sustainable, resilient and adaptable bus network fleet



Regional Transport Strategy

In September 2024, the SPT Partnership approved the first Delivery Plan for The 'Regional Transport Strategy for the west of Scotland 2023 - 2038'.

The RTS Delivery Plan sets out SPT's strategic transport delivery areas for the period 2024/2025 - 2026/2027, that support the delivery of the Regional Transport Strategy including:

Regional Active Travel Strategy and Network Plan

People and Place Programme

Strathclyde Regional Bus Strategy

SPT Strategic Climate Change Risk Assessment

Clyde Metro Case for Investment

Local Development Plan transport evidence reports

Rural Transport Action Plan

Review of Subway operating hours, following completion of Subway Modernisation.

The RTS was approved by Scottish Ministers in July 2023 and the full strategy can be found at: spt.co.uk/vision.





Strathclyde Concessionary Travel Scheme

The Strathclyde Concessionary Travel Scheme (SCTS) is administered by SPT on behalf of our 12 constituent councils and provides discounted travel on rail, Subway and some ferry routes for people with disabilities and people aged 60 or older. More than 650,000 people living in the west of Scotland have access to SCTS discounts through their National Entitlement Card.

SPT reports scheme performance and budget updates to the Joint Committee and continues to advise Members of measures to ensure that the financial sustainability of the scheme is maintained in the longer term and supports people who rely on concessionary travel by offering reduced price fares.

In 2024/2025, more than 5.8 million concessionary travel scheme journeys were made on rail, Subway and ferry within the Strathclyde area. These latest figures represent a demand for concessionary travel that now exceeds pre-covid levels by nearly 15%.

At the meeting of the Joint Committee in September 2024, Members approved SPT's recommendation to introduce a new agreed fare structure from 1 April 2025. The new fares are in line with proposals previously approved in March 2021 following a review considering the financial stability and longevity of the scheme. The introduction of the new fares has been considered each year since but was deferred due to on-going issues regarding the pandemic as well as cost of living concerns however, further deferral is no longer possible.

The new fares will see a move away from the current basic concessionary fare to a new 'half-fare with cap' structure. Capped fares applies for all ferry journeys and certain rural rail journeys only. For the majority of concessionary journeys, the Strathclyde Concessionary Travel Scheme offers a minimum 50% discount against operator standard fares. The introduction of a maximum fare cap ferry and rural rail journeys will result in greater discounts for many journeys.

The new fare structure will help to reduce financial pressures and ensure the longer-term future of the Scheme whilst maintaining generous travel discounts for National Entitlement Cardholders across Strathclyde.



Investing in Transport

SPT continues to play its part in making public transport a more attractive and sustainable mode choice for people through our investment in transport projects across the region.

Last year, 2024/2025 proved to be a challenging year for SPT in our ability to deliver a full capital programme of transport projects for our area following the publication of the Local Government Finance Settlement 2024/2025 on 21 December 2023, which allocated no general capital grant to SPT.

Delivering a capital programme which meets the aspirations of SPT and partner local authorities for investment in public transport was already very challenging. However, having been awarded no capital grant funding for 2024/2025, this had a significant impact on our ability to maintain core transport infrastructure, invest in regional transport infrastructure and deliver current commitments.

At the June 2024 Partnership, SPT presented its capital programme, albeit reduced, aimed at delivering projects which were deemed legally committed or operationally essential. During 2024/2025, SPT invested £0.953 million towards delivering local authority transport projects. These included:

Completion of Kilmarnock Bus Station Improvements
(East Ayrshire Council)

Completion of Linburn Bus Turning Loop
(Renfrewshire Council)

On-going development of A8014 Kilbowie Road Bus
Route Improvements (West Dunbartonshire Council)



Kilmarnock Bus Station Improvements

Last year, 2024/2025 marked the completion of the major redevelopment of Kilmarnock Bus Station. This SPT funded project, has significantly enhanced the look, feel and layout of this key bus interchange which serves the wider Ayrshire region and provides connections to Glasgow and beyond.

The project which began in 2019, was delivered in phases, ensuring the bus station was able to remain operational throughout the works. Although delayed as a result of Covid restrictions, the completed works has seen the revamp of the passenger waiting room, ticket counter and Shopmobility office, as well as the completion of essential roof works and improvements to pedestrian footway links between the bus station and London Road.

The new station has incorporated a new 'Changing Places' toilet, that provides more space and facilities than standard accessible toilets to meet the needs of people with severe disability. Facilities include a height-adjustable changing bench, ceiling hoist, a peninsular toilet which has space on either side and sufficient space for the disabled person and two carers or companions. These facilities are one of the first of their type to be located within a Scottish bus station.

Real-Time Passenger Information displays have been installed at each stance, all surfaces have been replaced, weather screens have been installed at the front of the stances and roof cover extended.

The station improvements have also brought a step-change in electric vehicle charging technology for buses, with the introduction of Scotland's first pantograph charging points at stances, enabling the on-route fast charging for electric buses thereby supporting CO2 reduction targets, helping reduce emissions and improving air quality throughout Ayrshire.

SPT invested £0.78 million during the course of 2024/2025, bringing our total investment since the start of the project to £4.29 million.



Linburn Bus Turning Loop

SPT funding of £165,000 has supported Renfrewshire Council in completing construction of a new bus turning area in Linburn, near Erskine. The previous arrangement for buses was considered unsuitable and required vehicles to navigate narrow residential roads in order to loop back onto Old Greenock Road to continue the bus route between Bishopton and Erskine.

The new turning loop on Linburn Road now accommodates a bus stance allowing buses to turn safely without needing to reverse or overhang the footway. The loop incorporates new footway, drop kerbs and the construction of a retaining wall needed to support the new infrastructure. SPT's overall investment in the project, since the start of the design stages in 2019, has totalled £0.45 million.



School Transport

SPT arranges and manages school transport for **11 out of 12** local authorities in our area.



11/12

Local authorities



70,000

Journeys per day



35,000

Pupils



1,033

Contracts



3,101

Compliance checks



2,157

School transport
inspections



Funding community transport

SPT spent almost £1 million in 2024/2025 to support 18 key community transport projects across Strathclyde, despite significant cuts to SPT funding.

Community transport plays a key role in ensuring communities in many areas, where there is limited access to public transport, remain connected. It means groups who might otherwise have no way of travelling can improve their quality of life by reducing loneliness and increasing their social interaction helping to promote their own wellbeing.

Many of the projects funded ensure transport for those with special needs and kids' clubs, community bus services for older people and for those with reduced mobility who find it difficult to access public transport. They also provide transport for patients to meet hospital/hospice and out-patient appointments.

Grant funding of more than £446,000 was awarded to Community Transport Glasgow (CTG) to support their core transport activities including special needs club transport, children's Playscheme transport, as well as transport for older people and other vulnerable groups.

Full funding for club and Playscheme transport is provided by Glasgow City Council to SPT which we then arrange on behalf of a number of community transport operators.

The North Area Transport Trust (NATA) was awarded almost £143,000 to support their core transport activities and specific services including local bus services; special needs club transport and children's Playscheme transport.

More than £109,000 was awarded to South Ayrshire Community Transport (SACT) which provides accessible, affordable transport for socially or economically disadvantaged groups, voluntary groups and third sector organisations in South Ayrshire.

South West Community Transport (SWCT) was awarded more than £91,000 to support its community transport activities for 2024/2025, while more than £84,000 was awarded to Coalfield Community Transport (CCT).

Larkhall District Volunteer Group (LDVG) was awarded more than £61,000 to provide services to various community groups and an access to education service for the children of the travelling community. The group also supports a volunteer car scheme for those who need to access medical appointments.



In addition:

Getting Better Together (GBT) was awarded £40,000 to support GBT's core activities to provide accessible, affordable transport for socially or economically disadvantaged groups, voluntary groups and third sector organisations in North Lanarkshire.

Community Central Halls (CCH) operates transport services within the most deprived communities of northwest Glasgow. CCH was awarded £35,000 to continue to provide transport services for all ages, abilities and ethnicities in this area.

Ardgowan Hospice received almost £31,000 to support the organisation's volunteer car scheme, which provides transport for patients in the NHS Greater Glasgow and Clyde area for cancer treatment and out-patient hospice attendances, for residents in the Inverclyde area. The funding was used to support vehicle running costs (fuel, insurance, maintenance etc.) and volunteer expenses.

The Blantyre Volunteer Group (BVG) received up to £28,000 to support the organisation's provision of safe, accessible community transport services for groups and individuals. The funding assisted with the running costs of their vehicles and volunteers so that they can continue to provide group transport to the local community of Blantyre and the surrounding area during 2024/2025.

Glenboig Development Trust (GDT) received almost £26,000 to provide transport services to a wide variety of groups such as nurseries, social work, children and youth groups, and for older people and disabled people. The Trust also operates shopping trips from villages in the Glenboig area of North Lanarkshire for local residents who have limited access to public transport.

Community Transport East Renfrewshire (CTER) received £25,000 for their group transport service and volunteer car scheme which provides transport of patients to GP, clinic and hospital appointments, principally in the East Renfrewshire Council area. The funding was used to support vehicle running and staff-related costs.

Port Glasgow Voluntary Trans-Port Group (PGVTG) received more than £20,000 to support CT activities. PGVTG provides accessible, affordable transport for socially or economically disadvantaged groups, voluntary groups and third sector organisations in the Inverclyde area.

The East Kilbride Community Transport (EKCT) received up to £15,000 to support the organisation's provision of safe, accessible community transport services for groups and individuals in East Kilbride and in other parts of South Lanarkshire.

Renfrewshire Council SOOPiR Bus (RC SOOPiR) received £9,000 for the Strengthening Opportunities for Older Adults in Renfrewshire (SOOPiR) bus project. This project provides transport for older people and community groups in Renfrewshire to access activities that will improve the lives of socially isolated people who are unable to use public transport due to their limited mobility.

These consist of outings to leisure facilities or other outings that improve people's quality of life, reduce loneliness, increase social interaction, increase physical activity, and promote their wellbeing.



Total grant **funding of £1.2m** awarded to all projects:



Up to £446,654 to Community Transport Glasgow



Up to £142,789 to North Area Transport Association



Up to £109,480 to South Ayrshire Community Transport



Up to £91,151 to South West Community Transport



Up to £84,760 to Coalfield Community Transport



Up to £61,090 to Larkhall & District Volunteer Group



Up to £40,000 to Getting Better Together



Up to £35,000 to Community Central Halls



Up to £30,900 to Ardgowan Hospice



Up to £30,000 to West Dunbartonshire Council

BLANTYRE VOLUNTEER GROUP

Up to £28,000 to Blantyre Volunteer Group



Up to £25,000 to Community Transport East Renfrewshire



Up to £25,750 to Glenboig Development Trust

INVERCLYDE VOLUNTARY COUNCIL OF SOCIAL SERVICES

Up to £25,000 to Inverclyde Voluntary Council of Social Services

PORT GLASGOW VOLUNTARY TRANS-PORT GROUP

Up to £20,360 to Port Glasgow Voluntary Trans-Port Group

EAST KILBRIDE COMMUNITY TRANSPORT

Up to £15,450 to East Kilbride Community Transport



Up to £12,360 to Renfrewshire Community Transport



Up to £9,000 to Renfrewshire Council SOOPiR Bus



*Your Journey
Is Our Journey*



Supporting Active Travel

Regional Active Travel Strategy

Ensuring that communities have access to the services they need in a way that is both accessible and low carbon is essential. Equally important is shifting attitudes towards transport choices, promoting the sustainable travel hierarchy and ensuring people have the opportunity to change their current travel behaviours.

SPT recognises that a significant shift in sustainable transport provision and access is necessary to meet these goals and better serve those who rely on transport the most.

In collaboration with Sweco, and with support from Transport Scotland and Sustrans Places for Everyone Programme, SPT's Regional Active Travel Strategy was finalised throughout 2023 and 2024 as a key delivery mechanism to drive this change. Following completion of the draft strategy in early 2024, a comprehensive final phase of public and stakeholder engagement was undertaken to refine the strategy. This involved a series of workshops focusing on both policy and network aspects of the strategy, held with SPT's member local authorities, along with feedback gathered from the public and other stakeholders through a survey.

The insights gained from this consultation were taken into account as the final document was prepared, and the strategy was formally approved by SPT's Partnership Committee in late 2024.

SPT's Regional Active Travel Strategy was developed using an evidence-led approach, building on existing and proposed active travel networks in collaboration with SPT's 12 local authorities, following STAG principles. The outcomes are supported by evidence drawn from policy documents, strategies, pre-existing data, and direct stakeholder engagement.

Aiming to alleviate transport related challenges and inequalities, the strategy is closely aligned with the vision, targets and objectives of SPT's Regional Transport Strategy. It supports the development of a transport system that serves the needs of people, communities and businesses across the west of Scotland. The RTS recognises that at a national level, policy objectives focus on meeting climate change targets, moving to a more inclusive economy and reducing inequalities, through improving health, and creating liveable communities. SPT's Regional Active Travel Strategy outlines the vital role active travel must play in delivering these goals.



Recognising the need for a co-ordinated regional approach to address gaps and disparity of provision in the existing active travel network across the region, SPT has developed a route-based Regional Active Travel Network and associated infrastructure delivery plan as part of the Regional Active Travel Strategy. This plan identifies strategic corridors that span the region, seeking to eliminate 'false' boundaries and barriers users may experience when crossing local authority areas in order to provide integrated and consistent routes and maximise opportunities for people to choose active travel for everyday journeys.

The strategy presents strong justification for investing in active travel, particularly by enabling people to reach the places they need or want to go using low-carbon, affordable, and accessible options. The Delivery Plan Framework and Action Plan within the strategy set out how these outcomes can be achieved. Together, they will support SPT in delivering cross-boundary projects, establishing regional standards, and promoting greater collaboration across partners.

The Regional Active Travel Strategy is designed to effectively guide and coordinate regionally specific active travel projects and investments. It will provide delivery partners, decision-makers, and funders with a clearer understanding of the region's ambitions, investment needs, and priorities for achieving fundamental change in active travel infrastructure quality and provision, as well as ensuring equal access to bikes and encouraging sustainable behaviour change.

The strategy outlines how the people and places across the west of Scotland will be better connected through active travel, providing a solid rationale for interventions that will bring regional benefits.



People & Place Programme

The People and Place Programme is managed by SPT on behalf of Transport Scotland and delivers £7.2 million in investments for walking, wheeling, and cycling behaviour change projects in the region over 2024/2025.

The aim of the programme is to support the successful development and deliver projects that will achieve a measureable shift from car usage to alternative sustainable modes of transport. SPT called for project submissions from local authorities and other delivery partners in early 2024, receiving an overwhelming response, with more than 100 proposals from 19 delivery partners.

Following a thorough evaluation process - guided by Transport Scotland's priorities and themes, the available budget, and the broader policy landscape, including the Regional Transport Strategy and the emerging SPT Regional Active Travel Strategy - SPT finalised a programme that included 45 priority projects across 19 partners in the region.

The People and Place programme delivers place-based sustainable and active travel behaviour change projects that will support people to make more of their daily journeys by walking, wheeling, and cycling. By funding targeted behaviour change initiatives, the programme seeks to create lasting changes to people's travel behaviours, increasing the uptake of sustainable travel options, and contributing to broader regional and national active travel goals.

Key investments in 2024/2025 included:**Ayrshire Roads Alliance, Ayrshire Link £450,000**

Promoting active and sustainable travel across East and South Ayrshire by engaging local communities, including schools, NHS, and workplaces in many different ways. It aligns with Ayrshire Roads Alliance's investment in infrastructure, aiming to enhance community access and usage while fostering collaboration to encourage sustainable travel choices throughout the region.

Scottish Cycling, Rock Up & Ride (Adaptive Bikes Library) £95,099

Engage individuals with disabilities who are underrepresented in cycling due to the cost and availability of adaptive bikes. By offering a bike library with various adaptive bikes and free led rides and cycle sessions, the project removes barriers to participation. Qualified British Cycling leaders support the sessions, which take place at accessible, traffic-free locations.

Cycling Scotland, Workplace Cycle Parking Programme £250,000

Focuses on installing cycle parking and engaging with workplaces across the west of Scotland. It aims to improve access to bikes and cycling facilities at these locations, encouraging more people to commute by bike. The programme supports sustainable travel behaviour, helping to normalise cycling in workplace settings, improve attitudes towards cycling, and provide ongoing evidence and advocacy for further cycling initiatives.

Travelknowhow Scotland, Travel Planning Resource for Workplaces across Scotland £58,043

Helps workplaces explore active and sustainable travel options to reduce single-occupancy car use for commuting. In partnership with SPT, it targeted key business parks and industrial estates across 12 local authorities, offering practical advice and resources to employers. It also delivered bespoke travel plans for each local authority in the SPT region.

East Renfrewshire Council, Primary to Secondary School Transition Training £30,000

Focuses on encouraging pupils in East Renfrewshire who are transitioning from primary to secondary school to travel to school using active travel modes. Recognising that transitions are key moments for change, it supports students through individual travel planning, helping them gain the knowledge and confidence needed to make the journey to their new school in an active and sustainable way.

Cycling UK, Cycle Access Fund £1,217,399

Grant managed by Cycling UK, this fund is designed to help organisations improve access to bikes, particularly for individuals facing financial difficulties. The fund supports community-based organisations that provide ongoing support to help people use bikes for everyday journeys.

Loch Lomond and the Trossachs National Park, National Park Mobility Partnership £45,000

The People and Place Programme provided funding to Loch Lomond and the Trossachs National Park to support the establishment of the National Park Mobility Partnership. Recognising the vast numbers of journeys made to the National Park annually, the Loch Lomond & The Trossachs National Park Mobility Partnership aims to make the National Park an accessible destination for all visitors, particularly those with mobility needs, and to promote sustainable travel for all journeys to the park. The partnership focuses on improving public transport connections, promoting electric vehicle usage, and providing accessible infrastructure.



Case Study: South Lanarkshire Council, Beat the Street

Through the 2024/2025 People and Place Programme, SPT funded South Lanarkshire Council to deliver Beat the Street East Kilbride.

Beat the Street is a tool for partners to increase levels of active travel and improve public health and place at scale. It is a six-week game that enables adults and children to connect to where they live, work and play and empowers them to make small changes to daily behaviours.

Beat the Street East Kilbride took place across six weeks in Autumn 2024 and 13,012 people from across the area took part, including 27 schools and 31 community groups, travelling more than 121,000 miles in this mass participation initiative.

Of all those who took part in Beat the Street:

54% were **children aged 0-17 years**

82% of all players were **part of a school or community team**

9.5% of players were **from a culturally diverse community**

24% stated they **had a long-term condition and/or disability**.

The programme set out to increase levels of active travel, encouraging people to undertake short trips by walking, cycling or wheeling rather than using the car. The programme used RFID sensors called Beat Boxes placed in strategic locations, including key infrastructure and cycling routes across the area, as well as one outside each of the primary schools.

Players were provided with game cards and a map of locations, and encouraged to walk, cycle or wheel between the Beat Boxes earning points for their school, community group or workplace and supporting an ongoing competition to travel furthest throughout the game. Throughout the game, different competitions and events were delivered throughout to further promote active travel.

Immediately after the six-week game, participants reported a reduction in car use, increased walking, cycling and wheeling levels and improved mental wellbeing. Four months after the game ended, 85% of participants said they had remained active since the game ended.

Modal shift data shows walking for commuting purposes was sustained for adults since the game ended (22% of journeys at six months, 23% immediately post-game). Thirty-seven per cent of respondents reported engaging more in active travel at six months as a result of participating in Beat the Street and around a third of adults and children surveyed reported walking frequently for leisure purposes since the game ended.



Climate Change & Net-Zero Strategy

The climate policy landscape in Scotland and the UK continues to evolve, with increasing emphasis on urgent, coordinated action to address the climate and nature emergencies. For SPT, it remains critical to assess the scale and complexity of this challenge – not only across our corporate functions and operations – but more broadly through our strategic role in shaping the regional transport network across the west of Scotland region.

The Climate Change Strategy and Net-Zero Action Plan provides the framework for embedding carbon reduction and resilience measures throughout our organisational activity. At the same time, the Regional Transport Strategy offers a critical opportunity to ensure climate action is embedded at a system level, to enable a long term shift toward sustainable travel across the west of Scotland.

Progress made in 2024-2025 has focused on strengthening governance arrangements, co-ordinating delivery through the Net-Zero Delivery Group, and advancing key strategic initiatives including the development of SPT's Climate Resilience and Adaptation Plan.

This reflects SPT's ongoing commitment to supporting national adaptation and mitigation objectives, contributing to the delivery of Scotland's National Adaptation Plan (SNAP3) and aligning our actions with local and national Net-Zero targets, including Glasgow's 2030 ambition. Through this work, SPT continues to play a key role in delivering a Just Transition to Net-Zero.



Strengthened Governance for Climate Action

In alignment with the ambition set out in our Climate Change Strategy and Net-Zero Action Plan, we are taking steps to ensure climate mitigation and adaptation are integrated across all strategic decision-making processes.

Central to this, has been the establishment of updated governance arrangements that further elevate the climate agenda to a senior strategic level. This helps to promote a consistent, organisational response to the climate emergency and ensures that SPT's environmental objectives are not siloed or secondary, but rather integral to our core function. Additionally, this helps strengthen transparency, supporting long term planning, and ensures that our statutory duties under the Climate Change (Scotland) Act 2009 are met in a structured and strategic manner.

This strengthened governance model supports delivery of our Climate Change Strategy and Net-Zero Action Plan, by embedding a cycle of action, monitoring and continuous improvement. It establishes a strong foundation for adapting our approach in response to emerging evidence, evolving policy and stakeholder expectations.

Vitally, we recognise that achieving Net-Zero is not the responsibility of one team, but a shared effort requiring leadership, collaboration and sustained commitment at every level.



Net-Zero Delivery Group

SPT has established the Net-Zero Delivery Group to coordinate and drive implementation of the Net-Zero Action Plan across the organisation. Comprising of representatives from all departments, the group has been instrumental in coordinating activity, driving accountability, and fostering a culture of shared responsibility throughout SPT.

The group plays a critical role in embedding Net-Zero principles into strategic decision making, investment planning and operational delivery. Since its inception, the group has made significant strides in mobilising internal engagement to strengthen governance around climate action within SPT.

Recent progress includes:

Stakeholder engagement – Engagement with internal and external stakeholders has been a key priority, helping to shape our approach to delivery. Staff across SPT departments have played a critical role in reviewing proposed actions, assessing feasibility, and ensuring the actions are realistic and achievable. This collaborative effort has helped strengthen ownership of the plan, ensuring that the actions reflect the on the ground realities of our operations.

Programme development – To enhance delivery, the group now has additional project management support and expertise to establish robust tracking mechanisms for the Net-Zero Action Plan. Work has been undertaken to refine priority actions, ensuring a focused on high-impact deliverable initiatives that align with available resources and external policy drivers.

Highlights from 2024-2025

Climate Resilience and Adaptation Plan

SPT's Climate Resilience & Adaptation Plan sets out our approach to adaptation and climate risk, focusing on understanding our climate vulnerabilities and taking proactive, prioritised actions to reduce adverse impacts on our staff, passengers, infrastructure, and services and to be a key partner in ensuring the transport network is reliable and resilient.

The assessment will enable improved integration of climate resilience objectives into our operations and explore opportunities to enhance biodiversity, support a green recovery and promote sustainable, nature-based solutions where possible.

As part of this, a Climate Risk Assessment (CRA) helped to identify and prioritise the climate hazards of highest threat to the different assets within SPT's corporate estate. The assessment revealed that various assets, including buildings and infrastructure, are all subjected to significant risks primarily associated with floods and storms, as well as precipitation and sea level rise. Adverse weather events could significantly impact safety by compromising systems and rendering roads impassable. High-risk hazards, particularly snow and ice, pose safety challenges for bus services. Additionally, communication systems may be vulnerable to disruptions caused by severe weather and cyber-attacks.

The draft plan was presented, along with its core objectives and proposed actions at the Strategy and Programmes Committee in June, 2025, for approval. This represents a significant step in enhancing SPT's climate preparedness and delivering our statutory adaptation responsibilities.

SPT Active and Sustainable Travel Plan 2024 – 2030

SPT's Active and Sustainable Staff Travel Plan, developed in partnership with Travelknowhow Scotland, provides the basis to implement the necessary behaviour change elements (information, engagement, facilities, and policies) associated with supporting and encouraging active and sustainable travel choices for all business and commuting purposes.

The plan outlines our approach to reducing the environmental impact of staff commuting and business travel by promoting active and public transport modes. Through a combination of targeted staff initiatives, infrastructure improvements, and incentives the plan aims to make sustainable travel the natural choice for our staff. Continued monitoring of travel behaviours will also help to identify opportunities for further improvement and ensure our actions remain effective in supporting long-term modal shift.

Circular Economy and Resource Optimisation

Through SPT's Climate Change Strategy, we are committed to supporting a low carbon economy which prioritises sustainable goods and services and maximises opportunities to minimise waste generation at the source. In 2024, SPT's recycling rate was 97%, demonstrating significant progress in reducing waste contamination and promoting effective recycling practices.

We aim to build on this by promoting the re-use or recovery of materials to help reduce our consumption of valuable resources, enhancing resource efficiency throughout our supply chains and avoiding unnecessary generation of harmful greenhouse gases (GHG).

SPT's Eco-Exchange serves as a hub for promoting conscious, circular consumption and minimises our environmental impact by providing a platform for staff to exchange and repurpose items that would otherwise end up in landfill.

Staff who have item(s) that they no longer have any use for can pass them on to someone who does, by emailing a description of the item along with contact details to recycleroom@spt.co.uk and the item(s) are made available in the Eco-Exchange for one month.

In the past few years, SPT has also replaced diesel engine vehicles with zero emission vehicles. This is in line with SPT's strategy to move towards net zero for the organisation. We have a current total of nine zero emission vehicles, equating to just under half of SPT's vehicle fleet, as well as having multiple EV charging points in both Buchanan Bus Station and Broomloan Depot.

Looking Ahead: Priorities for 2025-2026

Building on progress of 2024-2025, SPT's environmental priorities for the coming year will include:

- Driving progress of **SPT's Net-Zero Action Plan** to reduce emissions and improve climate resilience across our corporate assets and operations;
- Taking forward delivery and implementation of **SPT's Climate Resilience and Adaptation Plan**;
- Expanding the remit of the Net-Zero Delivery Group to support **risk-based adaptation planning** for the organisation;
- Further **embedding sustainability within the organisation** and strengthening partnership working on regional climate resilience initiatives;
- Continuing to **identify opportunities for operational decarbonisation**, adaptation, circularity, and sustainable corporate mobility.



Our People

At 31 March 2025, SPT employed 497 people (482 FTEs) and incurred a total of £25.279m of staff-related costs.

SPT recognises the importance of continuously improving our business, reviewing processes and adopting new technologies and good practice that enable us to deliver our core services in a cost-effective and relevant way. Our people are at the heart of this strategy and the HR department continued to support the organisation to attract and retain skilled people as well as to develop their skills and competence, enabling significant organisational change.

Recruitment campaigns have been a result of career progression following internal promotion for staff. And for staff leaving SPT, this has been for a variety of reasons including ill health, normal age retirement as well as resignations for new roles..

SPT recognises the need to review departments where increased workloads across multiple workstreams and the need for increased resourcing requirements has been identified. There have been three restructures during the year, including our ticketing function which has been restructured resulting in the introduction of four new posts.



63 new staff

members recruited across all functions during 2024/2025



Subway Modernisation

As SPT continues with the delivery of the Subway Modernisation programme our operational control function has been restructured, resulting in a significant increase in staffing, from 15 to 30, as we move from the legacy control room to the new Operational Control Centre (OCC).

In addition, our maintenance function has been restructured, resulting in the introduction of a new role, technician – integrated services, as part of the newly created maintenance services team. All of these restructures will provide opportunities for development of individual skills and knowledge, and career progression for internal staff with opportunities to recruit new staff. These organisational changes will ensure flexibility, resilience and responsiveness to meet service demands, prepare for further automation whilst improving safety and security and ensure that SPT can meet the transport demands of the west of Scotland.

Health and Wellbeing

The health and wellbeing of our employees remains our priority and the professional services provided by our employee assistance programme, PAM Assist, were available to all staff. Managers and supervisors were briefed on the services offered by this service including face-to-face, online and via an app. With a focus on mental health and wellbeing, our managers and supervisors undertook training on Mental Health Awareness; Neurodiversity Awareness; 4B's for Men and Women's Mental Health Awareness training to support our staff. SPT has 48 Mental Health First Aiders as well as 51 First Aiders across the organisation. SPT also offered on-site flu vaccinations to all staff in October 2024. This will be continued in Autumn 2025.

SPT has a duty in line with the Equality Act 2010 (Specific Duties) (Scotland) Regulations 2012 to publish bi-annual Pay Gap and Equality & Diversity reports. Both reports were published in March 2025 with the Pay Gap report showing that the gap has closed slightly from 15.3% in 2020 to 11.92% in 2024. SPT staff provided data for the Equality & Diversity report demonstrating confidence in how SPT uses personal sensitive data.



SPT achieves Living Wage accreditation

This year saw SPT achieve Living Wage Accredited status.

Accredited Living Wage employers are certified by the Living Wage Foundation. They are employers which have made the commitment to not only ensure that their directly employed staff are paid at least the real Living Wage, but also that all staff employed by companies who work on contracts on behalf of the organisation are also paid at this level.

As a direct result of SPT actions our awarded contracts have uplifted the pay of more than 70 externally contracted staff during the implementation period leading up to Accreditation.

The real Living Wage is an independently calculated rate based on the cost of living and is paid voluntarily by employers. Calculated annually by The Resolution Foundation analysing wages that employees need to afford the basket of goods required for a decent standard of living. This basket of goods includes housing, childcare, transport, and heating costs.

It is SPT's hope that our continued commitment to the Living Wage accreditation will contribute to the economic growth of the area that SPT serves and will help to ensure that our contracts are procured sustainably, and the staff employed through these have a better standard of living.



Learning & Development

SPT invested £200,000 in staff learning and development over the course of 2024/2025, an increase (0.5%) on 2023/2024. We remain committed to staff development, with no reduction to the learning and development budget despite the financial challenges.

The highest category of spend captured was Health and Safety (£55k), with the highest percentage of budget spend on Subway Operations staff (£81k) who make up 57% of the workforce.

Maintaining and supporting the continued Learning and Development (L&D) of our workforce remains an SPT priority. This report highlights the importance of staff development to the organisation and the scale of L&D activity required to meet the demands of Subway Modernisation, other business improvement activities and operational challenges.

Staff within the corporate support functions such as Audit & Assurance, Finance & Procurement, HR, and Legal & Property focus on continual personal development to keep up to date with changing legislation and best practice. This type of learning is commonly online conference/webinars covering topics such as the Public Contract Scotland Workshop; Overcoming the Challenges of Poor Air Quality; and How AI Can Help Your Business Stay Ahead.

As part of our management development programme this year, we focussed on our people and our workforce with the aim of supporting line managers in their role, and to help them effectively support staff who report to them.

We identified a few areas which can be challenging at times as a manager, and for that reason, we invited ACAS in to deliver the following courses which are aligned to SPT policies and procedures:

- Managing Sickness Absence
- Managing Discipline and Grievance
- Effective Investigations and Disciplines

As well as the above, we also arranged two Effective Middle Management courses. This essential skills programme was designed to equip managers with the tools and techniques necessary to be successful in their role. This three-day course, spread over three months covered:

- Leadership Skills and Qualities
- Managing Your Work and Responsibilities
- Developing High Performing Teams

In total, 33 managers/line supervisors took part in some, or all of the courses mentioned above, at a cost of £8,915 (£270 per delegate).



After discussions with the Head of Service Operations & Security for bus stations as well as the contact centre manager, a bespoke customer services course was designed and delivered specifically for them, with a particular focus on:

- The importance of customer service excellence
- Recognising and understanding the challenges associated with interacting with people with a disability, older adults, and care givers
- Effective conflict management strategies
- Enhancing empathy skills and listening techniques
- Fostering a culture of inclusivity by incorporating principles of neurodiversity equality diversity and inclusion into daily customer service practices.

In total 41 staff members attended these half-day courses, comprising of regulators, customer service officers, customer service administrators and contact centre agents.

Subway Operations remain an area for significant L&D activity. Over the last 12 months there has been four operations training weeks, with external training providers called in to supplement mandatory training, such as fire evacuation, delivered by our training officers.

During our April 2024 training week, we looked at neurodiversity awareness. We also invited a representative of Strathclyde Pension Fund to come in for a Q&A session.

For the October 2024 training week, we delivered women's mental health, covering stress, anxiety, and menopause as well as a men's health session covering topics such as cancer, nutrition, exercise, and mental health. To ensure we targeted the appropriate audience, male and female staff members were divided into separate classes for those sessions.

For the two training weeks in February 2025, we delivered mental health awareness as well as a safety brief on traction current, targeting 92 members of staff.

Subway Operations training officers have delivered 39 weeks of induction training over 12 months for new staff and those undertaking flexible duties, as below:

- Station Assistant course: 4 weeks (8 staff)
- Station Master courses: 11 weeks (13 staff)
- Driver's courses: 24 weeks (19 staff).

To help supplement our first aiders within Subway Operations, we trained a further 20 station staff on emergency first aid at work between August and October 2024. Staff identified this one-day course through personal development discussions. All staff recognise the importance of customer service, and in particular, the requirement to come to the aid of our passengers travelling within the Subway system whenever necessary.

Tech craft line and tech craft rolling stock within maintenance are continuing to receive training and assessments on a number of modernisation and infrastructure assets. Tech craft rolling stock are undertaking re-assessments on maintenance tasks as their initial 12-month competences near expiry.

Tech craft line (TCL) have completed a refresher training programme including depot operations (carriage wash and Automatic Train Inspection (ATI)), (Driver Operator Only (DOO) monitors), signalling (Lineside Electronic Unit (LEU)) and Balise – part of the new signalling system and carborne controller. As we become more familiar with this equipment and understand the full extent of its capabilities this identifies the need for further training in a number of areas which we have been working closely with our suppliers on to deliver to all of our maintenance teams.

Alongside completing refresher training and assessments for modernisation, business as usual has continued for tech craft line including TCL 1 – traction power; TCL 2 – signalling; TCL 3 – electrical and Person In Charge of Isolations (PICOI) reassessments – this will be an ongoing process, and these modules will be updated as we move forward through our next series of control periods.

As well as our ongoing health and safety and regulatory compliance training, there has been several training courses delivered in house by external training providers; identified through Personal Development Plan (PDP) discussions with staff and offered across the business to make it more cost effective. Seventy-four employees attended the following courses as a result:

- IOSH Managing Safely
- Interview Skills
- Leadership Session
- MS 365
- MS Excel Intermediate and Advanced
- Power Bi
- Speedwriting
- Supervisory Skills
- Visio

In addition to the above-named courses offered across the business we had internal briefing sessions delivered to 50 staff members by our colleagues within Digital, HR, and Procurement on the following:

- Managing Sickness Absence
- Procurement Essentials
- Axiom (A platform providing essential processing capabilities and management of information to help facilitate SPT's ability to provide our partnership's services).

Furthermore, our Procurement Assistants created guidance notes and delivered training sessions across the business on the upgrade to our finance/procurement software system (Technology One (T1)). This platform is used to raise requisitions, generate purchase orders as well as receipt and pay invoices. A total of 81 staff members were trained.

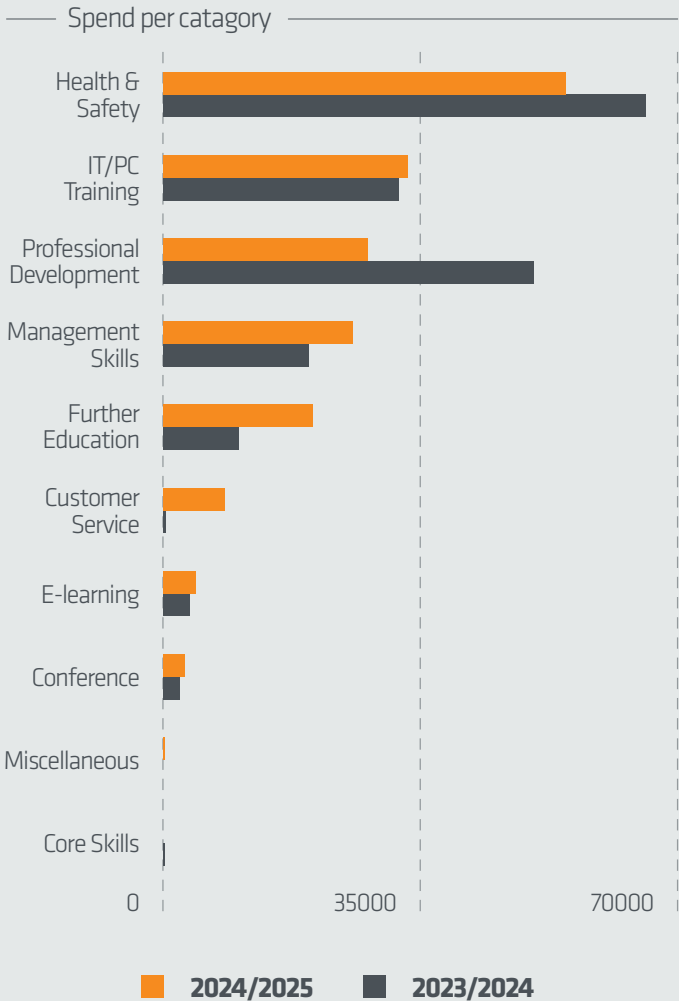
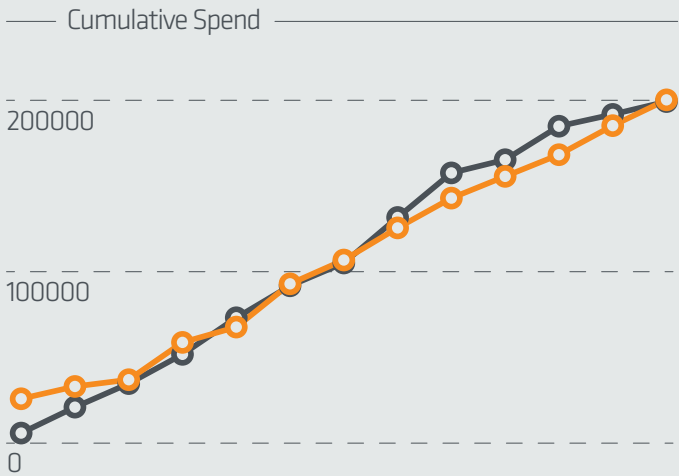
SPT is currently sponsoring nine staff through further education programmes. This includes topics such as:

- HNC in Business Management (Open University);
- Diploma in Contract Management (CIPFA);
- Diploma in Occupational Safety; and
- Health Leadership & Management (IOSH).

In addition, Subway Operations (maintenance) is supporting day release for two employees to achieve a National Certificate (NC) in electrical engineering. We also have staff members studying online certified distance learning courses for continual professional development.

All new staff continue to undertake our online corporate compliance modules, comprising of: Code of Conduct; cyber security awareness; equality, diversity and inclusion; social media best practice as well as data protection.

In order to ensure the L&D budget is invested appropriately, learning and development requests are considered against SPT's overall priorities with an on-going focus on value for money. SPT remains committed to staff development, as we endeavour to offer development opportunities to as many employees as possible through personal development discussions.





Health & Safety Update

SPT's Health & Safety department, alongside all staff, is committed to maintaining a safe and secure environment for all individuals who enter our premises and use our services. SPT follows a systematic approach to identifying potential hazards, assessing risks, and consistently monitoring and reviewing control measures to minimise risks to the lowest reasonable level (As Low as Reasonably Practicable).

Subway Modernisation

The continued operation and maintenance of the fleet of new trains with no major incidents being reported has been a significant success of 2024/2025.

The continued effort and investment into safety by our employees and contractors has been key in this achievement and one that we will look to replicate in the years to come as we head towards the next configuration point milestones of the Subway Modernisation programme.

SPT's Health and Safety department will continue to work with other internal and external stakeholders to ensure the safe delivery of works as we introduce new platform screen doors and integrated signalling system.

Stakeholder engagement

Subway facilitated a highly successful visit for the Office of Rail and Road (ORR) Board of Directors to Broomloan depot. The ORR is the railway industries regulatory body in the UK and as such are SPT's enforcing authority for Subway.

Various presentations looked at the progress of the Subway Modernisation project, specifically how the modernisation fits in with the wider transport network including the Regional Transport Strategy and Clyde Metro proposals. The visit also included a side-by-side viewing of a legacy and new train in the depot workshop pit road area.

Meetings were also held with Transport for London (TfL) to discuss the formation of a collaborative working group forum to share experience, knowledge, and best practice between the two organisations in various health and safety related topics with both parties keen to continue with collaboration and extend the invitation out to other transport organisations in the country.

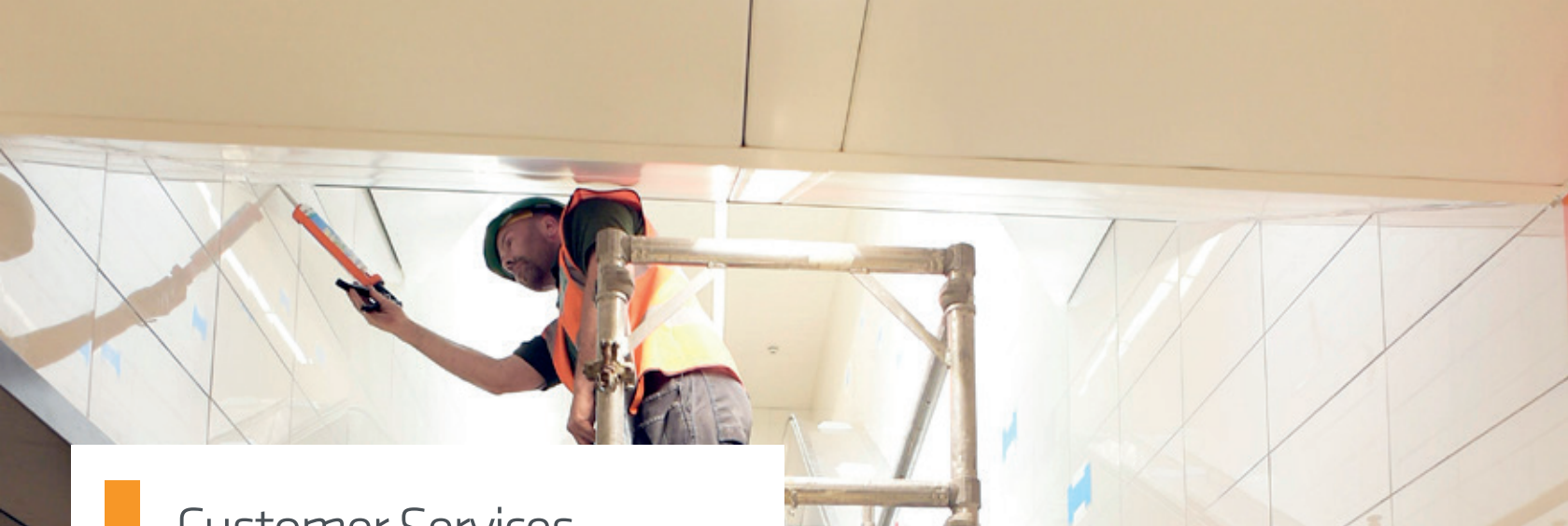
Buchanan Bus Station works

At Buchanan Bus Station, 2024/2025 witnessed the completion of fit outs of two retail units for major chains Costa & Subway. Along with the upgrade of the bus station roof, these works were completed with no major incidents or events being reported. This smooth execution reflects the team's commitment to maintaining high standards and ensuring a safe, seamless experience for all.

Dealing with antisocial behaviour

One of SPT's biggest challenges remains dealing with instances of antisocial behaviour and abuse towards staff within premises across both Subway and Bus Operations. SPT has a zero-tolerance policy against all forms of abuse within its premises and is committed to supporting anyone who has been affected by these occurrences, working with Police Scotland and British Transport Police (BTP) to help promote and supply a safe and welcoming environment for both employees and passengers alike.

Further specific analysis, statistics and commentary on SPT health and safety performance as well as key performance indicators (KPIs) will be available within the Annual Safety Performance report 2024/2025 due out later this year.



Customer Services

SPT requires a safe, clean, and secure environment for its employees, passengers and visitors across its facilities and the Customer Services department ensures that these services are continuously delivered.

Customer Services delivers facilities management across all SPT bus and Subway stations, as well as our office buildings and engineering depot. Using an in-house facilities team and external contractors, we conduct both planned and reactive maintenance across the SPT estate. The facilities team drives cost efficiencies through swift response times and can often avoid the requirement for an external contractor to repair defects. The team also work to enhance SPT's infrastructure, through various improvement projects. During 2024/2025, the team completed 7000 jobs.

The department oversees various goods and service contracts, ensuring key deliverables are achieved, whilst driving efficiencies for the organisation. Customer Services manages various revenue generating contracts, including the advertising, which consists of maximising revenue opportunities through advertising across bus and Subway stations.

The department provides confidence to its stakeholders that objectives are being monitored and achieved for continuous improvement. We also promote brand recognition through the provision of corporate and personal protective equipment (PPE) work wear, to our frontline, engineering and maintenance personnel.



7000

During 2024/2025, the Facilities Team completed 7000 jobs.



Equality

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

In delivering transport services and supporting infrastructure, SPT strives to improve the journey experience of all our customers taking into account their individual protected characteristics and overall travel needs. Through all aspects of service planning and delivery SPT recognises the role that public transport has in enabling people to access key services and participate in daily life and we strive to minimise the disadvantage experienced by communities and people with protected characteristics.

This is considered through our bus network planning and the delivery of our MyBus Service; the information we provide at bus stops; and the steps we take to improve the quality and accessibility of bus stop infrastructure across the region; and is a key consideration through our Subway Modernisation. Work to refresh online passenger accessibility information is nearing completion and will be available during 2025.

The impact of our transport plans and projects on people with protected characteristics is considered throughout our transport planning and project development activity.

The need to advance equality of opportunity for all people with protected characteristics was at the core of the development of the Regional Transport Strategy. Throughout the strategy vision, priorities, objectives and policies, there is an emphasis on meeting the needs of all, benefiting everyone, and enabling and facilitating a range of travel choices for everyone.

SPT continues to invest in projects which enhance the accessibility of the transport network including Subway Modernisation and enhancements to bus stop, shelter and information infrastructure across the region. Funding contributions from SPT have supported improvements at Kilmarnock rail station which improved overall accessibility.

Safety and security concerns are a key issue affecting people's choices and decisions around how and when they travel. To confront these concerns, we have continued to have a strong security presence in Buchanan Bus Station and strengthened liaison and information sharing with the British Transport Police and Police Scotland, along with continued promotion of The Railway Guardian app, which helps the public report crimes on the rail and Subway network to BTP. SPT continues to work with industry partners, including Transport Scotland, ScotRail, British Transport Police and Police Scotland, as part of the Safer Transport Group, to address safety and security concerns on the public transport network.

SPT's Equality and Diversity Delivery Group, led by our Chief Executive, is responsible for driving forward equality and diversity across the organisation, ensuring all departments are progressing agreed action plans and implementing corporate wide equality and diversity initiatives. SPT recognises the close interrelationship between socio-economic disadvantage and the experience of people with protected characteristics and therefore the group also has the responsibility to consider the impact of SPT's actions and activities towards reducing inequalities of outcome caused by socio-economic disadvantage.

Further information on our commitment to equality, our workforce demographics and our gender pay gap can be found in our recently updated Advancing Equality Report 2025 on our [Equality web page](#).



Developing business intelligence

Over the last year, SPT has introduced a number of initiatives from a digital transformation perspective to improve our data gathering across the organisation. These include:

Data-driven decision-making – implementation of business intelligence tool

We have completed the introduction and implementation of the business intelligence tool – Power BI across the organisation with 50 dynamic data dashboards in various departments. Power BI tools transformed static reports into automated dynamic reporting. Replacing manual data processing has significantly improved reporting efficiency and accuracy assisting staff to make informed decisions.

This provides a holistic view of Subway patronage, safety and security operations, customer communication, as well as staff competency and compliance. Functioning dashboards are utilised by each level of job roles to aid their daily operation and guide decision-making. With real-time data dashboards, the team uses valuable insights to identify emerging trends and drive proactive strategies.

Data Maturity Programme – data evolution & intelligence ready.

Along with nine public sector organisations in the cohort, SPT participated in the Scottish Government data maturity programme, exploring and evaluating the organisation's maturity level from the perspectives of data uses, data analysis, leadership, culture, tools, and skills. Benchmarking with industry peers SPT identified areas to improve and a roadmap to implement whilst at the same time establishing partnerships with other public sector organisations for future collaboration.

Operations Management System – INTRAX

To streamline our business process and integrate operations procedures, we have started the implementation of an Operations Management System (OMS) branded INTRAX. The project delivery team is formed of internal resources from Subway and Bus Operations and Health & Safety to identify improvements to simplify incident management, station audits and inspections and many more. OMS implementation is leading SPT operations to use industry-pioneering digital solutions to operate smarter and more efficiently.

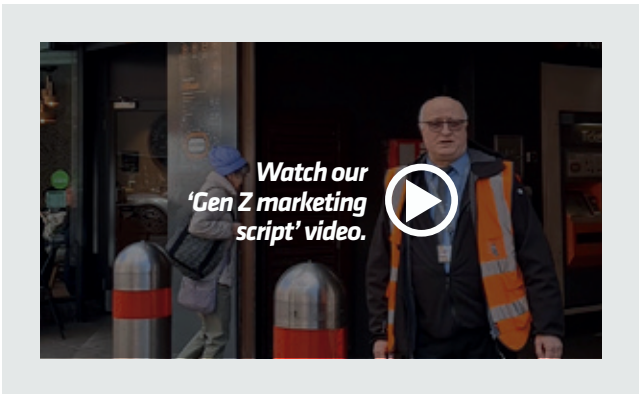
Learning Management System

Learning Management System (LMS) implementation aims to centralise learning management and competency management at the corporate level and enhance the E-learning experience for all SPT staff. LMS system implementation aligns with SPT corporate strategy that continuously develops staff competence and skills, enabling significant organisational change.



Marketing

The marketing team continued to deliver a digital – first approach throughout 2024/2025 with our social marketing plaforms key in supporting our campaigns.



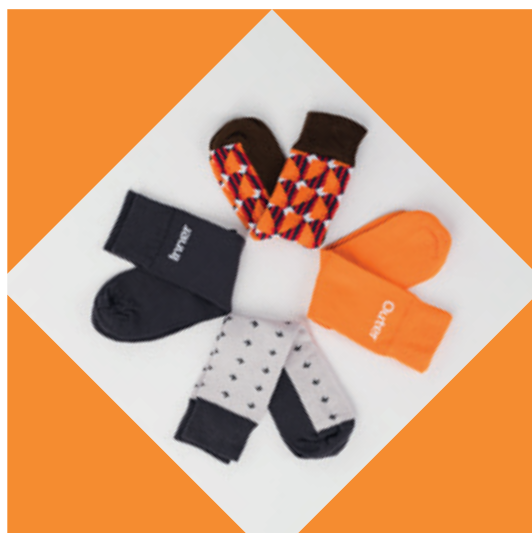
Highlights

Launch of Subway online shop

Partnering with Glasgow Short Film Festival to provide free travel for international delegates

Launch of SPT Facebook channel


Viral reel 'Letting the Gen Z colleague write the marketing script.'



— Marketing social channel performance     —

 **42.4%**
Total audience growth

 **58.1%**
Total engagement increase

 **5.1%**
Total impressions decrease


 **66.6%**
Engagement rate per impression


 **91.6%**
Video views Increase

— Corporate social channel performance    —

 **50.4%**
Total audience growth

 **143.9%**
Total engagement increase

 **75%**
Total impressions increase

 **39.4%**
Engagement rate per impression

 **41.8%**
Video views Increase

 **131.1%**
Link clicks increase



Marketing timeline

Kids go free



Our Subway Explorers campaign promoting kids go free ran throughout Easter, Summer and October school holidays.

The campaigns objectives were to encourage families to travel with Subway over the school holidays

A total of 166,780 free under 16 journeys were delivered during 2024.

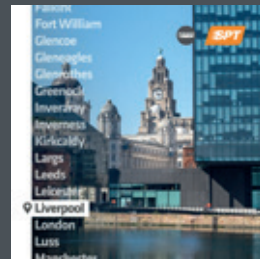
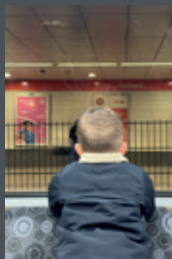
Farewell to an icon



Summer 2024 saw carriage 128 head to its' new home at the Riverside Museum.

We did a series of exclusive interviews with designer Anna Campbell-Jones who assisted in the design of the iconic Subway moquette.

Our social videos received over 10k views.



Subway online shop launch



Due to continuous calls to release a Subway merchandise range the team designed and created a limited range which launched in May.

We received almost 3000 pre-access sign-ups and the shop went on to sell out of items within the first week.

Where to next



To encourage travel to and from Buchanan Bus Station we ran our 'Where To Next' marketing campaign during Easter, Summer and Autumn.

The campaign highlighted popular destinations across the UK that can be reached by bus from Buchanan Bus Station.

Patronage over the 2024 campaign periods saw an increase of 84% compared to 2023.

257% increase in traffic driven to our bus web page compared to 2023.

Join the Revolution



Subways' awareness campaign highlighting the new train fleet.

Ran during July and August in 2024.

Over 1.8million digital impressions received during 2024.

More than 19,000 web page views received over the campaign period.

Wheels & Thrills Family day



Our first SPT family day aimed at raising awareness of Buchanan Bus Station and the joy of travelling by bus for kids.

The event brought an increase in station patronage of 35%.

Delivered over 700k digital impressions and almost 11k page views.



Subway your way



Our campaign aimed at students ran over the beginning of the semester to increase awareness of Subway amongst new and existing students.

Attended Freshers Festival and various freshers events at key Universities and colleges across the city.

Over 2 million digital impressions received during 2024.

35% increase in link clicks received compared to 2023.

The Gift of Glasgow



Our refreshed Christmas campaign focused on four key Subway USPs; Park & Ride, later opening hours, safe evening travel and kids go free.

39% increase in traffic driven to our website compared to 2023.

Over 500 new social followers received over the campaign period.

← Platforms



Outer

	Kelvinhall	This Station
	Hillhead	2 mins
	Bridge Street	4 mins
	St. George's Cross	6 mins
	Cowcaddens	8 mins
	Buchanan Street	10 mins
	St. Enoch	12 mins
	Bridge Street	14 mins



Inner

	Kelvinhall	This Station
	Partick	2 mins
	Govan	4 mins
	Ibrox	6 mins
	Cessnock	8 mins
	Kinning Park	10 mins
	Shields Road	12 mins
	West Street	14 mins

Online

Follow us on   
or visit our website at spt.co.uk

Your suggestions

If you would like to pass on your suggestions or comments, please email us at:
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

By post

Strathclyde Partnership for Transport
131 St. Vincent Street, Glasgow G2 5JF