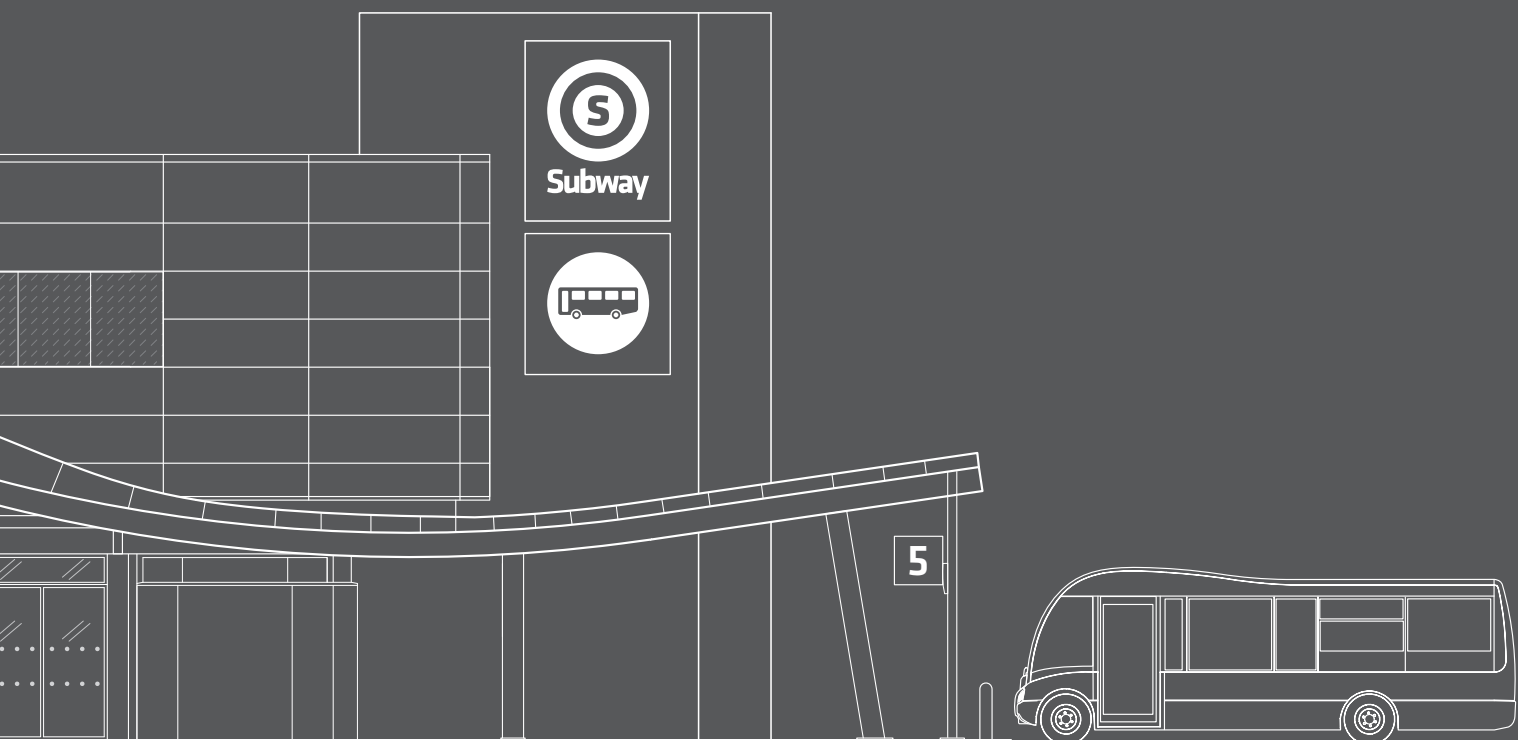




Strathclyde Partnership for Transport
Annual Report 2015/16



Our Vision

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

Strathclyde Partnership for Transport Annual Report 2015/16

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Foreword from the Chair



2016 – a year of progress

This has been a fantastic year for SPT – Scotland's leading transport authority. A year where we have made real progress in our Subway modernisation programme as we announced the biggest investment in SPT's history, ensuring the Subway's future for the 21st century and generations of Scots to come.

We also saw the opening of the first stage of Fastlink, which covers the 8km route from Glasgow city centre to the new Queen Elizabeth University Hospital, one of the most accessible hospitals in the UK by public transport. At the end of last year, we announced the next stage of the project with a further investment of £3 million to improve bus services and facilities in the city centre.

Once again, it has been a busy year for the Partnership. The role of the Partnership is to provide leadership and ensure thorough scrutiny of all SPT proposals and plans and all members are proud to have played their part in all that has been achieved in 2015/16.

I am pleased to report that our continuing work with stakeholders has once again achieved positive outcomes for many in our communities, especially where public transport remains an important issue.

SPT has invested more than £680,000 in community transport projects, and supported the Paisley Bus Hub with a £1.3 million initial investment to improve the service and environment for bus users and local residents.

Our ever-popular MyBus service continues to grow in numbers with half a million passenger journeys completed in the last year, helping people in both urban and rural areas stay connected to their communities.

Smartcard technology continues to develop and, through Nevis Technologies, we are now working with Abellio and McGill's to provide their smart integrated ticketing system, working towards a more joined up approach for all passengers.

On the Subway, more than 110,000 Smartcards have now been issued enabling our customers to access the system using Smart Technology.

All of SPT's achievements throughout the last year are highlighted throughout this report - none of which could have taken place without our committed and dedicated staff. I am very proud of our numerous successes over the last year and I look forward to all that 2016/17 brings.

Jonathan Findlay
Chair

Executive summary

Welcome to SPT's Annual Report for 2015/16 where we highlight our achievements in making sure public money is beneficially invested in public transport for the good of passengers.

Our key focus continues to be on collaborative working to ensure a joined up approach and improve public transport services for all. This is particularly challenging given the continued stresses in the bus market and other pressures on funding and transport planning generally. SPT will continue to work tirelessly through the coming year to find solutions.

To date 2015/16 has been a year of key achievements with substantial progress made on Subway modernisation, and the signing of the contract with Stadler Bussnang AG / Ansaldo STS consortium to deliver new rolling stock, signalling and equipment.

Knowing that decisions we take now will have an impact on generations of Subway passengers for years to come brings with it much responsibility which is felt by everyone involved in delivering this historic project.

Our previous headquarters building at 12 West George Street was acquired by Network Rail to facilitate the building of the new Queen Street Station concourse. This necessitated SPT relocating to 131 St. Vincent Street in February 2016 and the opportunity was taken to provide modern facilities for our staff throughout the building. These measures have been well received by our staff, as well as reducing our carbon footprint together, we are also enjoying a better working environment.

I'm very proud of all that we have achieved this year to help deliver public transport across the SPT region, offering people in the West of Scotland more joined up transport options and linked to this, developing our Smartcard and integrated ticketing options.

Offering passengers integrated travel options is key to improving public transport making it easier and more accessible to all passengers travelling around the Strathclyde area.

We will continue to engage with all forms of transport operators to progress integration and ensure better services for all.



Gordon MacLennan
Chief Executive

About us

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

SPT is responsible for the development and delivery of the Regional Transport Strategy (RTS) and is at the heart of the region's transport planning, operations and infrastructure improvements. We are at the forefront of developing bus policy for the region and improving local bus markets through Statutory Quality Partnerships. SPT, in partnership with the Scottish Government, Glasgow City Council and operators, was instrumental to delivering Fastlink - the first bus rapid transit system in the region - to improve journey times between strategic centres.

SPT has a range of operational responsibilities including the management and operation of the Subway and bus stations, supporting socially necessary bus services and Community Transport (CT) services, co-ordinating schools transport on behalf of eleven councils and delivering the MyBus demand responsive transport service.

Through the West of Scotland Community Transport Network and our Community Transport Public Social Partnership, SPT supports the CT sector to improve standards, build capacity and make best use of limited resources.

We invest in transport infrastructure, including the modernisation of the Subway to improve the service for our passengers and safeguard the system for future generations. SPT plans, delivers and maintains bus infrastructure across the region including passenger shelters and supports local authorities to deliver traffic management measures to improve safety and efficiency for all road users including pedestrians and cyclists.

ZoneCard, the regional multi-modal ticketing scheme, is administered by SPT and we are at the heart of delivering Smart ticketing solutions across all public transport modes. SPT acts as the secretariat for the Strathclyde Concessionary Travel Scheme on behalf of our partner Councils, making travel more affordable for eligible passengers on rail, Subway and ferry services.

SPT is a statutory participant in Community Planning and a 'key agency' in the Development Planning process. Working with our partner councils, Transport Scotland and other key stakeholders, we input to the development of the rail network and services, develop strategies for more sustainable movements of freight and promote sustainable development.

Travel behaviour change is promoted by SPT through encouraging more car sharing, promoting sustainable travel to work for our employees, sharing best practice with our partners and investing in active travel infrastructure and park and ride facilities to encourage shifts to more sustainable modes.

Providing accessible, high quality travel information is a core function for SPT. We support Traveline Scotland, provide timetables and travel information at bus stops and travel points, invest in Real Time Passenger Information and provide personalised journey planning advice at our travel centres.

The health and safety of passengers on both Subway and bus is paramount. SPT maintains an exemplary track record in this area and takes its responsibilities very seriously, always looking to improve and ensure passengers and staff remain protected from accidents and all potential harm.

In all of these areas, SPT remains committed to our shared vision for a world class sustainable transport system for the west of Scotland and working in partnership to achieve an improved quality of life for all.

Our area



Local Authority partners

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

Our partnership (as at 31 March 2016)



Jonathan Findlay
Chair, Glasgow City Council – Labour



Eddie Devine
Renfrewshire Council – Labour



Chris Kelly
Glasgow City Council – Labour



Lawrence O'Neill
West Dunbartonshire Council – Labour



Kaye Harmon
Vice Chair, North Lanarkshire Council – Labour



Allan Falconer
South Lanarkshire Council – Labour



Robert Graham MacIntyre
Argyll and Bute Council – Independent



Gavin Scott
Appointed Member



Denis McKenna
Vice Chair, South Lanarkshire Council – Labour



Ann Faulds
Appointed Member



Alan Malcolm
Appointed Member



Hamish Stewart
South Lanarkshire Council – Scottish Conservative and Unionist



Malcolm Balfour
Glasgow City Council – SNP



Anne Follin
Appointed Member



Bobby McDill
East Ayrshire Council – SNP



Paul Welsh
North Lanarkshire Council – SNP



John Bruce
North Ayrshire Council – SNP



Bill Grant
South Ayrshire Council – Scottish Conservative and Unionist



Pauline McKeever
Glasgow City Council – Labour



David Wilson
Inverclyde – Scottish Conservative and Unionist



Tony Buchanan
East Renfrewshire Council – SNP



Thomas Hart
Appointed Member



James McNally
Appointed Member



Gerald Leonard
Glasgow City Council – Labour



Graham Johnston
Appointed Member



Alan Moir
East Dunbartonshire Council – Labour

The Partnership

The Partnership met a total of seven times in 2015/16 monitoring SPT's performance against its strategic priorities set out in the Regional Transport Strategy.

Key decisions taken by the Partnership in 2015/16 include the awarding of the £200 million contracts to provide new rolling stock, signalling and control systems, control room and associated equipment for Subway.

There were also a number of contracts awarded in support of our ongoing programme of Subway modernisation such as the long welded rail delivery system, design and manufacture. Investment was also made in transport improvement projects across Strathclyde, including funding for SPT's local authority projects which complement the aims outlined in the Regional Transport Strategy.

Strategy and Programmes Committee

The Strategy and Programmes Committee met five times in 2015/16, considering 28 reports. This committee evaluated the budget structure, proposals and delivery. It also assessed legislative proposals regarding transport and related issues.

Operations Committee

Covering all operational service issues relating to bus, rail, Subway and ferry, the Operations Committee met a total of six times in 2015/16. At its meetings the Committee considered 49 reports, the majority of which relate to the awarding contracts for bus service improvements. It also included the award of contract for the replacement bus service to be used during the Subway suspension planned for July 2016.

Audit and Standards Committee

Audit and Standards, chaired by Councillor David Wilson of Inverclyde, ensures that SPT as an organisation is accountable with transparent business practices. The Committee met on four occasions in 2015/16 and received 41 reports.

Personnel Committee

The Personnel Committee, which considers staff related issues, met twice in 2015/16 with six reports considered and approved.

Our Executive Team

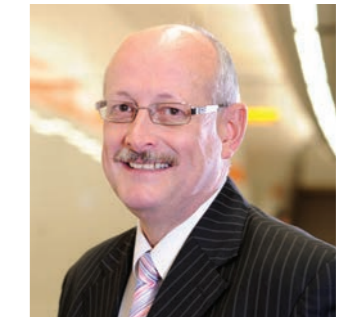
SPT is led by Chief Executive Gordon MacLennan and the Strategy Team which consists of Assistant Chief Executive (Business Support) Valerie Davidson; Assistant Chief Executive (Operations) Eric Stewart; Senior Director Charles Hoskins; Director of Finance and HR Neil Wylie; and Director of Bus Operations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



Gordon MacLennan
Chief Executive



Valerie Davidson
Assistant Chief Executive
Business Support



Eric Stewart
Assistant Chief Executive
Operations



Charles Hoskins
Senior Director



Neil Wylie
Director of Finance & HR



Ronnie Park
Director of Bus Operations

Our Priorities

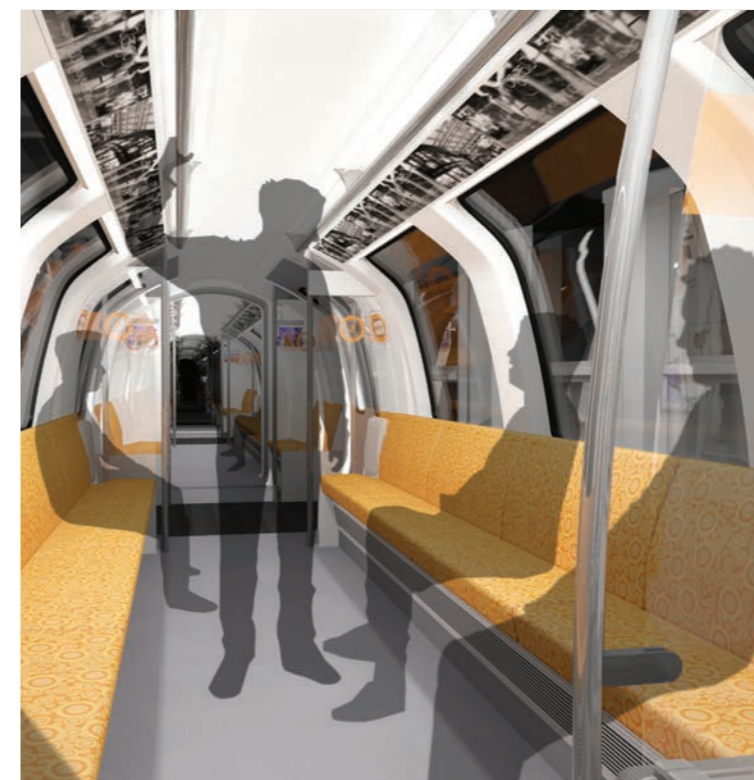
SPT's work is guided by the **Regional Transport Strategy**. This provides a strategic planning framework for planning, investment and delivery.

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

Our Priority:
 "Protect staff and passengers from accidents or harm by ensuring strict compliance with the safety management system"



Guaranteeing the future for Subway



This year, SPT took a further significant step forward in the Subway Modernisation Programme, approving contracts to Stadler Bussnang AG / Ansaldo STS Consortium for the supply of new trains, signalling and equipment, valued at £200 million.

This is the largest contract to be awarded as part of the £288 million modernisation programme and a “once in a generation” investment for SPT.

The 17 new train sets will be the same length and size as existing rolling stock but will be a four-car set, as opposed to the current three-car, with open gangways to maximise the space available and allow for wheelchair access with wheelchair users able to access the system at St Enoch in the City Centre and Govan once the new transport interchange is complete.

The Subway’s current signalling equipment, control systems and control centre will all be replaced to accommodate the new Subway trains and deliver improved availability and reliability.

The system will include new platform screen doors, which will be ‘half height’ to preserve as much space and openness within the stations as possible while still maintaining passenger safety and security. The doors will only be introduced once all the new trains are in service.

Once the new system is fully in place – trains, signalling, operational control centre, platform screen doors – and it has been fully tested, only then will the Subway move to Unattended Train Operations (UTO). At this stage, passengers will also have a new forward view through a new wide-screen window at the front of the train.

SPT Chair Jonathan Findlay said:

“The new rolling stock will provide the travelling public with a much improved journey experience.”

Minister for Transport & Islands Derek Mackay described the contract as a “milestone” in SPT’s plans to modernise the Subway.

The Minister said:

“New rolling stock and signalling will help ensure that this historic metro system continues to serve passengers for many years to come.”

The contract signing was completed in Glasgow in March 2016 with senior representatives from SPT, Stadler and Ansaldo in attendance.

2015/16 year at a glance

Apr 2015

First stage of **Fastlink** opens to new **Queen Elizabeth University Hospital**.

SPT commits more than **£500,000** for the renovation of essential technical elements of **41 Subway cars** over the next two years.

Jun 2015

Work begins at the new **Govan Subway and Bus interchange**.

SPT collects the **Achievements in Cycling Award** at the **Scottish Transport Awards 2015**. In partnership with Transport Scotland and Traveline Scotland, SPT also picks up the **Excellence in Technology and Innovation Award**.

Aug 2015

Modernisation of **St. Enoch Subway Station** completed, includes installation of lifts from street level to platform.

SPT commits more than **£400,000** to subsidise **vital bus routes** in local communities.

Extended **Fastlink X19 service** launches, supported by a **£1.15m grant by SPT**.

Dec 2015

More than **110,000 Smartcards** now issued enabling customers to use Smart Technology to access the Subway.

SPT wins **Scottish Social Enterprise Award** in recognition of its exemplar work in community transport.

Next stage of Glasgow **Fastlink Project** announced, with a further **£3.14 million** investment planned to improve bus services and facilities in the city centre.

Feb 2016

SPT HQ begins moves to new premises at **131 St. Vincent Street**.

SPT awards the **£1 million contract** for the Subway Long Welded Rail Delivery System Design and Manufacture to Brodie Engineering Ltd. in East Ayrshire.

May 2015

Work begins to modernise **Buchanan Street Subway station** with a new canopy for the South entrance consistent with that at North end of the station.

Jul 2015

£16 million programme of tunnel improvements begins to ensure the Subway's **120-year-old tunnels** remain fit for purpose.

Expansion of **Johnstone Station car park** increases capacity for users by **24 per cent** and contributing to economic activity in town centre.

SPT and Inverclyde Council agree the **Inverclyde Statutory Quality Partnership**, ensuring a higher quality of bus service for the people of Inverclyde.

Sep 2015

SPT with Sustrans and partners commits to invest **£2.7 million** in capital funding on projects designed to **improve active travel** and move people away from car-only journeys.

SPT awards more than **£680,000** in grant funding to support **community transport projects** throughout the West of Scotland, includes: Access to Employment/ Kyle CT, Ardgowan Hospice, Blantyre Volunteer group, British Red Cross, Coalfield Community Transport, Community Transport Glasgow, East Kilbride Community Transport, Getting Better Together, North Area Transport Association, South West Community Transport, The Rural Development Trust, Voluntary Action South Lanarkshire, Royal Voluntary Service (Clydesdale).

Oct 2015

Glasgow's Anderston Footbridge, jointly funded by SPT and partners, wins **Sustrans Award for Best Community Impact project**.

Nov 2015

Work continues at **Govan Interchange** and **Buchanan Street Subway station** with installation of new escalators.

Commencement of large scale grouting work in the **Subway tunnels**.

Jan 2016

SPT HQ staff begin to move to new modernised facility at **Buchanan Bus Station**.

Scottish Government implements **SPT's proposals** for bus registrations.

Mar 2016

The **£200 million** contracts to supply new trains, signalling and equipment awarded to Stadler Bussnang AG / Ansaldo STS Consortium.

McGill's, the largest privately owned bus company in Scotland, selects **Nevis Technologies** – the joint venture between Ecebs and SPT – to provide its **smart integrated ticketing system**.

Paisley Bus Hub opens, supported by a **£1.3 million** initial investment by SPT.

Attractive, seamless, reliable travel

Improving public transport options for Strathclyde residents and visitors by delivering a high quality, customer-focussed Subway service, modernising infrastructure, promoting policies to improve the bus market to better meet the needs of passengers and making it easier and more affordable to make integrated journeys using more than one public transport mode or operator.

76% of *Subway Smartcard* users are **very satisfied** with their *Smartcards*



Subway Operations and Modernisation

The £288 million modernisation of the Subway system continues at an impressive pace.

Now the contracts have been awarded to supply the new trains, signalling and equipment to Stadler Bussnang AG / Ansaldo STS Consortium, a key part of the modernisation plan is now in place.

The modernisation rollout continues to be received well by passengers. This year, we completed our flagship city centre station at St Enoch which has seen the most comprehensive overhaul of stations so far with the two new glass canopies now a highlight of St Enoch Square.

Five out of 15 Subway stations have now undergone a major transformation with two more key stations, Govan and Buchanan Street, also near completion.

The £7 million investment in Govan Interchange will result in a new look Subway and Bus Station complete with new entrance from the Subway station which will extend to the seven new bus stances. This will provide passengers with weather protection and a clear flow of traffic through the station to the bus terminus or vice versa.

New passenger information screens, CCTV and lighting will add to the improved passenger experience for both Subway and bus travellers arriving in Govan, as well as improving security.

Once complete, the Subway and Bus Interchange will be visibly different and offer an enhanced experience for passengers.

At Buchanan Street, the station has been refurbished to the same high standard as the other recently modernised stations with a new wider concourse and ticket office in place and the escalators replaced. There will be a new canopy for the South entrance consistent with that at North end of the station. Across all 15 stations, we have installed 26 out of 28 new escalators.

Night after night, behind the scenes, SPT staff and contractors continue to work long after the Subway stops running. As well as regular planned maintenance activities on the rolling stock, stations, signalling and other equipment, there is significant additional investment on improvements to the tunnel lining, drainage and track infrastructure systems.

SPT has also commenced a major re-railing exercise within the tunnels as well as removal of redundant equipment and cabling from the last modernisation and are working to replace the entire tunnel pumping system which ensures the tunnels remain flood free from the many points of water ingress throughout the system.

The tunnel lining programme of targeted and prioritised tunnel lining works including water sealing, void filling, lining repairs and trackbed repairs and these activities are now well underway, primarily in the northern section of the tunnel system.

The survey and installation of new datum plates within the tunnel system has also been completed, re-establishing a fixed record of the track geometry and chainage which will be the backbone for controlling all future data tracks works.

Preparations are also well advanced for the replacement of the ramps and turnouts trackwork that allows trains to enter and exit the twin 10km circle routes of the Glasgow Subway known as inner and outer circle services.

Key station achievements

- 5 stations complete
- 2 to be complete later this year
- 26 out of 28 new escalators installed

Subway Infrastructure

Behind the scenes

Traction power cable

We have fully replaced the traction power cable in advance of new rolling stock being introduced to the system.

Tunnel pumping stations

Works continue to upgrade tunnel pumping stations including renewing the sub surface pumps, pipework, control panels and cabling to modern standards for 21 pumping stations within the Subway system with six pumping stations now upgraded and works at another four sites currently on-going.

Sub surface chainage

We have introduced a new and accurate measurement record for each tunnel and track section which permanently marks this out within the tunnel system by installing new standard railway datum plates.

Tunnel ramp and turnout chambers

The upgrade of the tunnel ramp and turnout chambers will begin shortly replacing the trackbed and rail infrastructure of the only entry/exit point for trains into the Subway tunnel system.

Tunnel lining improvements

Work commences to implement tunnel lining improvements and address priority areas of the Subway system. This will improve ten of the tunnel sections within a two-year period.



Smart and integrated ticketing

SPT's Subway continues to forge ahead with its Smartcard ticketing system, which has already proven to be award-winning, picking up a Scottish Transport Award for Excellence in Technology and Innovation.

To date, more than 110,000 Smartcards have been issued. The Smartcards are ITSO-compliant which is the national standard for smart ticketing within the UK. SPT's smart ticketing system operates under the "Bramble Card" brand as part of Nevis Technologies.

Nevis Technologies is a joint venture partnership between Strathclyde Partnership for Transport and Ecebs, the East Kilbride-based smart technology company, recognised as a leader in smart ticketing software solutions in the UK.

The success of the joint venture has recently been significantly increased with the Abellio ScotRail franchise selecting Nevis Technologies to deliver an interoperable smart ticketing solution across Scotland.

Subway Smartcard users now also benefit from a fully integrated system at its park and ride sites, combining both Subway travel with parking on a single Smartcard.

Development work continues with bus and ferry operators across the Strathclyde area for overall integration of the Smartcard across the region.



Zonecards

Additionally SPT administered and promoted ZoneCard – the regionally integrated ticketing product for rail, most buses, some ferries and Subway travel. An estimated 10 million trips were made by SPT residents using ZoneCards during 2015/16 – saving residents around £6 million on the cost of travel.



Students sign up to Smartcard

SPT has worked closely with Glasgow's Universities and academic institutions to promote the benefits and convenience of low cost Subway journeys in the city with a Smartcard.

A dedicated team of Subway staff attended student open days and registration events at Glasgow School of Art, Mansion House, the SECC and Glasgow University, registering more than 550 students for a Smartcard.

In addition, we also organised a student tour with radio station Capital FM taking in Strathclyde University, Glasgow University, City of Glasgow College, St Enoch Subway Station and Glasgow Kelvin College West Campus.

Students who registered on the day or online following the event were given one day's free travel on the Subway. We also ran a special promotion for those that joined The Upper Circle, the Smartcard customer loyalty scheme, giving them the opportunity to win six months free travel.

Better bus services

SPT maintained a strong focus on improving the bus market and conditions for bus passengers in 2015/16.

SPT continued to progress our '10 Point Plan' for bus policy, in partnership with other members of the national Bus Stakeholder Group. In January 2016, the Scottish Government introduced improvements to the bus service registration process in line with SPT's proposals. This will improve opportunities for joint working between authorities such as SPT and private sector bus operators.

SPT continued to work with our member councils and bus operators to ensure the success of existing statutory Quality Partnerships and to deliver new SQPs for Inverclyde and the Fastlink route. Additionally, SPT undertakes monitoring activities to ensure the objectives of the SQPs are fulfilled, including undertaking 12,500 vehicle checks in SQP areas in 2015/16 to ensure compliance with agreed standards.

SPT continued to monitor local bus services to improve compliance with regulations and standards including such things as illegally parked or idling vehicles or services not operating as registered. These activities benefit passengers and other road users as well as support local air quality objectives. In 2015/16, more than 166 issues were identified by SPT, with 31 reports being made to the Traffic Commissioner.

SPT continued to invest heavily in modernising bus infrastructure across the region. Work progressed on the £7 million investment to develop the Subway/bus interchange at Govan with its seven new bus stances fully integrated with the Subway station. New information screens, CCTV and lighting will add to the improved experience for all passengers.



SPT capital funds investment

- £6 million in infrastructure improvement (new shelters, high access kerbs, real time passenger information)
- Maintaining on behalf of local authorities
 - 12,500 bus stops
 - 2,900 bus shelters
 - 14,300 bus information cases

Bus Stations

In total just under 1.2 million buses departed from SPT owned bus stations (Buchanan, East Kilbride, Hamilton and Greenock) during 2015/16 with around 40,000 passengers using these bus stations everyday. Buses departing from our stations serve destinations across the region and beyond.

Number of bus service departures by station:

Buchanan Bus Station	540,000
East Kilbride Bus Station	240,000
Hamilton Bus Station	230,000
Greenock Bus Station	180,000



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

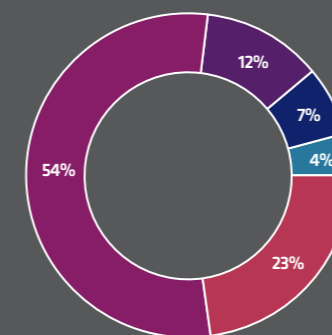
The key measure for this outcome is Strathclyde residents' satisfaction with public transport with the key drivers of overall passenger satisfaction being journey time, punctuality and

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

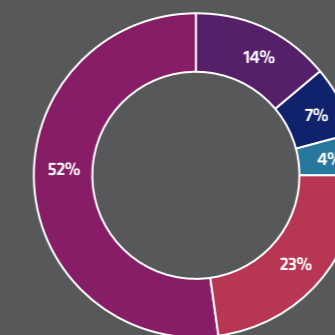
SPT's direct role in improving this measure includes operating the Subway, establishing Statutory Quality Partnerships, investing in better facilities for bus passengers, working towards smart and integrated ticketing across all public transport modes and engaging with Transport Scotland and the bus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

Satisfaction with public transport

SPT residents



Scotland-wide



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

Source: Scottish Household Survey 2014. Figures are for adults who provided an opinion on public transport. Totals may be less than 100% due to rounding.

Subway passenger satisfaction and Subway reliability

Subway passengers

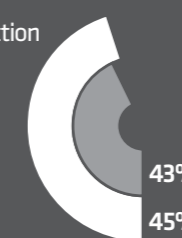


SPT Subway Passenger Survey 2015; SPT Subway operations

Bus passenger satisfaction



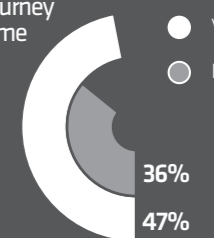
Overall satisfaction



Punctuality



Journey time



- Very satisfied
- Fairly satisfied

Source: Bus Passenger Survey Autumn 2015; Passenger Focus. Results are for one major bus operator in the SPT area.

Improved connectivity

Working in partnership to deliver more efficient, safer transport networks to improve journey times and access to strategic locations, support more sustainable movements of freight and support sustainable development.

The introduction of **Fastlink** has already delivered a number of key objectives:

- **Improved accessibility** for passengers to key services such as healthcare, education, employment and tourist attractions
- **Supports growth, development and regeneration** along the Clyde in the residential, commercial and retail sectors
- **High quality integration** of new and existing public transport along the Clyde
- **Improved safety**, particularly for vulnerable public transport users, along the Clyde
- **Reduced adverse environmental effects** of transport along the Clyde
- **Working towards reduction of travel time** (target 20 per cent) and the cost of travel to existing and new developments along the Clyde
- An **improved service for all passengers** with new buses offering WiFi, comfortable leather seats on the latest environmentally friendly buses available making it the first choice of travel for all.



Fastlink

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

Supported by funding from the Scottish Government and European Development Fund, the first stage of the core Fastlink route between Glasgow City Centre to the Queen Elizabeth University Hospital has now been delivered.

The initial 8km Fastlink core route runs between Glasgow City Centre and the Queen Elizabeth University Hospital (QEUH), via Govan and was officially opened on 1 December 2015 by the Transport Minister during the Bus Rapid Transit UK Conference hosted in Glasgow.

The route from Glasgow City Centre connects with Central Station, Queen Street Station and Buchanan Bus Station and runs along the Clydeside via the International Financial Services District, the Clyde Arc Bridge, Digital Media Quarter and Govan to the QEUH.

To further support the development of local bus services operating on the Fastlink corridor and associated extended

routes to the QEUH, SPT awarded Network Enhancement grant funding of £1.1 million to Stagecoach for the purchase of seven environmentally friendly Euro 6 buses. The buses are being used to support a consolidated service offering direct access from the East End of Glasgow to the QEUH and direct travel from the Govan area to Glasgow Royal Infirmary via the Fastlink route. The arrangement is supported by a four year operating agreement with Stagecoach.

This year, we also agreed a further £3.14 million package of works with Glasgow City Council to extend the Fastlink project within Glasgow city centre. This will deliver further bus priority measures and improve passenger facilities by 2017.

This latest stage of the project will help achieve the target 20 per cent journey time reduction between the city centre and the new hospital as well as improve journey times for other bus services through the city centre.

Fastlink



Strategic rail improvements

In 2015/16, SPT responded to the Scotland Route Study by Network Rail, affirming support for future improvements across the network.

The West of Scotland Rail Forum met regularly in 2015/16 to discuss issues related to ScotRail franchise and services, Scottish Stations Fund, Edinburgh-Glasgow Investment Programme (EGIP) and high speed rail. The EGIP project is well underway and will result in increased capacity on trains and at stations, more comfortable and reliable travel, and faster journey times on the primary Scottish rail route.

SPT continued to work closely with Transport Scotland, Network Rail, ScotRail and Glasgow City Council to ensure the redevelopment of Queen Street station results in improved integration of all modes and that disruption to the passenger is minimised throughout the works. Additionally, SPT and ScotRail met regularly in 2015/16 to plan for the timetabling changes necessary to accommodate the closure of Queen Street high level during the platform extension works in 2016.

SPT continued to work with East Dunbartonshire and North Lanarkshire Councils to examine rail options falling from multi-modal transport studies. We also continue to work with local authority partners to progress development works for potential new stations at Robroyston in Glasgow and Springfield/Barrhead in East Renfrewshire.



Freight enhancements

SPT contributed to a joint Regional Transport Partnership (RTP) response to Transport Scotland's 'Delivering the Goods: Consultation towards Scotland's Rail Freight Strategy.'

Key issues raised by the consultation and addressed in the response include the decline in rail freight and opportunities for growth and the need for an integrated multi-modal approach to freight transport.

The most significant challenges to growth in the rail freight market include developing the necessary infrastructure to cope with modern freight demands, ensuring efficient management of the facilities available and providing services that the customer actually wants, including a "door to door" approach.

Also in 2015/16, SPT, in association with Peter Brett Associates, developed a proposed Freight Route Network (FRN) for Ayrshire. This is a key action falling from the Ayrshire Freight Strategy developed in partnership with North Ayrshire Council and the Ayrshire Roads Alliance.

The FRN will be used by all stakeholders in the freight industry both to guide freight movements across Ayrshire as well as to improve communication between stakeholders on key issues including road works and development plans. The FRN will be available via a new SPT-hosted web portal providing a one-stop shop for all industry partners to access information, data and initiatives related to freight.



Integrated land use and transport planning

Last year, the Scottish Government commissioned research to look at delivering infrastructure for new development and undertook an independent review of the current planning system.

SPT engaged with the research to ensure that issues associated with bus service provision for new developments reflected our views and submitted a robust response to the call for evidence for the review of the planning system.

SPT's response reinforced the importance of a Plan-led system integrating transport and land use planning that promotes sustainable transport solutions at the heart of future development.

SPT engaged with many stakeholders, including our member councils, to help ensure effective transport planning and delivery is embedded in development proposals.

This includes advising on walking and cycling infrastructure, promoting rail connections and accommodating new bus stops and services as appropriate.

Examples of the development proposals and regeneration proposals that SPT was engaged in during 2015/16 include:

- **Queens Quay and Clydebank town centre** – working with West Dunbartonshire Council to ensure sustainable transport is at the heart of this major redevelopment and assisting the Council in examining transport options.

- **Barrhead South strategic development sites** – SPT has been working closely with East Renfrewshire Council to integrate sustainable transport solutions for the development – this work supports the delivery of ERC's City Deal project including planning for a new rail station serving Barrhead South.

- **Community Growth Areas** – SPT has been working with Renfrewshire Council and a local developer to help deliver bus service provision for around 200 occupied homes as part of the proposed 2600 homes, business and employment and community facilities to be built in Bishopton.

In North Lanarkshire, SPT has worked closely with the Council to identify the public transport and active travel requirements for the future residents of around 1200 homes in Cumbernauld South.

- **Designing future town centres** – SPT has participated in future design plans for Woodside, Govan and Partick, Clydebank, Motherwell, Balloch and Greenock to ensure that deliverable transport solutions contribute to the development of local communities by accommodating the movement of people and goods by a range of transport modes within these areas and that transport is integral to the wider aspirations for these communities.



Strategic road improvements

SPT continued to support road safety improvements to reduce the number of road accidents and casualties on regional and local roads with over £1.6 million of capital investment.

A key road safety project was delivered in 2015/16 by South Lanarkshire Council with £300,000 of funding from SPT at Columbie junction near Carstairs Village.

Additionally, the first phase of works to deliver the realignment of the A70 in East Ayrshire was underway. This project will realign nearly 1 km of carriageway near Glenbuck to improve safety and reduce disruptions to the strategic road network as a 40 mile diversion is necessary whenever the road needs to be temporarily closed due to an accident.

Congestion reduction measures were delivered on several key routes in 2015/16 with £1.2 million of capital investment from SPT. Reducing congestion levels at key junctions and on strategic routes improves journey time reliability for bus services, improves efficiency for all journeys including business and freight purposes and supports environmental objectives. Key projects were completed in Hamilton, Dumbarton and Ayr.

SPT continues to work with East Ayrshire Council, Dumfries and Galloway Council and SWESTRANS, through the A76 Partnership, to deliver the outcomes of the A76 multi-modal corridor study to improve safety and enhance access for economic growth.

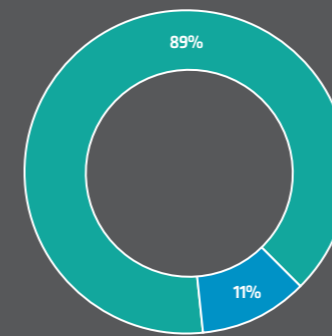
SPT is working to ensure the Strathclyde region has an efficient transport network with more sustainable access between strategic locations to support economic growth, reduce the costs of congestion, improve access to employment and attract investment to the region. The measures on this page are a snapshot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

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

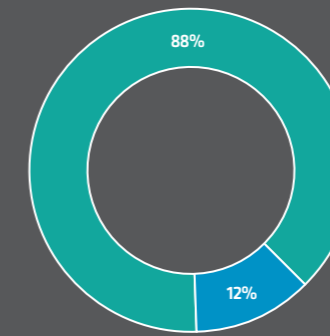
SPT's direct role in improving this measure includes investing in a more efficient, safer strategic road network; integrating transport planning with sustainable development to discourage growth of car dependent communities and destinations; improving strategic cross-region public transport connections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

Driver journeys delayed by congestion

SPT residents



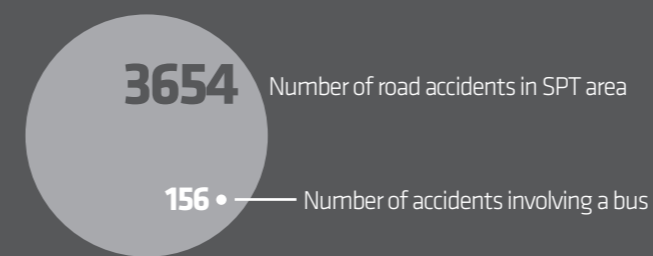
Scotland-wide



● Not delayed
● Delayed

Source: Scottish Household Survey Travel Diary 2014. Congestion delays experienced by drivers.

Road safety



↘ 4%

decrease in the number of road accidents involving a bus in the SPT area in the past year

Source: Reported Road Casualties Scotland, 2014.

Rail patronage

62.6 million passengers in 2015/16



Source: Scotrail

Access for all

Improving access for all residents and visitors to healthcare, education, employment and other every day needs by supporting socially necessary transport services, investing in accessible infrastructure and vehicles, improving travel information and providing journey planning advice and helping to make travel more affordable.

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



Socially necessary transport

In 2015/16, SPT supported more than 140 local bus services carrying 5.61 million passengers – a one per cent increase on the previous year. These services provide transport for SPT area residents to undertake every day activities like getting to work or college, shopping or attending healthcare appointments. SPT supports local bus services across the SPT area, from remote rural areas to towns and villages to urban neighbourhoods.

SPT seeks, within available budgets, to provide local bus services where and when the commercial market does not make provision – as such, SPT increased supported bus mileage in the SPT area to 7.9 million miles in 2015/16 to accommodate some of the continued contraction in the commercial market. In 2015/16, about 30 per cent of services registered in the SPT area were supported either partly or wholly by SPT.

All vehicles used on SPT supported services must be modern, low-floor buses to improve accessibility for all passengers.

School transport

SPT has a significant role in ensuring children in our area are able to get to school safely and on-time. We deliver school transport on behalf of 11 of our 12 partner councils, with one school child in every seven in our area travelling to and from school on our managed school bus service. In addition, SPT service compliance officers made 1174 on-site inspections at schools and inspected 3077 vehicles operating on school bus contracts, thus ensuring that children are travelling to school on safe, reliable vehicles as set out in conditions of the 1300 schools transport contracts managed by SPT in 2015/16.



Community transport

SPT continues to support and co-ordinate the development of Community Transport throughout Strathclyde as the need for these flexible, accessible and affordable services grows against the backdrop of an ageing population and resources becoming tighter.

The work of the West of Scotland Community Transport Network, which is a partnership between SPT and the Community Transport Sector, continues to grow with 23 member organisations which is over a third of the community transport organisations in the west of Scotland. The Network aims to bring co-ordination, enhanced quality and better use of resources within the Community Transport sector.

SPT's Community Transport Public Social Partnership (PSP) continues to be successful with the design, development and piloting of demand responsive transport services. The PSP is also continuing to capacity build the Community Transport Network through training, IT scheduling software and a volunteering and employability programme.



SPT's exemplar work in community transport recognised

SPT's work in Community Transport Public Social Partnership (PSP) was recognised with a Scottish Social Enterprise 2015 Award at an event held in the Scottish Parliament.

SPT won the 'Buy Social' – Market Builder 2015 Award acknowledging the partnership working, through the PSP model, between SPT and the community transport sector, specifically the support SPT has provided to the sector in helping it to grow and develop.

These annual awards recognise innovation and success in social enterprise and are an opportunity to showcase how social enterprises are improving Scotland's economy and society.

Nominated for the award by Ready for Business, SPT was praised for: "...its clear evidence of commitment to partnership and co-planning of service design; articulation of the steps taken to improve the community transport infrastructure; overcoming significant cultural and organisational challenges; and evidence of improved commitment to developing social enterprise as a business model."

SPT's transport development officer Graham Dunn and PSP co-ordinator Robert Mackenzie collected the award from Deputy First Minister John Swinney.



MyBus

SPT continued to provide MyBus services for residents with a mobility issue or without ready access to traditional public transport services. For many SPT-area residents, getting out and about to do every day activities like shopping and socialising would be a massive challenge without the door-to-door MyBus services. MyBus enables its users to live more independent lives in their own communities.

We continue to improve access to the service. The online MyBus booking facility now accounts for 10 per cent of all reservations. This follows investment by SPT to provide a dedicated web-based booking system which is available 24 hours a day. Nearly 90 per cent of passengers using the web booking service rate their booking experience as easy or fine.

While experiencing growing numbers of online reservations, the vast majority of MyBus trips are still booked by telephone. The number of passenger trips on MyBus continues to rise with over 490,000 passenger journeys made during 2015/16.

SPT has also invested in on-vehicle technology for our MyBus drivers, enabling the service to be run more efficiently. Each driver now has a mobile device which allows enhanced communications with our MyBus control room and also provides live tracking and GPS information. This means that it is now easier for our low-floor accessible vehicles to pick up additional passengers en route to a destination as we can track where the bus is.

MyBus passengers make use of the demand-responsive and door-to-door service for a variety of reasons, including trips to social clubs, shopping, visiting friends and health appointments. We continue to receive regular positive feedback from passengers, with more than nine in ten rating the service as punctual, clean and suitable for their needs.



MyBus cannot be bettered!

Of the 490,000 passengers carried on MyBus this year, one of its most regular users explains what the service means to her.

Mrs Margaret Gibbons from Kilmaurs in East Ayrshire has been using MyBus since 1996. For Mrs Gibbons to take a taxi the short distance from her house to the town centre would cost £8 each way, making running errands and keeping appointments costly and unrealistic.

Mrs Gibbons said:
 "I always joke with people when they say MyBus – it's not your bus, it's my bus! But really, it is very important that it's kept going. People like myself would be at a loss without it.
 "I use it for everything from dental appointments to going to the cobblers...you name it. I feel younger than my age and I think that's because I like to keep busy. MyBus gives me a lifeline in that respect.

"I'd suggest that people new to the service be flexible and adaptable. That really helps in making MyBus work for you.

"Other than that I just need to keep saying – there's no room for improvement and in my book, MyBus could not be bettered!"

Passenger feedback from anonymous survey

"It must be one of the **best run services** in Scotland, so many people rely on it who would otherwise be prisoners in their own homes."

Male, 60-75, using MyBus >5 years, using web booking >1 year

"[The] drivers are the salt of the earth, so helpful and obliging without their assistance a lot of passengers would not cope. This is one of the **best services that I can think of**, well done to all concerned."

Male, 60-75, using MyBus >5 years, using web booking >1 year

"The **buses are excellent** for my needs, easy access and a very comfortable journey. **Drivers are brilliant** very patient and very helpful. All in all **a superb service, well done SPT.**"

Male, 60-75, using MyBus >5 years, using web booking >1 year

"I would just like to **thank you for having the use of MyBus** everyday. Without the use of MyBus service I would not be as independent as I am.

Male, 17-35, using MyBus 1-5 years, using web booking >1 year

"**Good, helpful service**, without which I would be unable to visit a sick relative"

Female, 76+, using MyBus 1-5 years, using web booking >1 year

Improving access to healthcare

Improving access to health care is essential to realising better health outcomes for SPT residents.

SPT continues to support a variety of transport services providing access to healthcare facilities. SPT-supported local bus services serve major hospitals across the SPT area, often providing the only public transport services in the evenings or Sundays for staff, visitors or patients.

MyBus provides door-to-door services for hospital visits and some types of medical appointments, among other journey purposes. SPT supports Community Transport schemes that improve access to healthcare facilities including the North Ayrshire and Arran hospital escort service and the Ardgowan Hospice Patient Transport Service.

SPT continued to work with the NHS and Traveline Scotland to ensure NHS staff and hospital patients and visitors have access to up to date, high quality journey planning and travel information. This includes funding a dedicated 'travel to hospitals' section on the Traveline Scotland website and app, providing local bus information and maps for transport hubs at hospitals including Arrivals Square at the Queen Elizabeth University Hospital.

It also promotes more affordable travel at NHS travel clinic events for NHS staff through use of ZoneCard or Subway SmartCard and supports the delivery of NHS staff travel plans. Additionally, SPT continued to work with Ayr and Ailsa Hospitals to provide improved bus passenger infrastructure within the hospital grounds.





Encouraging independent lives

'Talking Bus' provides audio-visual announcements of present and upcoming bus stops for the visually-impaired, an initiative SPT embarked upon with Guide Dogs Scotland.

This service is helping to transform bus travel for visually impaired people. Buses play a vital role in enabling disabled people, including those with sight loss, to live more independent lives.

However, the worry of being unsure if you have caught the right bus, where you are on your journey, or when your stop is coming up, puts many people off using them. Audio-visual next stop and final destination announcements (AV) are therefore essential.

This will enable people who are blind or partially-sighted to use buses with confidence, as well as improve the experience of bus travel for all passengers, including elderly people, commuters and tourists.



Accessible buses and infrastructure

During 2015/16, SPT purchased 11 Optare Solo buses at a cost of £1.27 million for use on SPT-supported bus services, both for MyBus and local services.

As well as being fully accessible, with Euro 5 emission standards, SPT specified that the buses came kitted out for being 'Talking Bus' friendly as standard.

The purchase of these buses and leasing them to contractors to deliver services is a much more cost effective option and has greatly enhanced the quality of the overall bus fleet in the SPT area by introducing more accessible, low-floor buses on various routes.

Affordable and concessionary transport

The Strathclyde Concessionary Travel Scheme is administered by SPT on behalf of our 12 constituent councils. The Scheme provides reduced fares on rail, Subway, and ferry for people with assisted special needs, both physical and cognitive and the older community. In 2015/16, an estimated £9 million was saved by those eligible on the cost of ferry, rail and Subway travel.

In 2015/16 SPT Travel Card Unit processed 33,000 National Entitlement card renewals/applications (NEC's) for free bus travel, for eligible persons on behalf of our member councils. The Travel Card Unit handled 85,000 telephone enquiries from SPT residents throughout 2015/16.

Mobile travel centre

SPT's mobile travel centre provides travel information to more rural communities. Local rail, bus, express and long distance coach travel and local ferry information are offered by the mobile travel centre which made 326 visits in 2015/16.



Equal Access

All of the newly modernised Subway stations now boast significantly improved accessibility for all our passengers, including those with disabilities.

Following consultation with the RNIB, SPT has introduced "Maps for All". These are tactile maps at key stations to assist those with visual impairment and all ticket offices have induction loops for customers with hearing difficulties.

We have also introduced tactile paving on platforms at all stations, and intuitive way finding with specific signage at picture rail height in both written and icon graphics to assist those whose first language is not English and those with learning difficulties.



All station stairways have 30-point colour contrast stair nosings to assist passengers with visual impairment and additionally there are corduroy tactile strips at top and bottom of each staircase to assist visually impaired passengers locate stairs. We also have double height handrails which are non-reflective and not "cold to touch" to assist passengers with mobility impairment and also for children.

All this work in the Subway stations and at Buchanan Bus Station as well as the SPT website has led to SPT becoming the first transport organisation in Scotland to have attained Royal National Institute for the Blind (RNIB) accreditation for pan-disability, not just sight-related challenges.





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

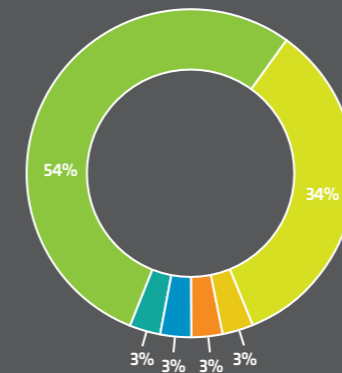
The key indicator for this outcome is the convenience of public transport. This measure will be affected by many issues including the penetration of the public transport network into communities, town centres and rural areas, the level of

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

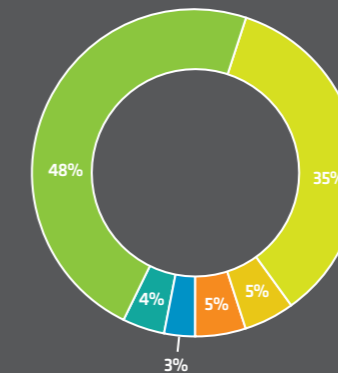
SPT's direct role in improving this measure includes supporting socially necessary transport services such as local bus, MyBus and Community Transport and school bus services; improving access to healthcare facilities; supporting more affordable fares; making travel information more accessible and delivering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

Convenience of public transport

SPT residents



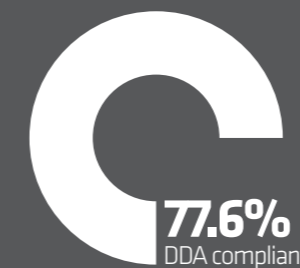
Scotland-wide



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

Source: Scottish Household Survey 2014

Accessible vehicles



100%

of SPT vehicles are DDA compliant

↑ 3.6%

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

Source: SPT Survey April 2016

Personal safety and security

Satisfaction with personal **safety and security** on **Bus**:

92%

of SPT residents feel personally **safe and secure** on the **bus** during the **day**

62%

of SPT residents feel personally **safe and secure** on the **bus** during the **evening**

Satisfaction with personal **safety and security** on **Subway**:

In station:



96% very satisfied
88% very satisfied

On train:



93% very satisfied
88% very satisfied

Source: Scottish Household Survey 2014 and SPT Survey 2015

Accessible travel information

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

Number of enquiries responded to:

Buchanan Bus Station	520,000
East Kilbride Bus Station	73,000
Greenock Bus Station	31,000
Hamilton Bus Station	56,000

Reduced emissions

Improving the environment by encouraging more sustainable travel behaviour, enhancing the range and choice of sustainable travel options and implementing carbon reduction measures across our organisation.



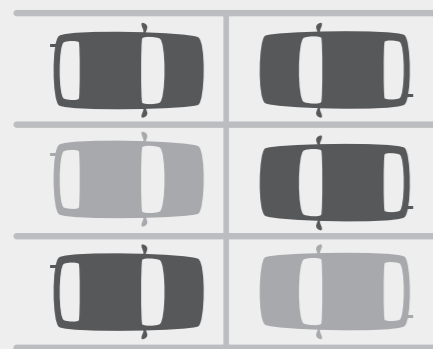
Park and Ride

SPT continued to work closely with our member councils to develop and deliver Park and Ride facilities throughout the region to attract more people onto public transport for at least part of their journey.

Key projects supported by SPT at Johnstone, Irvine and Blairhill were opened to the public in 2015/16, with around 350 additional park and ride spaces available for travellers wanting to access the rail network.

SPT Subway park and ride facilities at Kelvinbridge, Bridge Street and Shields Road continued to see growth in usage with more than 270,000 visits to our car parks – a 12 per cent increase on the previous year – helping to reduce congestion and emissions from private vehicles within Glasgow city centre, and beyond.

SPT also continued to invest in more fuel efficient buses for use on local services in the SPT area. SPT's work to modernise the bus fleet in our area has contributed to an eight per cent increase in the vehicles with engine emissions of Euro 3 or better standards.



12%

increase in Subway park and ride usage



Johnstone Park and Ride

The expanded facilities at Johnstone Park and Ride opened to the public in July 2015.

This strategic park and ride location attracts commuters from surrounding communities that do not have rail services and encourages more public transport usage for other types of journey purposes such as shopping trips outside peak travel times.

The expansion of Johnstone Park and Ride was delivered through a partnership between SPT, Transport Scotland, ScotRail and Network Rail and aligns with the rail service improvements between Glasgow and Ayrshire. SPT provided nearly £1 million in capital funding in support of the project.

Speaking at the opening of Johnstone Park and Ride, Transport Minister Derek Mackay said:

“This is one of the largest car parks on Scotland's rail network and the enhancements to this facility, funded through a partnership between Transport Scotland, SPT, ScotRail and Network Rail, are vital to cater for the increasing numbers of passengers using the station as part of their daily commute.

“This investment will also mean that local residents can look forward to reduced congestion from vehicles parking in the streets near the station.”

Active travel

SPT continued to make significant investment in infrastructure to assist pedestrians and cyclists, awarding capital grants of £2.8 million to our local authority partners in 2015/16. The majority of SPT grants for cycling infrastructure are matched with Sustrans Community Links funding, which makes possible the delivery of more strategic projects by maximising available funding.

In the past year, significant projects were completed across the region including two kilometres of urban segregated cycle route in Glasgow, linking communities in southwest Glasgow to the city centre, and extensions to cycling networks in Fairlie, Kilmarnock-Newmilns, Ayr-Coylton, Irvine, Ravensraig, Dumbarton and Cambuslang.

Additionally, SPT provided funding for projects designed to improve safety and connectivity of pedestrian networks including upgrading pedestrian crossings in East Renfrewshire and town centre improvement works in Kirkintilloch, East Dunbartonshire.



over **5600**

number of registered JourneyShare members



SPT supports the Scottish Government's vision of

10% of everyday journeys to be made by bike by 2020

Changing travel behaviour

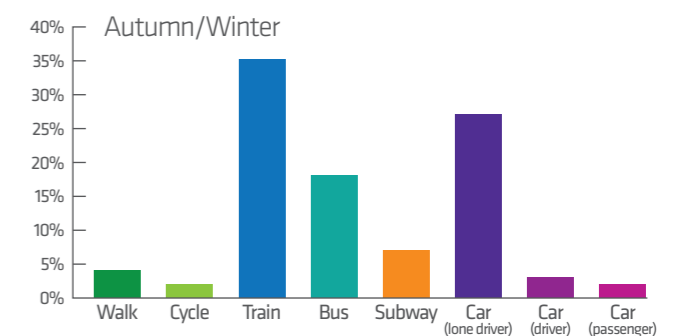
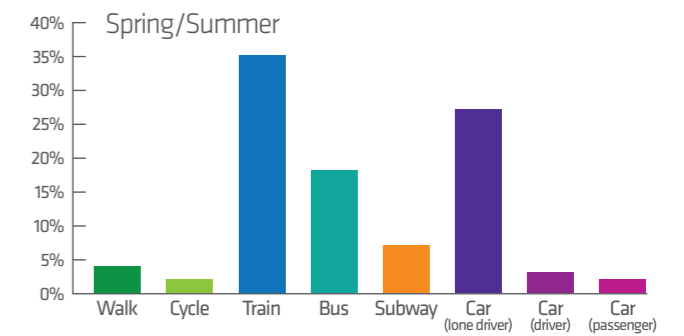
SPT JourneyShare is the regional car sharing scheme delivered in partnership with UK umbrella group Liftshare, enabling participants to save on CO2 emissions, fuel spend and other costs. The scheme grew to 5,600 registered users in 2015/16 – an increase of 22 per cent over the previous year. Major employees participating in JourneyShare include Glasgow Airport, NHS Greater Glasgow and Clyde, local authorities, universities and colleges.

The Sustainable Travel Grant Scheme provided funding for several initiatives to promote active travel and public transport including equipment such as mounted cycle racks to be used by NHS staff cycling to work, updated Glasgow City Council's Spokes Cycling Map and promotional items to encourage walking among students and staff at University of West of Scotland and Glasgow Caledonian University.

The Sustainable Travel Group met twice in 2015 in May and December to provide updates and share best practice with colleagues across local authorities, health boards, higher education institutions, and other employers and organisations.

SPT continued to promote the Cycle to Work and season ticket loan schemes to help our staff make more sustainable travel choices for their journeys to work. Upwards of 60 per cent of SPT staff use public transport to get to work everyday

Staff travel survey modes of travel



Reducing Subway emissions

SPT manages large volumes of water within its Subway tunnel network which is removed from the tunnel network through a pumping system.

Working with Glasgow Caledonian University through a Knowledge Transfer Partnership, we have established a project to review the existing water ingress in the Subway tunnels and the potential to use the waste water and transform it into a sustainable heat source for the Subway station.

Another project to recycle the air from the tunnels where there is a constant air flow especially during the day, generated by the movement of the trains, is being looked at as another viable energy source for stations.

We have run two trial installations, one using the water and one using the air as a source to provide heating, cooling and domestic hot water at two Subway Stations.

At St. George's Cross station, we use a water source heat pump (WSHP) to recycle the water from the tunnels to heat the station's premises and provide the domestic hot water.

At Bridge Street station, we use an air source heat pump (ASHP) to recycle the air from the tunnels for the same reason.

These new heating systems have reduced running costs by two thirds compared to the old electrical heating system. The project is now looking to establish a programme that SPT can roll out across their system which would see renewable heating in almost all stations as well as the potential opportunities to exploit this energy in the long term on a commercial basis.



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

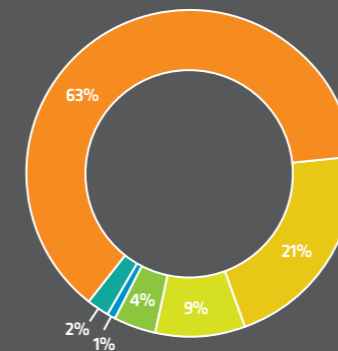
The key indicator for this outcome is the share of all journeys that are made by different modes of transport. This measure will be affected by many issues which reach across all aspects of the transport network and travel behaviour. There has been little change in main mode of travel figures over the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

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

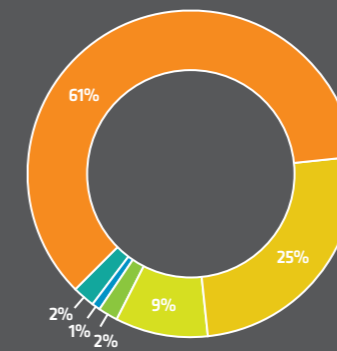
SPT's direct role in improving this measure reaches across all areas of our work, but those most focused on this outcome includes supporting more journeys to be made by walking and cycling; supporting more sustainable travel behaviour; investing in cleaner technologies, fuels and vehicles; and encouraging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

Main mode of travel

SPT residents



Scotland-wide



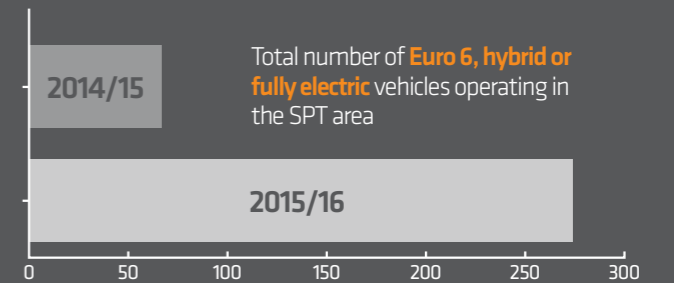
- Car (driver/passenger)
- Walking
- Bus
- Rail
- Cycling
- Other (incl. ferry)

Source: Scottish Household Survey Travel Diary 2014

Reducing carbon emissions

5.4%

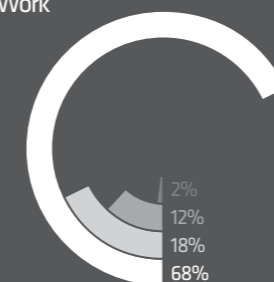
Increase in proportion of buses operating in the SPT area that are Euro 3 or newer over the past year



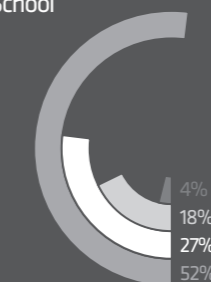
Source: SPT survey April 2016

Usual method of travel by journey purpose

Work



School



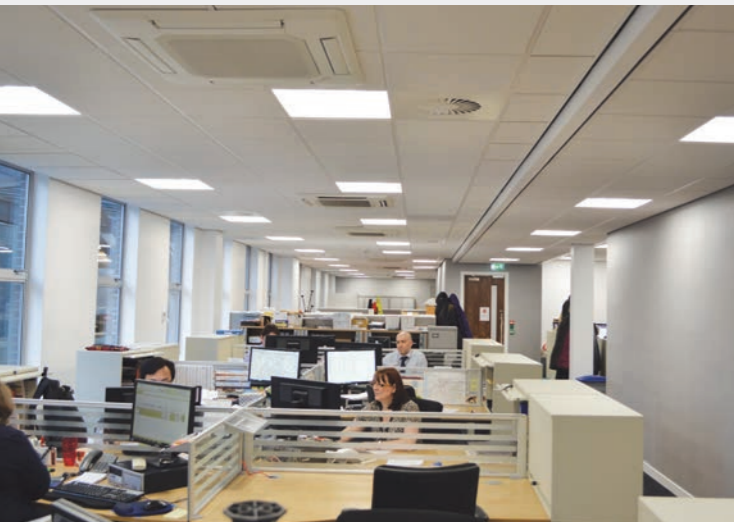
- Car
- Public Transport
- Active Travel
- All others

Source: Scottish Household Survey 2014
*Other modes include taxi, motorcycle etc.

Improved service delivery

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

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



Property

131 and BBS moves

This year saw a big move for SPT staff to new headquarters at 131 St Vincent Street and a major refurbishment of office space at Buchanan Bus Station (BBS).

The design of the new offices was to bring all facilities up to the same specifications as facilities at Broomloan Depot where Subway operations and the modernisation project team are based.

Both 131 and BBS feature open plan floor layouts, modern furniture, concealed desk cabling and automated lighting and temperature controls designed to make the work space as attractive and comfortable for staff as possible. We have also improved staff welfare facilities in the new offices with improved kitchen facilities, break-out areas and showers.

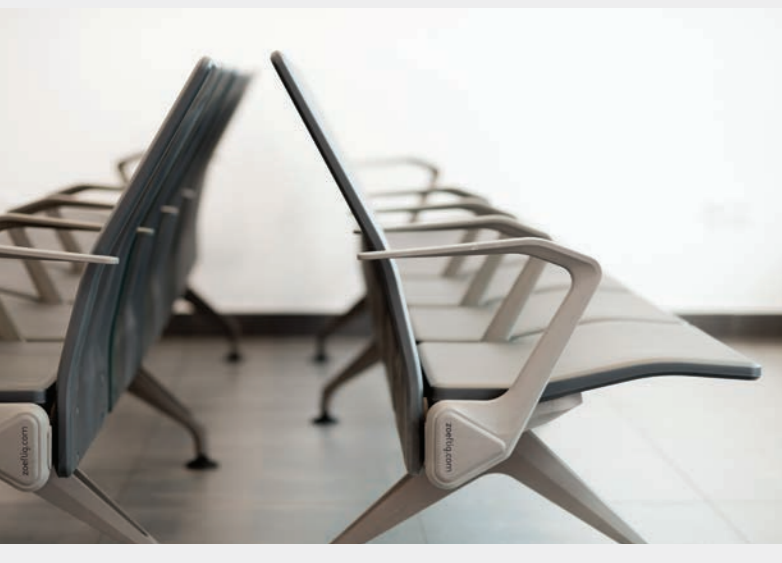
At our main headquarters at 131 we have introduced better facilities for cyclists such as drying lockers and bicycle stands for up to 12 bikes.

BBS is also home to the new dataroom which will support SPT's IT server estate.

Across all our new offices, SPT is working to introduce a new paper light environment and ensure that we all strive to work more effectively and efficiently.

All staff are aware and supportive of this emphasis on minimising paper and keeping desks clear across all SPT properties. Storage is significantly reduced in both BBS and 131, so staff are encouraged to ensure that all essential documents are held electronically where possible.





Procurement

As part of SPT's ongoing commitment to business improvement and achieving the best value for the public purse, we have undertaken an extensive review of our procurement processes during the last 12 months. This has led to the development of our Procurement Strategy which we are now actively implementing.

The driver for this review was to ensure all of our procurement activity meets the following criteria:

- Compliant
- Commercially effective
- Professional
- Responsive

Working with departments across the organisation, our procurement team has helped to develop more bespoke solutions for individual business areas and projects. This has involved extensive staff training.

We have also been preparing to be fully compliant with the Scottish Government's Procurement Reform Act which comes into force in April 2016. One element of this has been the introduction of a new e-tendering process for all contracts including our subsidised bus contracts.

Moving this essential component of SPT's operations to a fully online process will deliver significant benefits in time and efficiencies. The change to the new e-tendering process is on-going and involves a dedicated programme of training, both for our staff and operators.

1 April 2015 – 31 March 2016

- **Total procurement spend** £90.9 million

Number of EU contracts awarded in 2015/16:

- **9 non-bus** at a value of £178.5 million
- **613 bus** at a value of £23.4 million

Savings achieved in 2015/16:

£807,581



Business Improvement

SPT has committed to developing a corporate wide Business Improvement (BI) Team to drive forward business efficiency, flexibility, openness and also provide the platform for sustained growth.

The team has been tasked with reviewing all internal processes and lead SPT through an ambitious digital transformation programme, making many of our key systems and services digital so they become simpler and easier to use as well as realising efficiencies throughout the organisation.

To date, the BI team has developed a platform to host Subway Control Room logs which capture failures and delays as well as equipment faults. Implementation of the logs has been well received by staff and the team is now looking at expanding into other areas of Subway including Engineering and Human Resources to refine their recording of data.

They have also created a visual interface to various Subway datasets and a Corporate Reporting Portal which allows senior management to access information instantly that was previously only available through team generated reports. This has greatly increased the understanding of the Subway system and its usage by the public.

With the introduction of the new ticketing system for Subway, the BI team identified that the best way to capture cash reconciliation information was through a web based application and to remove the paper element of this process known as waybills. This has vastly streamlined the process of getting information to the admin team and onto finance resulting in improved accuracy and a reduction in time taken.

This system has now been scaled up to incorporate travel centres through a new interface which has been developed in-house. This has resulted in a 50 per cent reduction in staff processing time, freeing them up to complete other duties.

OPUS

The BI team developed SPT's own in-house service update system which alerts the operations team and on duty press officer to problems in the system resulting in service suspension so real information in real time.

Previously provided by a third party system, the service came with a £6000 annual fee and required a £16,000 upgrade cost and had only a single user licence. The BI team brought this in-house using a cutting edge interface which allowed unlimited users to access the system, ensuing a savings cost to the organisation in both upgrade cost and annual fee.



Our people

As at 31 March 2016, SPT employs 551 people with a total of £22.386 million staff related costs.

SPT is committed to ensuring that it fosters a diverse workforce, reflective of the communities we serve.

As part of SPT's Equality Action Plan, we actively identify ways to bring together people from a range of backgrounds, with different skill sets and a variety of experience.

SPT believes that having different viewpoints, knowledge and expertise enables us to continually find better ways of working – making us more effective and efficient.

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



Learning and Development

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

SPT invested £136,425 in staff learning and development over the course of 2015/16 with the aim of enabling our people to perform their roles safely and efficiently. It ensures that their skills keep pace with good practice and technological change to meet the standards demanded by our customers.

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

Customer care

SPT works hard to provide a clean and safe environment for its staff and passengers.

Safety is of paramount importance across SPT in both Subway and bus operations. SPT has an exemplary track record in Health and Safety and takes its responsibilities to maintain this very seriously.

The Customer Standards department ensures that these standards are maintained across the SPT infrastructure and estate. Working closely with colleagues in Operations, both teams carry out regular risk assessments to identify possible hazards, taking immediate action to mitigate against these.

All staff, working at every level across SPT, are actively encouraged to identify and report any risks to ensure potential issues are dealt with swiftly.

The Customer Standards department is responsible for ensuring these issues are responded to in a timely manner, deploying an in-house facilities management team to deal with these reactive situations and planned preventative maintenance.

This year, the department also undertook demolition work for the refurbishment of Buchanan Bus Station offices and organised the move from Consort House to the new headquarters at 131 St. Vincent Street.

The team also completed refurbishment work in the workshop area in Broomloan and are currently in the process of completing work in office areas of Broomloan.

Working with a team of six across 15 stations we have staff available at all times during the key operating hours of the Subway.

In 2015/16 the facilities team responded to more than 3000 calls.



Advancing equality

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

SPT continues to work with a range of equality organisations and partners across the transport sector to ensure our services and facilities are responsive to customer needs.

During 2015/16 SPT held discussions with NHS Greater Glasgow and Clyde Health Board and Alzheimer Scotland to promote greater awareness of the transport needs of people with dementia and help support the emerging Dementia Friendly Glasgow Strategy.

We have also worked with Sense Scotland to deliver inclusive training to Subway staff to raise awareness and educate staff in assisting people with complex communication needs.

SPT also works closely with local equality groups including Equality Forums in West Dunbartonshire and East Ayrshire and has also provided support for the roll out of North Lanarkshire's Youth Strategy.

SPT has recently reviewed its website and marketing material to ensure that it is clear, attractive and accessible to all.

SPT has also updated its procurement strategy and capital programme process to ensure the needs of all our customers are taken into account when delivering transport projects.



Communicating with staff and stakeholders

SPT communications consists of a small team of two communications officers and an in-house marketing and digital team of five.

The communications officers deal with all media, direct public and internal communications providing a 24/7 service with marketing and digital producing all advertising copy and campaigns in house and looking after social media during office hours.

To communicate effectively with customers, SPT utilises a range of communications tools across print, online and social media to:

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

In 2015/16, the communications officers for Subway and Bus operations dealt with 123 media enquiries issuing statements in response to protect SPT's reputation.

Thirty-three news articles were published on our customer facing passenger website and 32 on the SPT corporate website. That was aligned with 115 news updates to the staff intranet.

Social media

Social media continues to be an essential and cost effective way of communicating with customers and continues to be a key thread of our overall communications strategy.

Our Twitter accounts continue to grow with @GlasgowSubway boasting more than 16,500 followers; @GLASubwayTravel keeps more than 3250 followers updated on Subway services 24/7; and @SPTCorporate attracting 307 followers.

Upper Circle activity

The Upper Circle is available exclusively to Subway Smartcard customers and offers discounts and offers from a range of partner organisations.

More than 3366 customers have signed up with 29 businesses accessible by Subway now offering special deals to Smartcard holders.

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

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

Investing in our staff



increase in learning and development investment

Communicating with our customers and staff



increase in @GlasgowSubway twitter followers on 2015/16



increase in website hits on 2015/16



decrease in intranet visits on 2015/16

Responding to customer requests



compliance rate for responses to Freedom of Information requests



of complaints answered within five days

Working in partnership



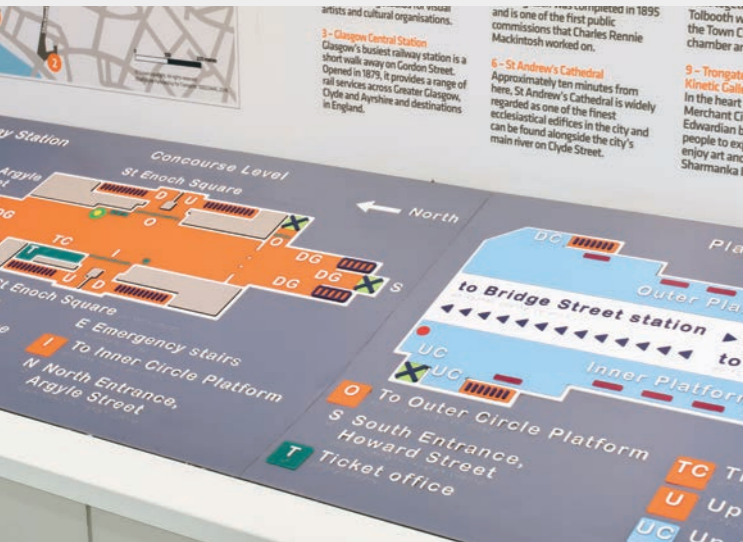
British Transport Police
Working together to ensure safe travel for passengers



NHS
Improving access to healthcare essential to ensure better health outcomes for SPT residents



Royal National Institute for the Blind
Improving accessibility for all our passengers



Sustrans
Promoting active travel and working in partnership to change travel behaviour



Glasgow School of Art
Reimagining the future of the transport system and the service for passengers



Guide Dogs Scotland
Encouraging independent lives



Glasgow Caledonian University
Finding renewable energy resources to reduce our carbon footprint



Sense Scotland
Supporting SPT to communicate better with everyone



Abellio
Progressing integrated Smart ticketing options for passengers



Online

Follow us on twitter at  @SPTcorporate or visit our website 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

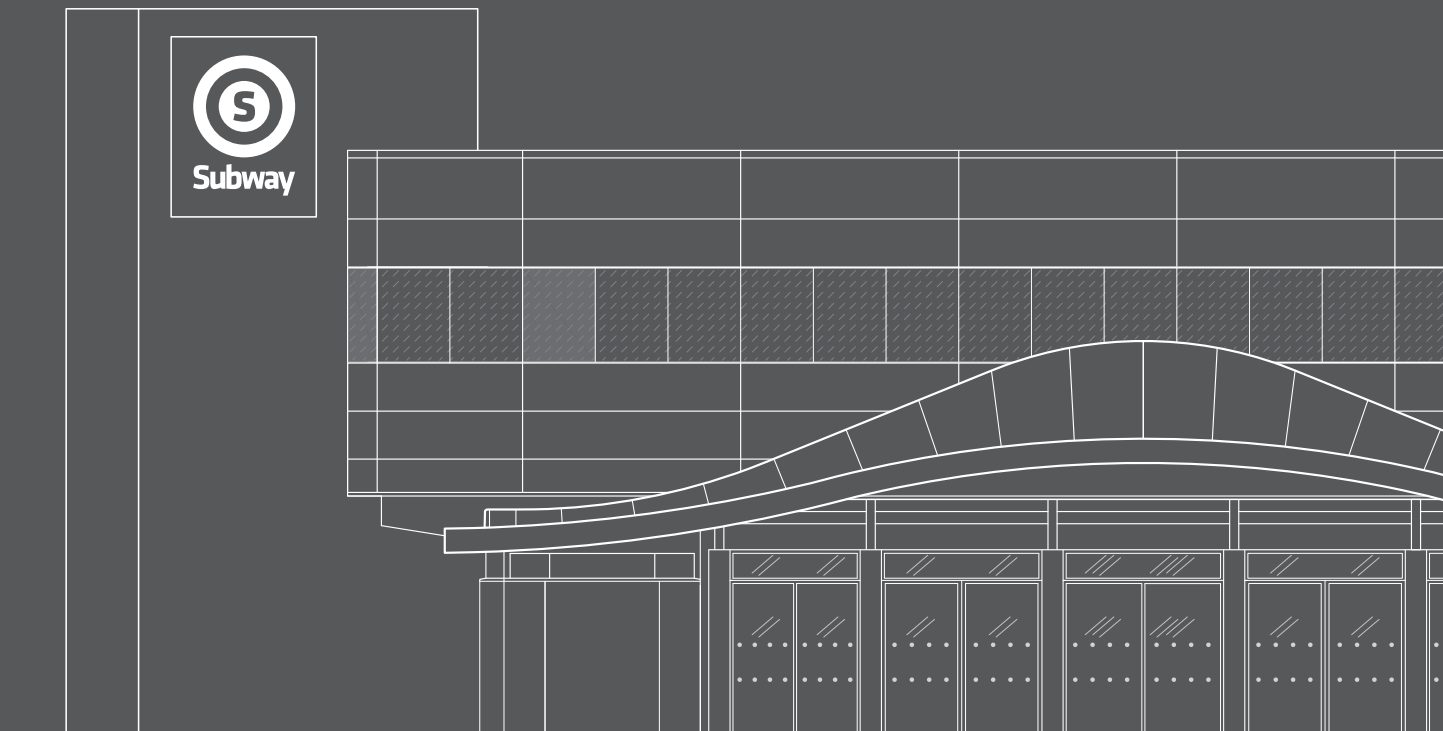
If you have an enquiry relating to any of our services please send it to:
enquiry@spt.co.uk

By post

Write to us at:

**Strathclyde Partnership
for Transport**

131 St. Vincent Street
Glasgow G2 5JF



Find out more about what SPT is delivering in your local area at
spt.co.uk/transportoutcomereports