



Strathclyde Partnership for Transport

Appointed Member Recruitment

Information for Applicants

Closing Date:

Noon, Monday 17 February 2025

Please email your application to Pamella.Lawrence@spt.co.uk

WELCOME FROM THE SPT CHIEF EXECUTIVE, Valerie Davidson & SPT CHAIR, Cllr Stephen Dornan



Dear Applicant

As Chief Executive and Chair of SPT, we are delighted you have expressed an interest in joining the Regional Transport Partnership for the West of Scotland. I am sure you would find SPT to be an interesting, stimulating and engaging appointment.

The Partnership is a blend of 20 elected members and between 7 and 9 appointed members. This blend ensures that matters considered by the Partnership are assessed from a wide range of perspectives. We work with a range of stakeholders across the region, all aiming to ensure that transport provision is at the forefront of decision making. Transport is a key facilitator in every aspect of society, from contributing to economic generation, access to vital services, improving our environment and maximising opportunity of life.

Now is a really exciting time to shape transport in the west of Scotland – SPT is progressing with a number of work streams including the development of its regional bus strategy leading to bus reform, and also leading the case for investment of the Clyde Metro project – a nationally agreed priority to deliver a more integrated multi modal transport network. You could be part of the continued improvement of transport including the modernisation of the Glasgow Subway, making a difference to bus services, and improving public transport infrastructure. These projects improve people’s lives. At SPT, we are committed to ensuring that transport improves lives. We need Board members to champion the need for public transport to be a priority.

We are looking for a broad range of skills and not simply transport experts. You will need an ability to work within a team to be an effective Board member. We value a variety of experiences, particularly those who can bring knowledge and experience of working at board level within large private, public or voluntary sector boards, can demonstrate financial acumen recognising the challenges of delivering public services in a financially constrained sector, can demonstrate experience of partnership working and strong collaboration, and bring knowledge and contributions to support how we could maximise commercial opportunities. As a Board member, you would have the opportunity to receive training in areas which the SPT Board have a role in, e.g. audit, corporate governance and project delivery.

The key skills really boil down to whether you can objectively and constructively question, think strategically and in general, work with others to make public transport better.

We look forward to receiving your application and the possibility of working with you to ensure SPT’s role and voice is heard in making significant improvements in all our communities.

THE APPOINTED MEMBER ROLE

It is important that Boards have members with a variety of different skills and experience which will enable the Board to work effectively. It is unlikely that anyone joining the Board will have all the skills, knowledge and experience necessary to fully carry out the role from the start of their appointment. What we are looking for is individuals who can put their skills, knowledge and experience to use for the benefit of the Board, and who have the capacity and commitment to grow and develop into the role.

Appointed Members act in a “Non-Executive” capacity and in doing so can demonstrate an ability to consider all issues impartially.

You will work with the Chair and other members of the SPT Partnership to:

- Maintain public confidence in the organisation as a public body and ensure the Board acts in the best interests of public transport users
- Ensure the Board develops vision, strategies and clear objectives to deliver organisational purpose in the context of Scottish Government’s national transport policies and priorities, and the Statutory Regional Transport Strategy
- Account individually and collectively for the effectiveness of the Board and its accountability for governing the organisation
- Provide purposeful scrutiny and assurance on the decisions the Board makes, ensuring the appropriate systems are in place to hold the executives to account rigorously and effectively
- Chair or participate as a member of committees as part of the accountability processes within the Board
- Actively support and promote a healthy culture for the organisation and reflect this in their own behaviour
- Uphold the highest ethical standards of integrity and probity – being honest and trustworthy – and comply with the SPT Partnership’s Code of Conduct (which can be accessed via: <http://www.spt.co.uk/corporate/about/standards-responsibility/corporate-governance/> derived from the nine principles of public life set out by the Committee on Standards in Public Life (based on the Nolan Principles): <https://www.gov.uk/government/publications/the-7-principles-of-public-life/the-7-principles-of-public-life--2>)

Impartiality and objectivity is key to being an effective Appointed Member of SPT.

FREQUENTLY ASKED QUESTIONS

Do I need to be an expert in transport?

No. We are looking for people with a wide range of skills and backgrounds with good common sense who are sensitive to the diverse needs of people in their communities, and who objectively consider and reason with different perspectives.

I have not been on a Board before – does this matter?

No. What we are looking for are people who can contribute effectively to the Board, but the skills you bring may have been developed in quite different contexts.

Will I be provided with training and support?

Yes. We will give you the time and opportunity to learn the new skills you may require. You will be working as part of a team and will be able to get expert advice on difficult or complex issues. You will be provided with induction tailored to suit your own particular needs.

What would I be paid?

This role is not remunerated, but reasonable expenses incurred in attending meetings will be reimbursed.

What would my time commitment be?

By the nature of an Appointed Member role, the time commitment will vary week to week, but you must be able to make a firm commitment to attend up to 12 meetings per annum (approximately 1-2 hours per meeting). This time will be a mix of daytime Board meetings, committee meetings, reading documents and attending stakeholder events. You will need to have flexibility in order to attend at a frequency supporting the Board's ongoing business needs.

How long would my appointment be for?

The term of appointment will be for up to four years. When a term comes to an end, the skills the Board requires will be reassessed. If you satisfy the requirements of the new person specification at that time, and there is evidence of your effective performance, the SPT Partnership may consider reappointing you for a further term.

Where would I be based?

Meetings for the Board will normally be held in Glasgow, but may on occasion be held elsewhere across the West of Scotland. All SPT Partnership and Committee meetings are also held on a hybrid basis. Recordings are published on the SPT website.

THE PERSON SPECIFICATION

It is important that Boards have members with a variety of different skills and experience which will enable the Board to work effectively. It is unlikely that anyone joining the Board will have all the skills, knowledge and experience necessary to fully carry out the role from the start of their appointment. What we are looking for are individuals who can put their skills, knowledge and experience to use for the benefit of the Board, and who have the capacity and commitment to grow and develop into the role.

Previous experience of public transport is not essential. However, you should be enthusiastic about using your expertise to help provide safe, effective and integrated services.

Critically, Appointed Members must be able to consider matters strategically and form an objective perspective to ensure good decision-making.

As a member of the Board, you will not only need to have the right skills, knowledge and experience for the role, but also be able to demonstrate behaviour aligned to these values, which are:

- dignity and respect
- openness, honesty and responsibility
- quality and teamwork
- impartiality
- be customer focused

SPT has a number of vacancies for people who are interested in becoming an Appointed Member of the Board and who share these values. It is expected that the evidence you provide against the essential requirements at each of the required stages, as set out on the following pages, will also draw out how your behaviours and approach have been guided by these values; and this will be tested throughout the process.

The following tables list the skills, knowledge and experience we are seeking for this post and indicate how and at which stage in the process each of the criteria will be tested. There are five essential criteria that are applicable. You may have a natural aptitude in these areas and/or have developed them in an organisational management setting; by being active in your community; by working in the voluntary sector; or through other personal experience.

Essential Requirements of the Role

What does this mean?

How will this be tested?

Ability to communicate effectively

- Being focused and succinct in your communication, with active listening skills – showing you are taking into account what is being said;
- Able to effectively express views and opinions in a group setting;
- Being engaging and enthusiastic; and
- Able to adapt your style appropriately for different situations.

From the completion of your written application and through your responses to the practical exercise and during the interview.

Ability to influence decision making and challenge constructively

- Being constructive, confident and objective in questioning proposals and debating issues;
- Challenging the status quo and encouraging new thinking;
- Helping others to consider their own position in a constructive and non-confrontational way; and
- Willingness to accept a collective decision even if it goes against a personal view.

We want you to demonstrate in your written application how you meet this criterion. We will also have a follow up discussion with you at the interview.

Ability to build effective relationships with people who have competing interests

- Appreciating the knowledge/skills of colleagues;
- Building relationships with others in order to deliver shared objectives;
- Actively seeking out the views of others;
- Showing respect for others who may hold a different viewpoint; and
- Striving to achieve a workable solution.

We want you to demonstrate in your written application how you meet this criterion. We will also have a follow up discussion with you at the interview

Ability to analyse and review complex issues

- Comparing information from different sources to gain a wider understanding and inform decision making;
- Being able to identify key points of detail which are critical to decision making;
- Being able to balance a number of different considerations;
- Recognising when information is limited and when more information might be needed; and
- Identifying the implications associated with what you are considering, such as priorities, risks, opportunities etc.

We will ask you to complete a practical exercise as part of the interview, which will allow you to demonstrate this skill. We will also have a follow up discussion with you at the interview.

Ability to contribute to 'bigger picture' (e.g. strategic) thinking

- Understanding the importance of strategic planning;
- Being able to see the “bigger picture” when considering issues and topics;
- Identifying relevant implications from what is being considered and identifying challenges and risks where appropriate;
- Seeing beyond your own personal experience and giving consideration to other information and views; and
- Looking ahead and considering issues within different timeframes and able to consider different options for the future.

We will ask you to complete a practical exercise as part of the interview, which will allow you to demonstrate this skill. We will also have a follow up discussion with you at the interview

Specific Experience or Skill

SPT has identified a broad range of experiences and skills which it believes are valuable to the Board, including:

Commercialisation of Public Sector Opportunities
Customer Engagement
Digital Strategy
Financial Acumen at Strategic level
Freight
Human Resources
Legal
Local Government Management
NHS Management
Organisational Change and Transformation
Planning
Strategic Regional Economic Development and Policy

If you wish to highlight how you would bring these skills to the Partnership, please do so.

THE SELECTION PANEL

The selection panel will comprise of SPT's Recruitment Committee:

- Cllr David Wilson, Recruitment Committee Chair & SPT Vice Chair;
- Cllr Stephen Wilson, SPT Chair;
- Cllr Alan Moir, SPT Vice Chair;
- Cllr Maureen Devlin, SPT Partnership Board member; and
- Cllr Roza Salih, SPT Partnership Board member.

To make sure that the process is transparent and to guard against impropriety or the appearance of impropriety, the Recruitment Committee will declare if they know anyone who has applied for the Appointed Member role.

THE ASSESSMENT PROCESS

The Interview

As part of the interview, you will be asked questions in order to allow you the opportunity to demonstrate that you meet the requirements of the role. The interview will be held in Glasgow. The interview will seek to explore the "how and why" of your application.

Telling you about progress

Applicants who are not shortlisted will be advised of the outcome of their applications in writing. Feedback will be offered to all applicants who are interviewed. Feedback will be based on the assessment of your merit in relation to the skills, knowledge and experience required by the person specification.

Expenses for attending interviews

If you are invited for interview, you can claim for reasonable expenses incurred in attending. We expect the most efficient and economic means of travel to be used and reimbursement will normally be restricted to that amount.

Nationality

If you are a non-British national you can apply for, and be appointed to, the Boards of Public Bodies. However, you must be legally entitled to work in the UK.

Valuing Diversity

SPT is committed to diversity and equality. We value very highly the benefits of having different experience and points of view on our Board. Accordingly, we hope to receive applications from a wide range of talented people irrespective of their religion or belief, gender, age, gender identity, disability, sexual orientation, ethnic origin, political belief, relationship status or caring responsibilities.

Accessibility to public appointments is a fundamental requirement and the public appointments process promotes, demonstrates and upholds equality of opportunity for all applicants. SPT will always give consideration to disability-related reasonable adjustments that an applicant might request to enable them to demonstrate their merit and participate fully in the selection process. If you require any of the application pack documentation in an alternative format, please contact Valerie Davidson, Partnership Secretary at Valerie.Davidson@spt.co.uk

SPT particularly welcome applications from people with protected characteristics that are under-represented, such as women, disabled people, those from minority ethnic communities and people aged under 50. It is important to SPT that our Partnership Board is representative of the citizens of the region we cover.

Please do complete our Monitoring Form when you apply as this helps us to ensure that the appointments process is accessible to everyone.

Lobbying

Appointees should be aware of the terms of the Lobbying (Scotland) Act 2016 www.lobbying.scot.

What happens if you are appointed?

Should you be successful in becoming an Appointed Member on the SPT Partnership, some of the information that you have provided will be made public in an announcement about your appointment. This will include:

- your name;
- your current employer;
- a brief summary of the skills, knowledge and experience you bring to the role;
- a Register of Interest detailing all other public appointments you hold and any related remuneration you receive for them; and
- details of any political activity declared by you.

Support and Development

If you are successful at interview and accept the appointment, you will be contacted by the Partnership Secretary for a meeting to discuss what is expected of you and your individual role within the Board. You will also be invited to Board development training sessions, plus an induction session.

Disqualifications

The following paragraphs give an indication of the main circumstances where an individual would normally be disqualified from appointment:

- Anyone who, within a period of five years before the proposed date of appointment, has committed an offence in the British Islands for which they are sentenced to imprisonment (whether suspended or not) for three months or longer
- Anyone who has been dismissed from employment in a public body, except by redundancy
- Anyone who has been removed from office in a public body before the term of office expires
- Anyone who has been adjudged bankrupt and not been discharged; has had their estate sequestrated and has not been discharged; has entered into a trust deed with their creditors and not been discharged; is the subject of a bankruptcy restrictions order, or an interim bankruptcy restrictions order, made under the Bankruptcy (Scotland) Act 1985 or the Insolvency Act 1986; or who is the subject of a bankruptcy restrictions undertaking entered into under either of those Acts
- Anyone who is or has been subject to a disqualification order or disqualification undertaking under the Company Directors Disqualification Act 1986 or the Company Directors Disqualification (Northern Ireland) Order 2002

- Anyone who is or has been removed or prevented from being a trustee of, or otherwise acting for or on behalf of, a charity (or body controlled by a charity) by a charity regulator or a court or tribunal in the British Islands
- Anyone who is or has been subject to a sanction under section 19(1) (b) to (e) (action on finding of contravention) of the Ethical Standards in Public Life etc. (Scotland) Act 2000

WHAT WE DO

Strathclyde Partnership for Transport (SPT) is the Regional Transport Partnership for the west of Scotland and is a partnership of twelve councils represented by 20 councillors and between 7 and 9 appointed members.

The population of the SPT area is 2.14m, which equates to 42% of Scotland's people.

SPT was established by the Transport (Scotland) Act 2005, which created Scotland's seven Regional Transport Partnerships. SPT is responsible for the development of the statutory Regional Transport Strategy (RTS), a statutory participant in Community Planning and a key agency in the Development Planning process.

SPT has a range of operational responsibilities including:

- supporting socially necessary bus services
- delivering schools transport on behalf of 11 of our partner councils
- coordinating the MyBus demand responsive transport service
- management and operation of the Subway
- acting as the secretariat for the Strathclyde Concessionary Travel Scheme on behalf of our partner councils
- coordination of ticketing schemes including Subway Smartcard and the ZoneCard multi modal scheme
- management and operation of bus stations and bus infrastructure, including bus stops and shelters on behalf of specific constituent councils, and
- Liaison with key stakeholders including Scotrail, network rail, bus operators etc to influence the delivery of an improved integrated transport network.

SPT, in partnership with Councils and others, also develops and delivers transport projects and initiatives across all modes in the region, through its RTS Delivery Plan and Capital Programme.

Our Core Activities

Planning the regional transport network

– through the Regional Transport Strategy, analysing and planning the transport network across all modes working across all stakeholders to ensure it meets the region's needs.

Developing and delivering projects

– in partnership with our constituent councils and others, developing and delivering projects across the transport network.

Operating the Subway network

– operating, maintaining and developing, through the Subway Modernisation programme.

Supporting bus services

– providing and managing services where they are deemed 'socially necessary' where the commercial market fails to deliver a solution and through working with the community transport sector.

Delivering smart and integrated ticketing initiatives

– including the ‘Bramble’ smartcard (through Nevis Technologies) and the multi-modal, multi-operator ZoneCard.

Providing bus infrastructure

– operating, maintaining and developing bus stations across the region and maintaining and improving bus shelters, stops and other infrastructure.

Developing the rail network

– planning, developing and delivering projects and initiatives for the rail network, in partnership with Transport Scotland, ScotRail, Network Rail and others.

Delivering school transport

– acting as an agent for constituent councils.

Providing Demand Responsive Transport

– for those who are unable to use mainstream public transport (MyBus) or live in a rural area (MyBus Rural).

Improving the regional road network

– in partnership with our constituent councils.

Integrating transport

– across all modes through timetabling and infrastructure improvements, land use, economic, social and environmental plans and Community Planning.

Making journeys safer

– planning and providing safety and security improvements on the transport network.

Addressing transport affordability

– through operating and administering the Strathclyde Concessionary Travel Scheme on behalf of constituent councils.

Providing travel information to the public

– through Traveline Scotland <https://www.travelinescotland.com/cms/home>, via Twitter, via the dedicated enquiry@spt.co.uk service and via the rolling out of state-of-the-art real time digital display screens in our Bus and Subway stations.

Promoting active travel and smarter choices

– encouraging more sustainable travel and, in partnership with councils and others, developing and delivering walking and cycling initiatives.

Connecting freight

– through the Freight Quality Partnership, encouraging the more sustainable transport of freight.

CURRENT KEY PROJECTS & INITIATIVES

Regional Transport Strategy

SPT has delivered a new Regional Transport Strategy (RTS) for the Strathclyde area. SPT has a statutory duty to produce an RTS that sets a framework and plans to improve transport networks and services and to influence travel behaviour. This new RTS sets out a bold and ambitious target of making transport the preferred choice for all. The plan has been approved by the Cabinet Secretary for Transport and is providing a framework for SPT's delivery plan. Our key focus now is championing the specific projects and building the case for adequate funding to deliver.

Subway Modernisation

Work continues on the £288m programme of projects to modernise the Subway, managed and delivered by SPT. December 2023 saw the introduction of the first of a new fleet with the final old fleet being removed entirely from the system in June 2024. Work continues on the remaining elements of the project, including signalling and control systems; stations and accessibility; introduction of Platform Screen doors; infrastructure; and revised operating model for a 21st century system. Significant progress has been made on each of these fronts already and the remaining works are timetabled to conclude during 2026.

Smartcard

SPT plays a key role in the delivery of smart and integrated ticketing. The Subway uses Smartcard ticketing to offer a flexible range of options for customers, and during 2025 SPT will introduce contactless payment at Subway gates further enhancing the customer experience to complement the wider Subway modernisation programme. SPT has also co-ordinated the ZoneCard multi-operator ticket for more than 30 years and in 2024, working with partners, moved ZoneCard onto a modern smart ticketing platform. At a strategic level SPT is an active member of the National Smart Ticketing Advisory Board (NSTAB).

Glasgow City Region City Deal / Ayrshire Growth Deal

SPT has been involved in the development of the Ayrshire Growth Deal and Glasgow City Region City Deal and is currently in partnership with East Dunbartonshire Council to deliver a rapid bus transport corridor – the A803 - in support of East Dunbartonshire Council's other strategic development projects. In addition, SPT is heavily involved in many other regional initiatives such as Bus Partnership Fund projects.

Strathclyde Regional Bus Strategy (SRBS)

SPT is working with partners to develop and deliver a new regional bus strategy and delivery plan. This will include a set of bus policies, measures and a delivery plan comprised of an action plan and a bus reform route map. A Case for Change was reported to the SPT Partnership Board in September 2023 and, over April-May 2024, SPT consulted on five recommendations from an options appraisal process. The outcomes of this consultation process were reported to SPT Committee in September 2024. SPT aims to report a final strategy, following further consultation, to a SPT committee in September 2025. Further details can be found at:

<https://www.spt.co.uk/about-us/what-we-are-doing/regional-transport-strategy/bus-strategy/>

SPT Digital

SPT is transforming its utilisation of digital technology through the revitalisation of its approach to information technology. This initiative is seeking to identify opportunities for the digitalisation of SPT activities and delivering a better service for the travelling public whilst saving money for the public.

purpose. SPT has also included a clear statement and intent in its Digital Strategy to ensure any developments do not disenfranchise any citizen who does not have access to digital solutions.

Clyde Metro

Emerging as part of Transport Scotland's Strategic Transport Projects Review, which SPT had significant input to, the Clyde Metro is a significant proposal which would be delivered over the next 20-30 years. As the lead partner developing the Case for Investment with project partners Transport Scotland and Glasgow City Council, SPT is working hard to ensure the project develops in a robust but ambitious way, seeking to maximise benefits for the people and communities of the west of Scotland.

CURRENT ISSUES & TRENDS

Bus¹

- Bus patronage in the west of Scotland has been falling for over a decade. Figures show bus use during the ten-year period till March 2020 (pre-Covid) had reduced by 23% overall (figure for Scotland as a whole was 16%).
- The effects of Covid-19 had significant impacts across the transport sector as travel restrictions were introduced by the UK and Scottish Governments in response to the pandemic. Whilst services continued to operate to ensure travel was available for key workers, bus use in the west of Scotland during 2020/2021 saw just 56 million bus journeys made - a decrease of over 60% on 2019/2020.
- Trends have been slow to recover, with the total number of journeys taken down from nearly 148 million in 2019/2020 to 118 million in 2022/2023. Bus use in the west of Scotland remains reduced at just under 80% of pre-Covid levels.
- Bus vehicle kilometres (KMs) have also been reducing in Strathclyde – this is the distance covered by local bus services and can be seen as a measure of bus service provision. In the 10-year pre-covid period to March 2020, bus vehicle KMs reduced from 151 million KMs to 139 million KMs, a reduction of 8%.
- The decline has continued since the pandemic, with bus vehicles KMs further reducing to 96 million in 2022/2023.

SPT Supported Bus Services

- Around 6million passengers were carried on SPT supported bus services in 2019/2020. Covid restrictions accounted for a passenger reduction with approximately 2.37m passenger journeys made on supported bus services in 2020/2021 and by 2021/2022, patronage increased to approximately 3.97m passenger journeys.
- The figures for 2023/2024 show 5.9 million supported bus service journeys were taken.

Rail

- The number of rail journeys made in Strathclyde in the decade up to the covid period in had increased steadily from around 55million journeys to nearly 65million rail journeys in 2019/2020.
- Inevitably, rail travel was impacted by the Covid-19 pandemic. For the period April 2020 until March 2021, around 10million passenger journeys were made in Strathclyde. The most recent figures for 2023/2024 show this has increased to 60million passenger journeys, just below pre-Covid levels.

¹ Source: Scottish Transport Statistics 2023 and presents the most recently published figures covering 2022/2023, correct at the time of writing.

Subway

- As a result of the pandemic, Subway use fell to just 2.5million journeys in 2020/2021, recovering to just over 8 million journeys by March 2022.
- Subway patronage in 2023/2024 was 13.4million journeys, exceeding pre-Covid levels.
- The busiest Subway stations are Buchanan Street, St Enoch, Hillhead and Kelvinbridge.
- Saturday is now the busiest day for Subway travel.

Concessionary Travel

- Concessionary travel continues to make up a large proportion of all bus journeys in Scotland. In 2022/2023, concessionary travel accounted for 49% of all bus journeys made in Scotland².
- Around 320,000 concessionary travel passes have been issued to young people (Under 22s: 5 -21 years old) in Strathclyde. This equates to approximately 75% of the young person population in the SPT area³.
- SPT administer the Strathclyde Concessionary Travel Scheme (SCTS) on behalf of our local authorities and provide regular monitoring reports to the Scheme's Joint Committee on performance and costs. In 2023/2024, 5.1 million Strathclyde Concessionary Travel Scheme journeys were made on rail, Subway and ferry modes.
- In March 2020, following an in-depth review, the Joint Committee approved a new half fare structure to be introduced to safeguard the Scheme's financial sustainability. The new fares half fares is to be introduced from April 2025 following a period of deferment as a result of continued reduced demand for concessionary travel and the impacts of the current cost of living crisis.
- SPT's Travel Card Unit (TCU) process applications for disabled National Entitlement Cards (NEC) on behalf of our twelve local authorities. Each year on average approximately 6,500 first-time card applications and 17,000 card renewals are processed.
- The TCU team handles around 65,500 customer call enquiries each year.

SPT MyBus Demand Responsive Transport

- SPT's MyBus offers a door-to-door demand responsive transport service that helps facilitate access to a wide range of services such as GP appointments, shopping, and social amenities.
- The service receives on average just under 14,000 requests for journeys per month with 89% of requests met in 2023/2024.
- For the full year 2023/2024, MyBus patronage was 125,517 journeys, up 9% on the previous year.
- The latest reporting period (April 2024) shows MyBus patronage down by 58% compared with the pre-Covid period.

² Source: Scottish Transport Statistics 2023 and presents the most recently published figures covering 2022/2023, correct at the time of writing.

³ Correct as of August 2024.

- A recent survey of MyBus users found that 73% of respondents reported having mobility issues.
- Approximately 5% of MyBus service users require wheelchair accessibility.
- A review of the design and operation of MyBus completed in April 2023. A working group has been established to assess and implement the review recommendations which has already seen the introduction of a simplified user registration process making it easier for people to sign up to MyBus.

School Transport

- Around 13 million journeys are made annually by schoolchildren on services contracted by SPT on behalf of eleven of our constituent councils.

Bus Stations

- SPT's main bus stations (Buchanan, East Kilbride and Hamilton Bus Stations) recorded 880,000 bus service departures each year.
- Around 40,000 people use SPT's bus stations daily.
- SPT also manages bus facilities on behalf of Braehead and Silverburn shopping centres, overseeing around 320,000 bus service departures across both locations annually.

Infrastructure

- Around 1,500 bus stops, 3,400 bus shelters and 13,600 information cases are maintained on behalf of our councils.
- SPT works with councils to expand real-time passenger information (RTPI) display screens at bus stops and other key locations across the region. The past 5 years has seen the number of RTPI displays more than double, with c.900 information screens now installed across the SPT area.

Capital Programme Investment

Over the past five years (2020/2021 – 2024/2025) SPT has invested:

- £31 million towards improving bus infrastructure. This includes investment in, bus stations, bus stops and shelters, high access kerbs and bus route priority traffic signal technology.
- £5.5 million to increase Park & Ride (P&R) provision. This investment has delivered approximately 1,000 additional P&R spaces, bringing the total spaces in the SPT area to around 14,000 at rail and Subway sites.
- £10.5 million in walking and cycling improvements across Strathclyde.

Active Travel Behaviour Change

- In 2024/2025, SPT successfully secured £7.2 million from Transport Scotland's People & Place Programme. The funding is supporting SPT local authorities and active travel partners to deliver 45 projects and initiatives in the SPT area designed to encourage and support active travel behaviour change.

Ticketing

- SPT administers the ZoneCard multi-modal ticketing arrangement on behalf of the participating transport operators.
- In 2023/2024 total ZoneCard revenue was around £4.4m, up 11% year-on-year.
- During 2024 SPT and the participating operators successfully moved ZoneCard onto a modern smart ticketing platform with improved convenience and flexibility for customers. Around 4,500 customers have so far signed up for smart ZoneCard accounts.
- During 2023/2024 around 28,000 Subway Smartcards were issued. Customers also benefit from the convenient option to use other cards including ScotRail Smartcards and National Entitlement Cards for Subway travel.
- Subway offers a flexible Pay-As-You-Go option on Smartcard; this is currently used for more than 35% of all journeys.
- More than £30million worth of Pay-As-You-Go credit has been purchased since Subway smart ticketing was introduced.
- Subway offers a flexible Pay-As-You-Go option on Smartcard; this is currently used for more than 32% of all journeys. During 2025 Subway will introduce debit/credit card payment at Subway gates for increased convenience.

Transport and Travel

- The Covid-19 pandemic radically altered working practices according to the most recent census results, with 32% of the population in Strathclyde now working mainly at or from home, or on a hybrid basis. The number of people working from home in Strathclyde has more than doubled since 2011, increasing from 146,341 to 320,362 in 2022.
- Car use in Strathclyde remained the dominant mode for travel to work purposes in 2022 with 51% of journeys by Strathclyde residents made by car (as driver or passenger).
- Public transport accounts for 10% of travel to work journeys with walking, wheeling and cycling accounting for 7% of travel to work journeys by Strathclyde residents.
- Nearly a third of households in Strathclyde (30%) have no car available for private use. Glasgow has the highest number of households with no car available for private use at 44% with East Renfrewshire the lowest at 16%.
- 38% of households in Strathclyde have at least one bicycle available for private use.

SPT FUNDING

Revenue Funding

SPT's revenue funding comes from a variety of sources:

- Local government requisition – a contribution from each of the 12 local authorities which is increased/decreased annually in line with the overall uplift or reduction in local authority funding. This contribution helps fund the transport infrastructure, bus stations, subway etc each year and accounts for around 51% of overall revenue funding
- Passenger related income – comes through subway ticket sales and revenue from bus operators for use of the bus stations. This accounts for around 36% of annual revenue funding
- Other Income – includes interest received and the agency fee that SPT receives for coordinating school transport contracts on behalf of the local authorities. This accounts for around 12% of annual income each year
- All Regional Transport Partnerships receive a small revenue grant from Transport Scotland. SPT's grant accounts for just under 1% of overall income each year

Over and above this SPT administers the People and Place Active and Sustainable Travel fund on behalf of Transport Scotland. This involves a wide range of both revenue and capital projects which are primarily delivered by partner organisations with SPT taking a supervisory role to ensure the funding is used effectively to deliver core outcomes.

All public sector organisations are facing increasing cost pressures at the same time as funding levels are reducing. SPT closely monitors its financial position throughout the year to ensure that risks are mitigated and where necessary corrective action is taken to avoid unplanned overspends. Forward planning through the long-term financial plan ensures that steps are taken to secure SPT's longer term financial stability and security.

Capital Funding

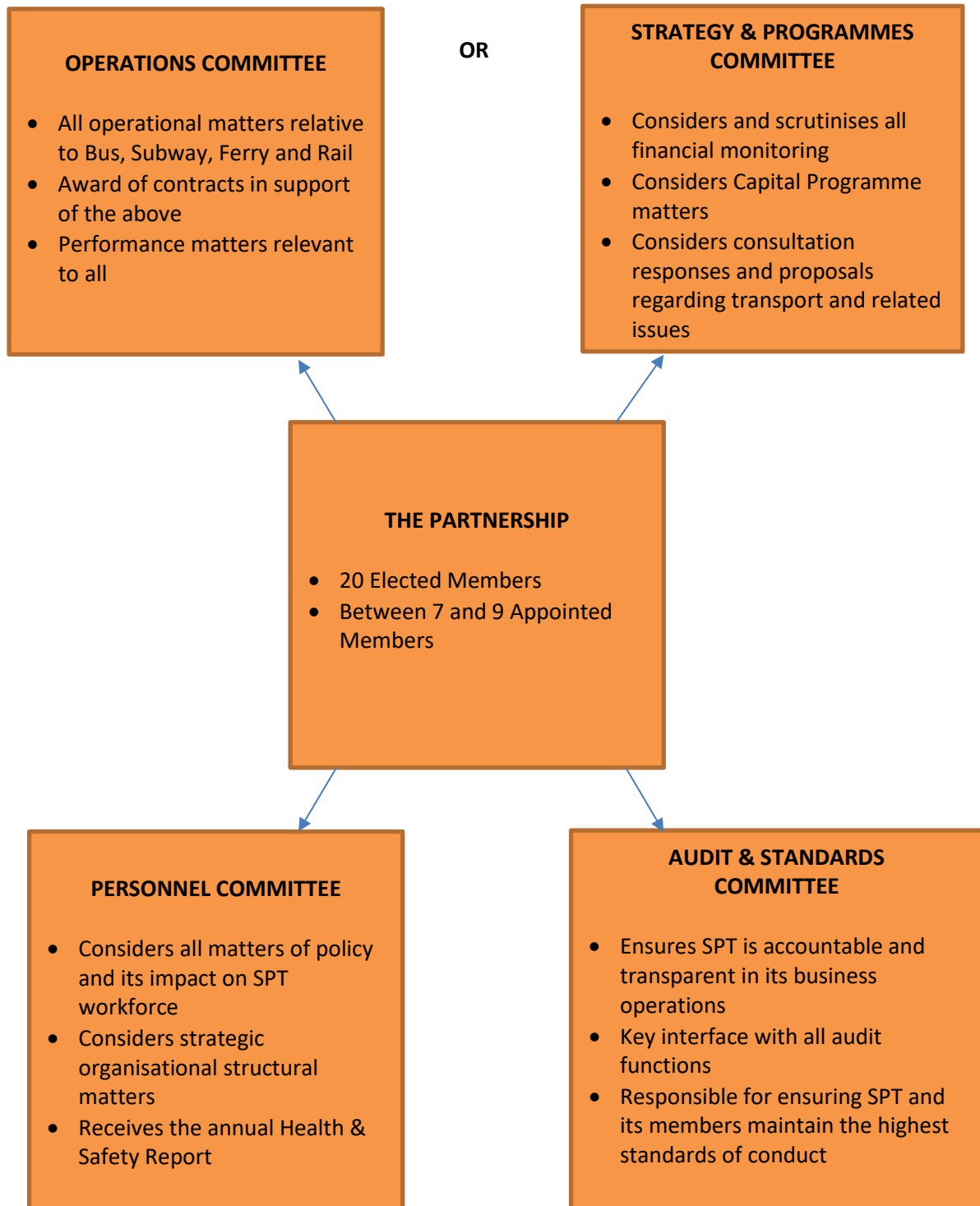
SPT's core capital funding has historically come through the local government settlement as part of the Scottish Government budget. In addition, SPT has been awarded additional specific capital funding for big projects such as the Subway Modernisation Project. This funding comes direct from Transport Scotland. SPT works closely with Transport Scotland and COSLA to ensure that a fair and appropriate share of transport capital funding is aligned to public transport and can support the work SPT is doing in this area.

Project Funding

SPT is working on a number of significant strategic projects such as Clyde Metro, Subway Modernisation and Strathclyde Regional Bus Strategy. These projects will transform public transport arrangements in the west of Scotland and are key in helping to tackle societal problems such as poverty and deprivation, economic growth, access and climate change. Initial funding for each of these projects has already been secured and SPT is working with external partners, Transport Scotland, Scottish Government and other key stakeholders to ensure that longer term funding for each of these projects can be clearly set out and secured.

THE PARTNERSHIP STRUCTURE

All members are allocated to one business Committee and one governance Committee:



SPT STRUCTURE – STRATEGY GROUP

SPT, under the guidance of the Chief Executive, is managed by a senior Strategy Group. This team develops the organisation’s policies for delivering SPT services and manages all activities, including directing how resources are utilised.



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STRATEGY GROUP ROLES AND RESPONSIBILITIES

Valerie Davidson, Chief Executive

Valerie is responsible for the overall management and direction of SPT and is the key contact for strategic interface with SPT stakeholders. In addition, Valerie also maintains the role of Partnership Secretary.

Valerie leads the Chief Executive's Unit which is responsible for leading and maintaining SPT's governance framework and stewardship, ensuring that such matters are aligned and integrated in supporting SPT's strategic aims, objectives and policies:

- Audit and Assurance
- Communications & Marketing
- Legal and Property Services
- Partnership Support

Lesley Aird, Director of Finance & Corporate Support

Lesley, as Chief Financial Officer, is responsible for the effective operation of SPT's central Finance team and ensuring that all operational activities take into account best practice in matters of Procurement. Lesley also ensures that SPT's financial resources are utilised in line with agreed policy, best practice and regulatory requirements, along with overseeing the following operational teams:

- Digital Services
- Human Resources
- Integrated Smartcard Ticketing
- Procurement

Richard Robinson, Director of Transport Operations

Richard provides leadership and direction to all transport operations owned and operated by SPT, including the operation and maintenance of the SPT Subway, leading the Subway Modernisation programme and associated transformation activities and ensures governance and controls are in place to deliver a Subway service which is safe, customer driven, and environmentally efficient. In addition, Richard is responsible for SPT's Subway Projects team and all regional Bus Stations.

Bruce Kiloh, Head of Policy & Planning

Bruce, in partnership with internal and external stakeholders, leads on the Regional Transport Strategy and Delivery Plan; transport planning, analysis and modelling; development planning and management; Capital Programme development and project monitoring; engagement with councils, the public and local communities on transport planning, community transport and policy issues; project development including the case for investment for Clyde Metro; development of bids for external funding; consultation responses; Transport Outcome Reports for councils; equality issues; environmental issues including Climate Change adaptation and carbon management.

Gordon Dickson, Head of Bus Strategy & Delivery

Gordon is responsible for SPT's work in the bus Network Planning & Delivery activity. This ranges across many different areas including network analysis and assessment of subsidised services and MyBus, school transport and compliance, bus development, infrastructure, information and policy, funding, planning and coordination of bus infrastructure projects (including SPT's Regional RTP system) as part of the Strathclyde Regional Bus Strategy and the planned delivery plan.

2025 SPT Partnership and Committee Meeting Dates

Our meeting cycle is set annually and confirmed to all members before the end of each year.

Operations Committee	31 January, 10am
Strategy & Programmes Committee	21 February, 10am
Audit & Standards Committee	21 February, 12.00 noon (provisional time)
Partnership	14 March, 10am
Operations Committee	25 April, 10am
Personnel Committee	25 April, 12 noon (provisional time)
Strategy & Programmes Committee	13 June, 10am
Audit & Standards Committee	13 June, 12.00 noon (provisional time)
Partnership	27 June, 10am
Operations Committee	22 August, 10am
Strategy & Programmes Committee	5 September, 10am
Audit & Standards Committee	5 September, 12.00 noon (provisional time)
Partnership	19 September, 10am
Operations Committee	31 October, 10am
Personnel Committee	31 October, 12.00 noon (provisional time)
Strategy & Programmes Committee	28 November, 10am
Audit & Standards Committee	28 November, 12.00 noon (provisional time)
Partnership	19 December, 10am