



Managers Guide to Incorporating Career and Succession Planning into Personal Development Planning Discussions

Introduction – Please remember:

- All staff should be considered when you are thinking about Career and Succession Planning within your team, irrespective of whether you think they have the potential or desire to move into a promoted post or not.
- It is entirely normal for a member of staff to feel no desire or not equipped for promotion as it is for another to want to progress their career in a particular direction.
- There will be many personal reasons that may determine an individual's view one way or the other.
- A significant proportion of our workforce is made up of those who perform their jobs extremely well and their career learning and growth continues without necessarily having an eye on promotion.
- It is recommended that this conversation is part of PDP meetings.

Annual Personal Development Planning and Career & Succession Planning

All members of staff are required to demonstrate that they are sustaining the knowledge and skills required for their current post. It is recognised that processes, technology, equipment etc. change over time, and staff are supported to continue to develop the knowledge and skills needed to perform their job well.

The application of career and succession planning in this process means the future direction of a person's development as well as their current needs are explored. This means clarifying the employees own career aspirations and considering the needs of the organisation moving forward. This will ensure we are developing the skills we need internally, particularly for more senior roles when they become vacant.



Questions

1. What parts of your current role do you find most interesting or in which your strengths are best suited?

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2. In what areas would you like to further develop your skills or learn new skills for your role, the team or for career progression within the organisation?

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3. What challenges do you face carrying out tasks in your role including any frustrations?

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4. What skills or additional training would help you with those challenges/frustrations to work more productively or effectively?

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5. What would you like to achieve through development? Do you feel that at some point, now or future you will outgrow your current role?

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6. If yes, in what direction do you think you would like to plan your career? Do you have any specific role in mind? Have you considered....?

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7. What are you doing or have you done to find out the key skills, knowledge or experience required in that role and how you currently match up to these? (Technical/professional, Leadership, People Management)

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8. Which areas would you like more or less direction from me on your work?

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9. What can I do to help you enjoy your work more or remove roadblocks to progress?

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10. What additional resources can I provide for you between now and the next time we meet?

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11. Is there anything else you would like to discuss?

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Additional Questions Examples:

In our last one-on-one you mentioned you were frustrated by X and wanted to try Y as a solution. How has that been going?

I've noticed that our last several one-on-ones have stayed pretty much the same with no concerns. What are your honest impressions of this meeting? What could we be doing differently or better?

What would you like to see change in these discussions? How could we make them more useful for you?

What can I hold you accountable for next time we talk?

What do you need from me in order to achieve your goal?



Notes:

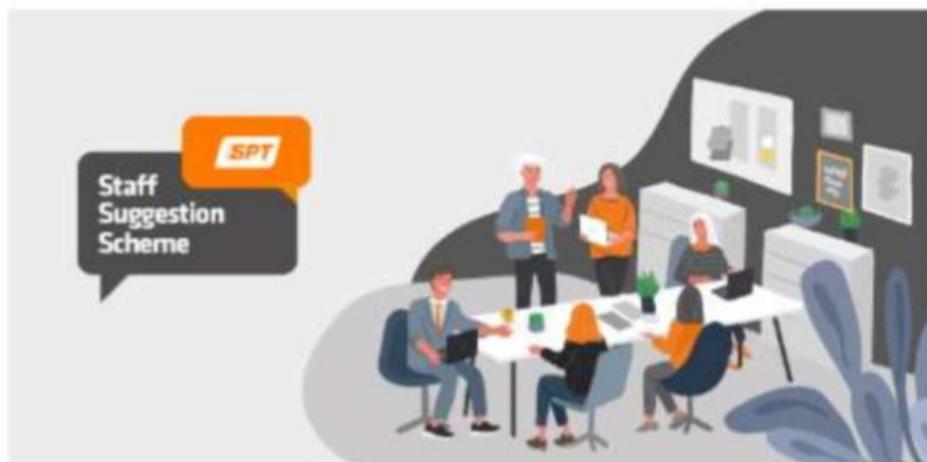
A large, empty rectangular box with a thin black border, intended for taking notes during the process.

Next Steps

The outcomes you arrive at in these conversations with your team will inform the career and development planning activities you sponsor and support with help from the Learning and Development function.

These will also support those staff members you have identified as having potential in terms of your Succession Plan in your area.

News



SPT launches Staff Suggestion Scheme

30 March 2023 | [News](#) + [Staff updates](#)

SPT has launched a new Staff Suggestion Scheme, giving staff the opportunity to suggest ways we could improve our business or service.

If you have an idea that you believe could help SPT improve quality, reduce costs, increase revenue, save time, help the environment or reduce our carbon footprint then let us know.

Successful applications will be ranked 1st, 2nd or 3rd place and could win a £250, £150 or £100 voucher every quarter. In addition, on an annual basis, every first-place suggestion will be reviewed and then further ranked into a Gold, Silver or Bronze award worth a further £500 voucher for a Gold award, £350 for Silver, and £200 for Bronze.

All ideas submitted will be reviewed quarterly by a Committee made up of your colleagues within SPT. They will be responsible for assessing and scoring the ideas submitted. On a quarterly basis, up to three ideas could be chosen by the Committee and ranked according to their score. It is really important you include as much detail as you can about how it helps SPT in your submission.

Everyone who submits an idea will receive a letter from the Committee advising if your idea has been selected or has been unsuccessful on this occasion. If your idea has been chosen, you will be advised why and you will help put your idea into practice within SPT alongside your line manager or supervisor.

At the moment the Staff Suggestion Scheme will run as a pilot for six months, following this there will be a review to decide if it is successful with feedback from staff to be included before deciding on full implementation of the scheme.

To submit your idea, you can download the [Staff Suggestion Scheme form](#) from the intranet (speak to your supervisor if you need assistance), or can be obtained by emailing staff.suggestions@spt.co.uk.

You can submit your ideas from 31 March 2023 when the scheme opens. All suggestions for consideration by the first Quarterly Committee must be received by 1 June 2023.

Visit the dedicated [Staff Suggestion Scheme](#) page on the intranet for full details and Terms and Conditions. Or email: staff.suggestions@spt.co.uk

Staff Benefits



Staff Suggestion Scheme

What is the Staff Suggestion Scheme?

Working for SPT, we know you know our business inside out, so who better to let us know what we can do to improve?

We are very keen to get ideas from our team to allow SPT to improve their business. If you have an idea that you believe could improve quality, reduce costs, increase revenue, save time, help the environment or reduce our carbon footprint, we want to hear from you! We are also very keen to reward you for your suggestions.

How can you submit your idea?

Forms are available to [download](#), or can be obtained by emailing staff_suggestions@spt.co.uk. You are able to submit your ideas from 31 March 2023.

The questions we ask are simple:

- What is your suggestion and why have you made it?
- Who does your suggestion help?
- Does your suggestion improve quality?
- Does your suggestion decrease cost?
- Does your suggestion increase revenue?
- Does your suggestion save time?
- Does your suggestion help the environment/reduce our carbon footprint?
- What is your suggestion and why have you made it?

What happens when your ideas are submitted and what is in it for me?

It is important that our team are acknowledged for their great ideas. The below process will be followed:

1st Stage (Quarterly)

All ideas submitted will be reviewed quarterly by a Committee made up of your colleagues within SPT. They will be responsible for assessing and scoring the ideas submitted. On a quarterly basis, up to 3 ideas could be chosen by the Committee and ranked according to their score. It is really important you detail how your suggestion could improve quality, reduce costs, increase revenue, save time, help the environment or reduce our carbon footprint.

Each chosen idea will receive a letter advising if your idea has been selected or has been unsuccessful on this occasion. If your idea has been chosen, you will be advised why and you will help put your idea into practice within SPT alongside your line manager or supervisor. We would also like to share the news with other staff and let your line manager know if you are happy we can share your great suggestion! All suggestions will receive a written response from the Committee.

Quarterly, the following awards could be made:

- 1st place – £250 voucher
- 2nd place – £150 voucher
- 3rd place – £100 voucher

2nd Stage (Annually)

On an annual basis, a Management Committee will meet to review the first place suggestions submitted to the Quarterly Committee. Anything up to 3 awards can be made from the winners selected every year. These suggestions will then be ranked as below:

- Gold award – £500 voucher
- Silver Award – £350 voucher
- Bronze Award – £200 voucher

Vouchers will be awarded for successful suggestions – there is no cash alternative. This pilot will run for 6 months, with a review carried out to understand if the scheme is successful. At this point, a decision on full implementation of the scheme will be made, seeking feedback from staff across SPT.

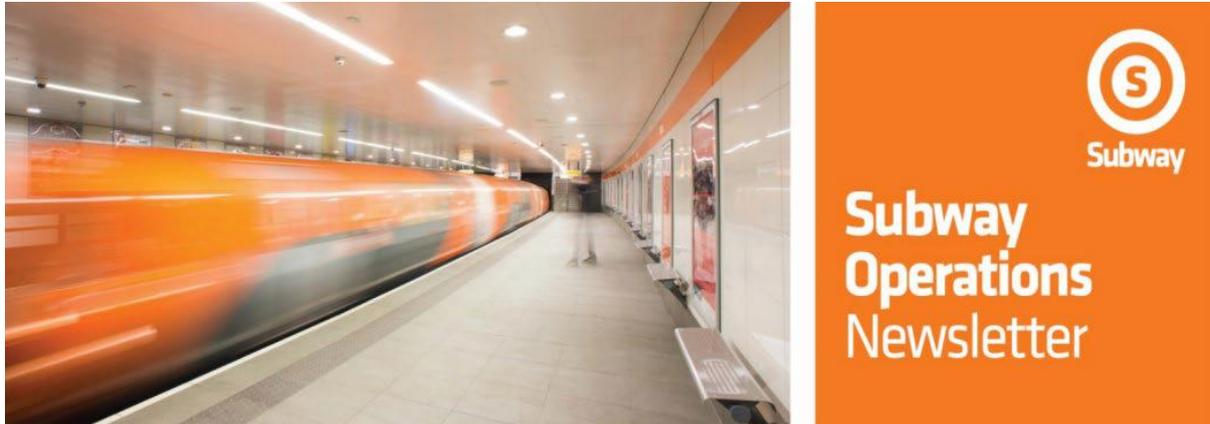
What do I do now?

We are now ready to receive your suggestions and our first Quarterly Committee will be reviewing suggestions received by 1 June 2023. The first meet of the Yearly Committee will be June 2024 if the pilot is successful. Your completed suggestion along with any questions you have can be sent to staff.suggestions@spt.co.uk

EIR Document 69

Information available publicly: [per280423_agenda13.pdf \(spt.co.uk\)](#)

EIR Document 70



Issue 011

August 2023

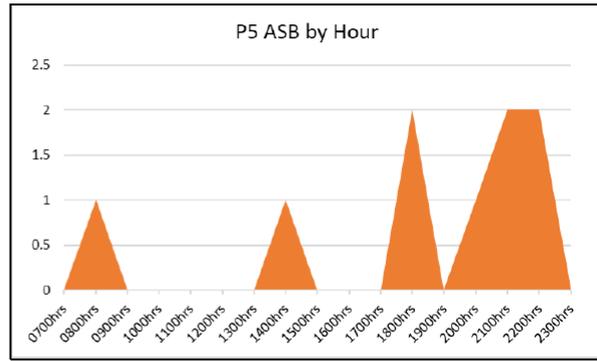
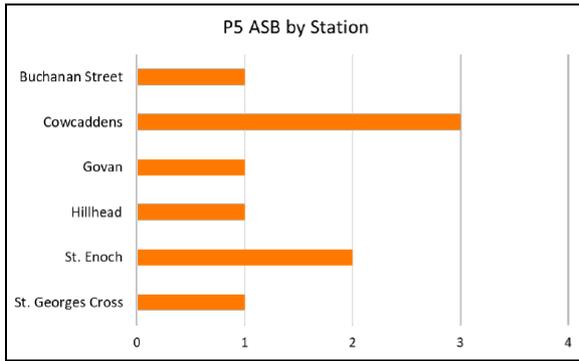
Modernisation Update

'Fault-free running' continues across several vehicles, up to maximum of 3 trains per night. As would be expected at this stage, there have been a number of faults and failures identified during the initial weeks and this will help to ensure issues are fixed ahead of testing of later vehicles. There also needs to be adequate visibility of the DOO monitors that will assist Drivers with despatching the new trains. All Drivers have now completed 3 training modules in preparation for new trains being introduced into passenger service. The projects team are still targeting October this year, providing that every aspect of the new trains and systems is fully tested and accepted as ready for operation.

Profile Security/Anti-Social Behaviour

Profile have now taken over the SPT Subway security contract from Mitie, with some observable changes now hopefully apparent to Subway Operations Staff. Security officer deployment has been realigned, with a substantial increase in officer presence over periods where we see increased anti-social behaviour; traditionally in the evenings and later in the week/weekends. Security "patrol points" have now been installed at all Stations (just outside the Ticket Office door) and you should see an increase in your interactions with Profile security operatives. Please direct any feedback (both positive and negative) on the new security provider to **[Redacted 11 (2)]** in order that it can be discussed with the contract manager.

Subway Operations Management are working to make the anti-social behaviour reporting process more streamlined; this will include reducing the time it takes to complete the Axiom form, by removing a number of the mandatory fields. Until this process is complete, please continue to report all instances of anti-social behaviour, no matter how trivial or "normal" they may seem, via the Axiom form. A summary of anti-social behaviour for period 5 can be found below.



World Suicide Prevention Day – 10th September

To mark World Suicide Prevention Day on 10th September, our charity partner Samaritans is encouraging people not to be afraid to talk about suicidal thoughts and feelings if they are worried about someone, as well as highlighting the importance of the language we use when we talk about suicide. Every 90 minutes, someone in the UK or Ireland takes their own life. Evidence shows that asking someone if they’re suicidal doesn’t make things worse, it can protect people, as it provides a crucial opportunity to open up, express their feelings and seek help. If someone does let you know they are having suicidal thoughts, always take them seriously. You don’t have to be an expert, just being there to listen and showing you care can help them work through what’s going on. Let them know they’re not a burden and there’s always someone they can turn to – whether it’s a family member or friend, or a 24/7 helpline like Samaritans.

Patronage

[Redacted 10(5)(e)]

Upcoming Events

Date	Time	Event	Location	Comments
7 th Sept	1900hrs	Charley Crockett	Bridge St	
13 th Sept	1900hrs	Lovejoy	Bridge St	Sold Out
15 th Sept	1900hrs	The Bohemians – A Night of Queen	Bridge St	
21 st Sept	2000hrs	Rangers vs Real Betis	Ibrox	Additional Trains Requested
24 th Sept	1500hrs	Rangers vs Motherwell	Ibrox	Additional Trains Requested
27 th Sept	1900hrs	Mark Normand	Bridge St	
	1945hrs	Rangers vs Livingston	Ibrox	Additional Trains Requested
28 th Sept	1900hrs	Gracie Abrams	Bridge St	Sold Out
30 th Sept	1500hrs	Rangers vs Aberdeen	Ibrox	Additional Trains Requested
	2000hrs	Hardstyle Superheroes	Bridge St	

EIR Document 71

Subway Operations Staff Council Meeting

Date – Wednesday 10th May 2023, 1130hrs

Venue – Govan Meeting Room, Broomloan Depot

Attendees:

[Redacted 11 (2)] Head of Service Operations & Security

[Redacted 11 (2)] Senior Operations Officer

[Redacted 11 (2)] Senior Operations Officer
 [Redacted 11 (2)] Senior Operations Officer
 [Redacted 11 (2)] Head of Transformation
 [Redacted 11 (2)] Service Delivery Officer
 [Redacted 11 (2)] Service Delivery Officer
 [Redacted 11 (2)] Service Delivery Officer
 [Redacted 11 (2)] Union Representative

Apologies:

[Redacted 11 (2)] Senior Operations Officer

Distribution: As above plus Subway Operations Staff

Ref	Description	Action
1.	Introductions [Redacted 11 (2)] welcomed everyone to the meeting and thanked Staff Council members for persevering until August 2023, when Staff Council personnel vote is to occur	
2.	Review of Previous Minutes and Issues Raised	

EIR Document 72

Available publicly [per280423_agenda12.pdf \(spt.co.uk\)](#)

EIR Document 73

Staff Suggestion Scheme Pilot Update

Date of meeting 8 August 2023 **Date of report** 25 July 2023
Report by [Redacted 11 (2)]

1. Object of report

The objective of the report is to review the introduction of the Staff Suggestion Scheme Pilot, detail any lessons learned and to make recommendations for implementation should the Strategy Group suggest the scheme should continue.

2. Background

SPT's Staff Suggestion Scheme Pilot was launched on SPT's Intranet in Spring 2023, with the first Quarterly Committee meeting in June 2023. On agreement to launch the pilot scheme, the Strategy Group asked for an update on the scheme in August 2023.

This document reviews the launch, submissions received, the notes and observations on the process followed by the Quarterly Committee and recommendations should the Strategy Group agree for the pilot scheme to progress to full implementation within SPT.

3. Outline of proposals

As agreed with Strategy Group, this document outlines the observations, notes and suggestions for improvement now that the Staff Suggestion Scheme Pilot has been launched, suggestions received and decisions made for suggestions to progress.

3. Launch

The Staff Suggestion Scheme Pilot was launched on 30 March 2023 via SPT Intranet (see <http://spt.intranet.uk/2023/03/spt-launches-staff-suggestion-scheme/>). Staff submitted their suggestions to a monitored email box staff.suggestions@spt.co.uk. A reminder of the closing date of 1 June 2023 was issued via the Intranet on 18 May 2023. A total of 11 submissions were received, with some staff submitting more than one suggestion. The suggestions originated from staff based at the following locations:

- Contact Centre;
- 131 St Vincent Street (131 SVS);
- Broomloan, and
- Subway Operations.

4. Submissions to the Staff Suggestion Scheme Pilot

A total of 11 suggestions were received by the Suggestion Scheme by the closing date of 1 June 2023. They consisted of the following:

1. Provision of fruit for SPT staff;
2. Electric bikes (E-bikes) for 131 SVS offices;
3. Artwork with text at lift areas in 131 SVS which will encourage staff to use the stairs on a daily basis;
4. Removal of assumptions when letters are addressed and signed off (e.g. assumptions around titles/He/Him/She/Her);
5. Text alerts for Subway passengers;
6. Staff appreciation scheme;
7. Emailing of PVG rather than using postal service;
8. SPT buying buses/Ticket Vending Machine (TVM) at airport;
9. Removal of cash from TVM's;
10. Handheld TVM's for queue busting; and
11. Introduction of plastic tokens to replace single use tickets.

A total of 10 suggestions from above list were scored (1, 2, 3, 4, 5, 6, 8, 9, 10 and 11), with one suggestion (7) discounted as research by the Committee found that the process to implement the change suggested was already underway within SPT.

5. Quarterly Committee – review of process and scoring of suggestions

The Quarterly Committee consisted of Supervisors/Line Managers from relevant departments to ensure there was a good level of understanding around each suggestion. Detail around the timeline, suggested changes to the scheme, any oversights noted and the successful suggestions and indicative costings are noted below.

Timeline

The timeline for the Pilot Suggestion Scheme was noted as follows:

6. Observations/Notes

- Despite the first Quarterly Committee being scheduled within a week of the closing date for submissions (1 June 2023), the process to discuss, score and issue responses was longer than the first anticipated 30 days (+11 days). Each suggestion required a level of research to be carried out by an assigned Committee member to allow them to be scored. The meeting to discuss the research carried out and to score each suggestion was set for 12 July 2023 (first date possible due to annual leave), with responses issued to those submitting a suggestion w/c 24 July 2023. To ensure those that submitted suggestions were kept informed of the delay, a holding email was issued from staff.suggestions@spt.co.uk.
- To ensure there were no show-stoppers within the suggestions, the relevant Strategy Group member was contacted to inform them of suggestions that may affect their area. Where required, heads of department were also contacted.
- On 12 July 2023, ten suggestions were scored by the Committee as research carried out by the Committee members identified one suggestion

which was already in the process of implementation. The Committee agreed as a group to take forward two suggestions for implementation which were E-bikes for 131 SVS and the images of landmarks at the lift areas in the same building.

- Once the process was complete, the Committee suggested two areas for improvement in the present process:

- a. Weighting of areas of the matrix (e.g. lowering cost, increasing revenue etc) in line with what is most important to SPT. This weighting could be set by the Strategy Group on an annual basis.

- b. On review of the suggestions, the Committee felt that there were additional scoring areas which should be considered for addition to the scoring matrix:

- a. Feasibility – the example given by the Committee was the suggestion that SPT buy a fleet of buses and put a TVM at the airport. With deregulation, no staff or drivers, no maintenance depot, this suggestion scored 0 on cost and was therefore discounted.

- b. The Committee also suggested that a scoring category of Equality and Diversity/Life at SPT should be added.

7. Issuing letters to all those who submitted suggestions

Letters were issued by the scheme administrator on 12 July 2023 to advise each person who submitted a suggestion of the Committee's decision. These were issued to the immediate Line Supervisor of the staff member. All letters advised where the suggestion scored highest and lowest. At this stage, it was identified by a supervisor that one suggestion was presently being implemented. At this point, the Committee was informed and the letter amended to advise it could not be scored due to the idea already being implemented.

8. Successful Suggestions

The Committee decided on two awards. These were the introduction of electric bikes at 131 SVS and displays of Scottish landmarks and text at lift areas to encourage staff to use the stairs.

3. E-Bikes

This suggestion scored highest under environment and carbon footprint. The suggestion scored lowest under increasing revenue.

Substantial research was carried out by the assigned Committee member on the electric bikes, with assistance provided by SPT's Active Travel Officer. Reasons for the suggestion included reducing the need to secure a SPT vehicle from Buchanan Bus Station for their visits, assisting in reducing SPT's carbon footprint.

SPT has the option to buy, lease or apply for funding for electric bikes. This will be further researched by the staff member who had made the suggestion along with their Line Manager.

a. Leasing of E-bikes can include maintenance and repair, with some including insurance which would ensure any E-bikes are maintained, repaired and insured as required. Indicative costs are in the region of £40 to £200 monthly (BikeFlex) dependant on the chosen E-bike and the length of lease which can vary between 12 months to 48 months.

b. An E-bike Grant Fund from the Energy Saving Trust is an option also open to SPT. Our Active Travel Officer advised that SPT should be able to access this to fund any cycles. A total of £891,000 of awards were made to 36 organisations throughout Scotland in 2022/2023 to introduce a scheme within their workplace.

c. SPT could also buy and maintain their own E-Bikes. Consideration for a staff member to manage the E-bikes with the need to set up a booking system, ensuring bikes are charged and management of repairs and defect reporting. Loans are available from the Energy Saving Trust for E-bikes up to the value of £3,000 each and E-cargo bikes (to carry a load) up to the value of £6,000.

d. Whilst the E-bike suggestion originated from a department that visits bus stops throughout the city, the Committee felt that use of the E-bikes should be open to all staff at 131 SVS.

e. Further investigations around whether staff should complete a cycle test prior to use/risk assessments/first use safety check will be examined by the Line Manager/staff member concerned.

f. The Committee noted that two e-bikes should be considered for lease/purchase/funding and stored within the basement in 131 SVS.

4. Landmark images at lift areas in 131 St Vincent Street

This suggestion scored highest under environment and carbon footprint. The suggestion scored lowest under quality for customers.

The introduction of landmarks at lift areas in 131 SVS was noted by the Committee as a creative way to encourage staff to use the stairs and to reduce their carbon footprint. By detailing the height of each landmark, text on the image will then advise staff how many times they would need to climb the stairs to reach the height of the landmark.

a. The Committee recommend installation of images at 131 at each lift area, with consideration also given to the stairwell to access Govan Operations Office, Station 16 and the bothy.

b. Indicative costings for vinyl images/illustrations are in the region of £140 per lift area and an installation cost of £315 - £415 for 6 images.

4. Further information

4. Marketing/Communications activities

The staff members who submitted the successful suggestions are also being asked by their Line Manager if they consent to use of their story by marketing/communications. At present, one of the two staff members has consented (other is on annual leave).

5. Staff Survey

As agreed with Strategy Group, consideration was given to asking staff to complete a survey to understand how the Staff Suggestion Scheme had interacted, if at all, with our staff. To ensure the Strategy Group has the opportunity to review the progress so far and to add any additional survey questions if required, it was agreed that the report would be submitted prior to issuing the survey to staff. The draft survey questions and options for response are detailed in Appendix 1.

5. Consequences

Policy consequences	<i>None</i>
Legal consequences	<i>None.</i>
Financial consequences	<i>£3,050 (Exempt of NI/Tax) minimum to £4,270 maximum (with NI/Tax payable).</i>
Personnel consequences	<i>6 hours every quarter for Committee Members to attend meetings and carry out research on submitted suggestions.</i>
Social inclusion consequences	<i>All areas of SPT involved with Scheme.</i>
Risk consequences	<i>None.</i>
Climate Change, Adaptation & Carbon consequences	<i>Both suggestions will have a positive effect on SPT's Carbon Reduction and staff health and wellbeing. On researching journeys that the E-Bikes could be used for as an alternative to a company vehicle, this could be 2/3 visits weekly. Reducing journeys in the company vehicle by 1500km per year will offer a reduction of CO2 by 0.470t (myclimate.org). If each member of staff presently uses the lift on four occasions daily (arriving at work, going out for lunch, leaving work) each staff member can generate 0.3kg to 0.6kg of CO2 per person per day. Over a year therefore, if SPT encourages the use of stairs, each staff member using the stairs could contribute to a saving of between 60-120kg per year based on 200 days (Guardian) and benefit as an individual from increased health and wellbeing.</i>

2. Conclusion

The Staff Suggestion Scheme has now launched, completed one cycle of accepting submissions, progressed through a Committee review of the suggestions received and successful and unsuccessful letters issued to the Line Manager of the staff member.

From carrying out the pilot, this has allowed us to understand how improvements can be made should the Strategy Group wish to progress to full implementation of the scheme going forward. The suggested changes are noted for the Strategy Group to consider under the recommendations noted.

7. Recommendations

The recommendations for changes to the Staff Suggestion Scheme processes are noted below with the suggestion that these are implemented should the scheme be considered for implementation on a permanent basis.

4. Response times to submitted suggestions

The responses to each suggestion received were issued on 12 July 2023, some 12 days later than the suggested 30 days from the closing date for suggestions. This is due to research being required by each member of the committee and scheduled holidays. It would be recommended the process used is changed to the suggested process below to ensure we meet the 30-day deadline:

5. Weighting - specific areas of the scoring Matrix

The Committee suggested weighting of specific areas of the scoring matrix. The scoring matrix used at present is detailed below:

Score 1-10 (10 being highest)	Customer	SPT	Staff	Total
Does it improve quality?				
Does it decrease cost?				
Does it increase revenue?				
Does it save time?				
Does it help the environment or reduce Carbon Footprint?				
TOTAL				

Any weighting of the matrix areas could potentially be set by the Strategy Group to ensure suggestions which fit with our Corporate Strategy and goals would be given additional weight when scored. For example, if SPT have set goals to reduce carbon footprint, weighting could be applied to this area of the matrix. It would be recommended that weighting of specific matrix areas is reviewed and set by the Strategy Group on an annual basis.

1. Suggested new areas within scoring matrix

The Committee also felt that consideration could be given to add 2 further areas to the scoring matrix. The areas identified were:

- a. Feasibility; and
- b. Equality and Diversity/Life at SPT.

It could be suggested that the feasibility of a suggestion would fit under an existing area of the present matrix. For example, the suggestion that SPT should buy a fleet of buses would prove costly for SPT and would score low on decreasing cost. Equality and Diversity/Life at SPT could also be considered under the staff quality category. The recommendation at present would be to keep the present matrix categories, with ongoing monitoring of this area as the scheme progresses.

2. Suggestions not scored

A total of two suggestions could not be progressed by the Committee due to SPT already having started implementation. These were removal of cash from Ticket Vending Machines and emailing of PVG rather than posting. Whilst one of these was identified by a Committee member prior to scoring, the other was not identified until outcome letters had been issued to the Line Manager by the Suggestion Scheme administrator. To ensure this does not happen again, Committee Members will be asked to ensure any suggestions are not in the process of being implemented or already planned.

3. Role of the Quarterly Committee

The Committee members involved in the first ever review of staff suggestions should be commended on their effort and willingness displayed to get the Suggestion Scheme Pilot off the ground and for the time they have committed to researching the suggestions.

Name [Redacted 11 (2)]
Title Head of Transformation

For further information, please contact [Redacted 11 (2)], *Head of Transformation* on [Redacted 11 (2)].

EIR Document 74

VAT Reg No. 300 859 518 : SCIO Registered Charity No. SC046212

South Ayrshire Community Transport
27 - 29 Crown Street
Ayr; KA8 SAG

[Redacted 11 (2)]

Bus Development Manager

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

Dear **[Redacted 11 (2)]**

ScotZeb2 Request

Public Subsidy

South Ayrshire Community Transport's Public Funders for the financial year 2022/2023 were:

Funder	Amount
Strathclyde Passenger for Transport	[Redacted 10(5)(e)]
Energy Saving Trust (EST) Plugged in Communities Fund.	[Redacted 10(5)(e)]
Transport Scotland Network Support Grant	[Redacted 10(5)(e)]

Real Living Wage

South Ayrshire Community Transport received Living Wage Employer Accreditation in December 2022. I have attached a copy of our Accreditation letter.

I hope that this information meets your requirements.

Yours sincerely,

[Redacted 11 (2)]

Project Manager

EIR Document 75



Strathclyde Partnership for
Transport
131 St Vincent Street
Glasgow
G2 5JF
20th September
2023

Dear [Redacted 11 (2)],

Subject: Scotzeb Fund 2023

Thank you for your letter in relation to the above fund and additional information requested by the funder.

I can confirm public subsidy is as follows and noted in signed agreements:

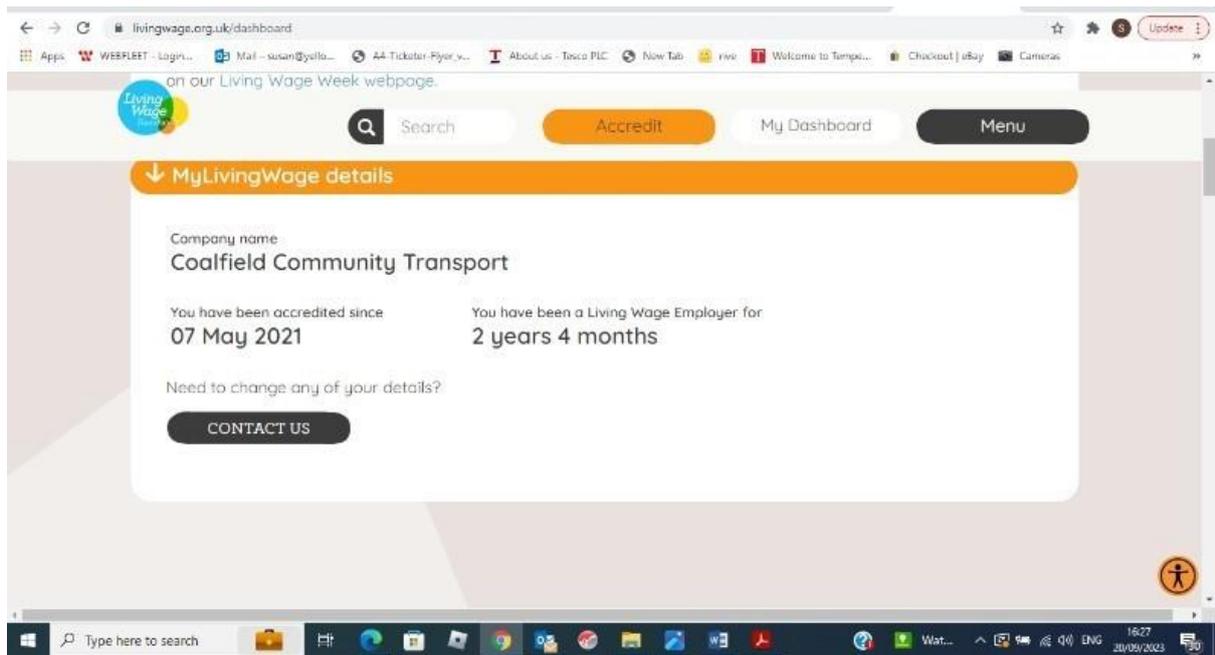
[Redacted 10(5)(e)] from SPT
[Redacted 10(5)(e)] from SPT

I enclose audited accounts for your information.

I have also attached onto this letter a screenshot of accreditation status taken from Coalfield CT online Living Wage account. I trust this will suffice as proof. All employees regardless of age are paid the living wage currently set at £10.90 per hour.

We do not currently have the following individuals employed within the organisation;

- Apprentices
- 16-17 year old workers
- Contracted and Agency Staff



Block 4 Unit 1 Caponacre Road, Caponacre Industrial Estate, Cumnock, East Ayrshire
KA18 1SH Telephone **01290 429088** E-mail: enquiries@yellowbuses.org.uk
Web Site: www.yellowbuses.org.uk

SCIO No: SCO32515

EIR Document 76

North Area

Transport Association (NATA)

59 Charles Street | Royston Glasgow | G2 | 2PR

Tel: **01415481565**

Fax: **0141 258 9290**

Email: info@natatransport.co.uk

To

[Redacted 11 (2)]

North Area Transport Association receives funding from the SPT, it is in the form of,

Provision of community transport services up to **[Redacted 10(5)(e)]**. To support the provision of community transport services to its members who include the elderly, disabled and those on low incomes.

Glasgow club transport services up to **[Redacted 10(5)(e)]**. To provide Glasgow Club Run transport to vulnerable groups of young people with disabilities or with additional support needs, and elderly groups.

Playscheme transport services up to **[Redacted 10(5)(e)]**. To provide Playscheme transport to groups of young people/school groups with additional support needs during key school holiday periods.

Townhead community transport service (CBI) up to **[Redacted 10(5)(e)]**
The Grant funding will be used by NATA to operate a Community Transport link which will provide disadvantaged residents within Townhead, Drygate, City Centre, Townhead Circular access to local amenities, such as post offices and shops, and will provide a link to mainstream bus services.

Sighthill/Trongate community transport service (CB4) up to **[Redacted 10(5)(e)]**. This Grant will be used by NATA to operate a Community Transport link which will provide disadvantaged residents within Sighthill access to local amenities, such as post offices & shops and will provide a link to mainstream bus services.

All funding goes towards the running costs of North Area Transport Association.

North Area Transport Association is committed to being a Real Living wage employer and this can be seen on the attached anonymised payroll statement.

Yours sincerely,
[Redacted 11 (2)]

Operations Director

North Area Transport Association Limited, is a Scottish Charity, Registration Number SC035615. Company Limited by Guarantee No. 268642 and VAT Registration 920 3410 74. It is also known as NATA, NATA Transport and has a subsidiary which is named, NATA Community Interest Company, Company Number SC326375.

EIR Document 77

Available publicly [a5-budget-book-2023-24.pdf \(spt.co.uk\)](#)

EIR Document 78

From: ScotZEB2 <ScotZEB2@est.org.uk>

Sent: Tuesday, October 3, 2023 9:58 AM

To: **[Redacted 11 (2)]**<redacted@spt.co.uk>; ScotZEB2 <ScotZEB2@est.org.uk>

Cc: **[Redacted 11 (2)]**<redacted@spt.co.uk>

Subject: RE: ScotZEB2 - Additional Data Request Documents

Good morning,

Thank you for submitting this information – please accept this email as confirmation of receipt.

Kind Regards

[Redacted 11 (2)]

From: [Redacted 11 (2)]<redacted@spt.co.uk>

Sent: Friday, September 29, 2023 3:34 PM

To: ScotZEB2 <ScotZEB2@est.org.uk>

Cc: [Redacted 11 (2)]<redacted@spt.co.uk>

Subject: FW: ScotZEB2 - Additional Data Request Documents

Importance: High

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Dear Sir / Madam,

Further to your email dated 19 September 2023 advising us of the need for further supporting information to be submitted, we are pleased to provide additional evidence to support our initial ScotZeb2 bid. Each request is taken in turn, with supporting evidence provided in the above zip files attached to this email.

Public Subsidy

Please see the below table for more information.

Table 1: Public Subsidy Overview

Organisation	Public Subsidy	Funder	Notes
Strathclyde Partnership for Transport (SPT)	N/A	N/A	SPT is a public body that is funded through a combination of funding streams. Further information can be found in the 'SPT Budget Book 2023/24' document. As outlined within our initial application, SPT provide socially necessary bus services whenever the current commercial market fails to do so. All services comply with Public Subsidy and State Aid legislation.
Coalfields Community Transport (CCT)	[Redacted 10(5)(e)]	SPT	See 'Coalfields Community Transport – Public Subsidy & Living Wage Information Letter' document for confirmation.
	[Redacted 10(5)(e)]	SPT	
	[Redacted 10(5)(e)]		
North Ayrshire Transport Association (NATA)	[Redacted 10(5)(e)]	SPT	See 'North Area Transport Association – Public Subsidy Information Letter' document for confirmation.
	[Redacted 10(5)(e)]	SPT	
	[Redacted 10(5)(e)]		
South Ayrshire Community Transport (SACT)	[Redacted 10(5)(e)]	SPT	See 'South Ayrshire Community Transport – ScotZeb Request' document for confirmation.
	[Redacted 10(5)(e)]	Energy Saving Trust (EST)	
	[Redacted 10(5)(e)]	Transport Scotland	
	Total: [Redacted 10(5)(e)]		

Living Wage

The below table represents the lowest paid grades within SPT, providing evidence that they all pay more than the living wage.

Table 2: SPT Hourly Rates of Lowest Paid Grades

Grade	Annual Salary	Hourly Rate	Staff Grouping
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AGRD10	£20,666.00	£11.3238	APT&C
SD01	£25,666.00	£12.6558	Subway – Operations
SD02	£30,427.00	£15.0035	Subway – Operations
IA01	£24,345.00	£13.3397	Subway – Infrastructure
IA02	£26,871.00	£14.7238	Subway – Infrastructure

It should also be noted that above rates will increase once the COSLA Local Government Pay Settlement is approved for the 2023/24 financial year. See the following documents for confirmation of this information:

- SPT – APTC Salary Scales 20March2023_1
- SPT – RPI Conditions of Services 28Nov2022
- SPT – Subway Station Staff Conditions of Services 28Nov2022

Please see the below table for more information on the other consortium members.

Table 3: Other Consortium Members Living Wage Information

Organisation	Accreditation	Notes
Coalfields Community Transport (CCT)	Living Wage Employer	See 'Coalfields Community Transport SCIO 2022 Signed Accounts' and Coalfields Community Transport – Public Subsidy & Living Wage Information Letter' documents for confirmation.
North Ayrshire Transport Association (NATA)	Living Wage Employer	See '07881 North Area Transport Association - North Area Transport Association - Dept 1 Wages Statement 30-09-2023_Redacted' document for confirmation.
South Ayrshire Community Transport (SACT)	Living Wage Employer	See 'South Ayrshire Community Transport Accredited Employer Letter' document for confirmation.

Workers Voice

Please see the attached zip file (containing 'ScotZEB2 Workers Voice Letter' and supporting appendices) for more information.

I hope that the above information fulfils your request, but please do not hesitate to get in touch if you require additional information.

Kind Regards,

[Redacted 11 (2)]

[Redacted 11 (2)]

Head of Bus Strategy & Delivery

† [Redacted 11 (2)]

EIR Document 79

From: ScotZEB2 <ScotZEB2@est.org.uk>

Sent: Tuesday, November 21, 2023 9:48 AM

To: [Redacted 11 (2)]<Redacted@spt.co.uk>; [Redacted 11 (2)]<redacted@spt.co.uk>;

Cc: [Redacted 11 (2)]<redacted@transport.gov.scot>

Subject: ScotZEB2 Outcome Letter

Good morning,

Thank you for your application to the ScotZEB 2 challenge fund. We have now completed our assessment process and please find the outcome of our assessment panels in your attached outcome letter.

We would like to thank you for your time and effort that you have put into your application.

Kind Regards

[Redacted 11 (2)]

EIR Document 80 (attached to Document 79)

[Redacted 11 (2)]

Strathclyde Partnership for Transport (SPT)
131 St Vincent Street
Glasgow
G2 5JF

20th November 2023

Dear [Redacted 11 (2)]

Thank you for your application to the Scottish Zero Emission Bus (Phase 2) challenge fund. After reviewing all the applications in detail, we regret to inform you that your bid has been unsuccessful.

Please find scores and feedback for your application below along with further details of the scoring process on the enclosed information sheet:

Scoring Criteria		Score	Weighted Percentage	Weighted Score	Feedback
Financial	Financial Subsidy Ranking	[Redacted 10(5)(e)]	30%		[Redacted 10(5)(e)]

	Financial Viability	[Redacted 10(5)(e)]	10%	[Redacted 10(5)(e)]	[Redacted 10(5)(e)]
	Total		40%	[Redacted 10(5)(e)]	
Market Transformation	[Redacted 10(5)(e)]		20%	[Redacted 10(5)(e)]	[Redacted 10(5)(e)]
Deliverability	[Redacted 10(5)(e)]		30%	[Redacted 10(5)(e)]	[Redacted 10(5)(e)]
	[Redacted 10(5)(e)]		10%	[Redacted 10(5)(e)]	[Redacted 10(5)(e)]
Total					11/40

Whilst I understand that this will be disappointing news, there is a remaining opportunity for any or all members of your consortium to benefit directly from ScotZEB 2 funding. The two bids that scored the highest overall remain under consideration, and the lead applicants for those two bids, Rock Road and Zenobe, are being given until 19 January 2024 to provide their final and best bid. They have been informed that they may be in contact with you in connection with this exercise and that they may incorporate new members into their consortia at this stage. You or any member of your consortium may contact Rock and/or Zenobe should you wish to do so, and contact details are given in the table below. Please note that while there is scope for any member of your consortium to reach agreement with Rock or Zenobe about joining their consortium bid at this stage, buses, coaches and infrastructure that is included in one consortium bid MUST NOT also be included in the other consortium bid.

Organisation Name	Contact Name	Contact Email
Rock Road	[Redacted 11 (2)]	[Redacted 11 (2)]@rockinfrastructure.com

Zenobe	[Redacted 11 (2)]	[Redacted 11 (2)]@zenobe.com
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The best and final bids from Rock and Zenobe will be assessed against the same criteria, using the same scoring matrix, as your bid was assessed against.

Transport Scotland will meet to discuss the process with the lead bidders, separately, in the following days, and will then meet and discuss the process with the Director of the Confederation of Passenger Transport Scotland, as representative of the bus and coach sector. The EST website will be updated later this week, once you have had the opportunity to share the content of this letter with your consortium members. In that regard, we should be grateful if you would let us know when you have done so.

Neither you nor any member of your consortium are under any obligation to explore joining the consortia led by Rock or Zenobe, and Transport Scotland remains under no obligation to make any awards from the Scottish Zero Emission Bus (Phase 2) challenge fund.

Kind regards,

[Redacted 11 (2)]

Assistant Programme Manager

EIR Document 81 (attached to Document 79) Information Sheet

For each project, there were 4 scoring criteria scored by a panel of experts based on the evidence provided in the application form and its attachments. Each criterion was given marks of zero to ten by assessors, and the ScotZEB2 project team also calculated a Financial Subsidy Ranking for each bid relative to other applicants. The experts then met at a moderation panel to come to a consensus on their scoring and each mark was then weighted, according to the percentages allocated to their criteria, to give a final mark. Where a weighted score is not a whole number, the final score was rounded up or down to the nearest whole number. These scores were then considered and ratified by a separate panel.

Scoring Criteria

The scoring criteria were considered as follows:

Financial Subsidy Ranking

The ranking was determined by comparing each bid against other applications, taking into account the percentage of subsidy saved compared to the maximum allowable subsidy per-bus and/or infrastructure. This means that the bid with the highest percentage of subsidy saved received a score of 10 for this aspect of the

financial evaluation and other applicant scores were based on the relative percentage of subsidy saved compared to the highest scoring project. As per the guidance, any applicant requesting the maximum subsidy allowable received zero marks.

Financial Viability

Applicants should set out detailed terms on how vehicles and infrastructure will be financed including the time period for repayment, the pricing of debt and equity, capital structure, ownership and leasing arrangements. Bidders must make clear how the subsidy will be deployed within the financing structure.

Market Transformation

Bids received must demonstrate how they will bring about significant change in Scotland's bus market, so that operators choose zero-emission technology by default from now on. Strong bids would demonstrate how their outlined model will continue to deliver zero-emission buses for Scotland into the future without ongoing need for government subsidy. Leveraging private capital in order to demonstrate excellent value-for-money for the taxpayer will be assessed favourably, as will evidencing how this investment will aid the long-term transformation of the market.

Deliverability

Applications should clearly set out how the project will be delivered, which parties and named persons will own and manage risks, and clearly set out reporting arrangements between participants in addition to their reporting arrangements to Transport Scotland. Applications which are supported with firm evidence of commitment from all members of the consortium will be scored more highly and by contrast, applications which provide only vague or high-level statements of support will receive lower scores.

Wider Community and Decarbonisation Benefit

Bids should make clear what wider benefits will be delivered as part of the implementation of the project, which could include job creation, making assets (particularly infrastructure) available to a wider number of users and / or transport modes.

Scoring

The following scoring framework will be used to assess applications.

0 = Entirely deficient

1 = Significantly deficient

2 = Deficient

3 = Satisfies less than 50% of the criterion, but not well

4 = Satisfies less than 50% of the criteria well

5 = Satisfies 50% of the criterion well

6 = Satisfies most of the criterion well

7 = Satisfies all of the criterion well

8 = Satisfies all of the criterion very well

9 = Satisfies all of the criterion extremely well

10 = Surpasses all of the criterion

EIR Document 82

From: [Redacted 11 (2)]@spt.co.uk>

Sent: Thursday, December 14, 2023 9:28 AM

To: ScotZEB2 <ScotZEB2@est.org.uk>

Cc: Bettina.Sizeland@transport.gov.scot; [Redacted 11 (2)]@transport.gov.scot; [Redacted 11 (2)]

[Redacted 11 (2)]@spt.co.uk>; [Redacted 11 (2)]@spt.co.uk>

Subject: ScotZEB2 Response

Importance: High

CAUTION: This email originated from outside of the organisation. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good Morning [Redacted 11 (2)]

On behalf of [Redacted 11 (2)]

Please find attached response to your letter received by SPT on 27 November 2023.

Regards.

[Redacted 11 (2)]

[Redacted 11 (2)]

Support Officer

T: 0141 333 3720

M: [Redacted 11 (2)]

EIR Document 83

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

14 December 2023

BY EMAIL

[Redacted 11 (2)]

Assistant Programme Manager

Energy Savings Trust (EST)

ScotZEB2@est.org.uk

Our ref:

Email:

32-2023-BSD-GD

[Redacted 11 (2)]@spt.co.uk

Dear [Redacted 11 (2)],

I write regarding the ScotZEB2 outcome letter received by SPT on 27 November 2023.

SPT is disappointed by the outcome arrived at by the Energy Savings Trust (EST), which will negatively impact on some of the most disadvantaged, vulnerable and remote communities in the west of Scotland. As detailed, SPT's bid would have supported the decarbonisation of local bus trips within these communities. To be clear, these are services which would not exist without SPT's involvement and ongoing support, many delivered by Community Transport and SME operators. It is therefore particularly disappointing that the EST appear to have prioritised privately financed commercial services, to the detriment of publicly supported socially necessary bus services across Strathclyde.

Notwithstanding the above, SPT wish to highlight a number of anomalies in the feedback received and in comparison to the

assessment criteria selected. In particular, SPT wish to highlight the following points.

Financial Subsidy Ranking ([Redacted 10(5)(e)])

- SPT clearly stated on our application that our bid was scalable. It appears that this statement has however been disregarded. Please clarify.
- We would question the logic behind scoring SPT's bid in this manner, when we clearly set out how we intended to match fund the remaining balances required for infrastructure and electric buses. Your outcome letter effectively encourages SPT to engage with the remaining private financiers to take part in their consortiums. Did the financial subsidy assessment undertaken by EST consider the ongoing additional costs which are likely to accrue to SPT (and by default the taxpayer) should we elect to participate in such private financier led consortia? Please clarify.

Financial Viability ([Redacted 10(5)(e)])

- In respect of the statement '[Redacted 10(5)(e)]', it appears the panel have failed to fully understand the nature of SPT's socially necessary Supported Bus Services, despite the details provided within our application and that these serve many of the most deprived, vulnerable, isolated, remote and rural communities in the west of Scotland. No local bus service would survive without ongoing public subsidy. Please clarify EST's thinking in this regard.

Market Transformation ([Redacted 10(5)(e)])

- SPT note the statement that '[Redacted 10(5)(e)]'. SPT would be grateful if EST would expand on [Redacted 10(5)(e)] in respect of the SPT bid? Please clarify.

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

For the avoidance of doubt, SPT are of the opinion that such an approach would simply add further pressure to already strained public sector revenue budgets for supported local bus services.

- Furthermore, we fundamentally disagree on the degree of transformation the SPT bid would offer. As we clearly stated within our bid document, supported bus operators (particularly Community Transport & SME's) would be transformed in respect of zero emission operation (both depots and fleets), introducing new unique smaller type EV buses to a marketplace that requires them urgently. We would be grateful if EST could expand on their thinking on this element – please clarify.

Deliverability ([Redacted 10(5)(e)])

- The panel make reference to “[Redacted 10(5)(e)]” in respect of the SPT bid. On what evidence, knowledge and experience was this judgement made? Please clarify.
- SPT find this to be an extraordinary comment given the solid financial standing of SPT, clearly evidenced by our audited accounts, and significant experience over many, many years of managing the operation of our local bus fleets, including zero emission buses.
- SPT outlined a clear delivery strategy within our bid, which appears to have been disregarded by the panel. Please clarify.

In addition to the above, I would be grateful if EST could urgently provide details on the scope to appeal the outcome of SPT's ScotZEB2 application.

SPT remain firmly of the view that our ScotZEB2 bid remains financially sound, robust, ambitious, transformational and deliverable. To that end, SPT would be happy to meet with EST and Transport Scotland colleagues to discuss the issues noted above and

to seek your support in decarbonising the supported bus network in the west of Scotland, for the benefit of all our communities, particularly those most in need.

I look forward to hearing from you and would very much appreciate a timely response ahead of the Christmas break.

Yours sincerely

Yours faithfully

[Redacted 11 (2)]

Head of Bus Strategy & Delivery

CC [Redacted 11 (2)], Transport Scotland

[Redacted 11 (2)], Transport Scotland