

National  
Transport  
Awards  
Bus Operator  
of the  
Year 2017



## Sustaining Bus Travel For The Future



# ABOUT US

Brighton & Hove Buses operates 265 buses across a network of 25 routes and 2,000 bus stops, serving the conurbation of Brighton & Hove and connecting the city to Eastbourne, Lewes, Crowborough and Tunbridge Wells.

Metrobus operates 145 buses across 50 routes through Sussex, Surrey and Kent.

Between us, we make more than 64 million passenger journeys each year. In Brighton & Hove, we carry more customers per head of population than anywhere outside London.



## In this report

- 2 Managing Director's message
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## Our reporting structure

We're committed to operating our services in a way that helps to put buses at the heart of the communities we serve.



### Society

To run our company in a safe, socially and environmentally responsible manner.  
page 6



### Customers

To provide high quality, locally focused passenger transport services.  
page 8



### Our people



To be a leading employer in the transport sector.  
page 10



### Finance

To run our business with strong financial discipline.  
page 12

Follow us on Social Media:

-  [facebook.com/brightonbuses](https://www.facebook.com/brightonbuses)  
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For more information, visit our websites:

- [buses.co.uk](https://www.buses.co.uk)
- [citybusnews.co.uk](https://www.citybusnews.co.uk)
- [metrobus.co.uk](https://www.metrobus.co.uk)

We're part of The  
**Go-Ahead**  
Group

# MANAGING DIRECTOR'S MESSAGE

“Our overriding goal is to sustain bus travel for the future”

**Martin Harris**  
Managing Director



Brighton & Hove Buses and Metrobus are one company and two brands. Each brand works to drive, sustain and connect the communities in which it operates. Each brand helps to convene and lead a healthy partnership approach to delivering a sustainable bus service. Each brand has developed so it's entirely in tune with the network in which it operates. Brighton & Hove Buses enriches the city's vibrant communities and innovative arts and culture, and Metrobus is the public transport backbone to the thriving economy that exists around Gatwick Airport and Crawley.

Our overriding goal as one company over the last year has been to sustain bus travel for the future. To achieve this goal, we've worked hard to grow passenger numbers, make the bus a genuinely viable alternative to the car, transform our workplace into a great place to come and work, and make the bus an integral part of the solution to improved air quality in our towns and cities.

The company has continued to buck the national trend and seen a healthy 1.3 per cent growth in passenger numbers, with consistently strong customer satisfaction levels. Brighton & Hove Buses continues to carry the largest number of passengers per head of population outside London. The city's digital M-ticket sales have rocketed to possibly the highest levels in the country, and thanks to targeted network improvements and tech innovations, we've even seen tangible evidence of modal shift from cars to the bus. At the same time, we've been evangelising about our mission to achieve zero-emissions capabilities.

At Metrobus, our Fastway Gatwick services – the 20 and the 100, which run 24 hours a day – are achieving annual patronage growth of a very healthy 17 and 18 per cent respectively. The brand continues to entrench itself further in the towns and communities in which it operates and this year launched two unique custom bus design wraps that each celebrate an aspect of the town's success and heritage.

Between our two multi-award-winning brands, we employ around 1,500 people, and if you stop and ask any of them what it's like working for us, there's a good chance they'll say it feels like a community. But we're not complacent. Over the last year, we've worked hard to embed a solid set of company values that are simple and meaningful and easy for managers to model and colleagues to emulate. On top of that, we've launched a joint campaign with the union on dignity and respect so each of our colleagues at every level has a harmonious, respectful and productive place to come to work.

We've been telling the bus story everywhere we operate, making demonstrable links between congestion and poor air quality and in the process giving birth to a new story – a sustainable one. One that's ahead of the

times and is shaping the vision for an emissions-free, congestion-free future. Our bus services are ready and primed to take residents on that journey, sustainably, healthily and en masse.

## 2017 highlights

- Collaborated on a unique art installation visualising live air-quality data
- Evidence showing modal shift on Brighton's coast road
- Gatwick services' annual passenger growth reaching towards 20 per cent
- Unique and lasting connections with key partners to celebrate towns and cities
- A leading voice on air quality and sustainable transport



# OUR APPROACH

## Our vision and values

Our goal is to take care of every journey – whether that’s getting a customer to their destination safely and reliably, or it’s taking care of one of our colleagues during their career with us. Over the last year we’ve embedded techniques for living by our company values, helping to make our workplace harmonious, productive and a great place to work.

Our colleagues know we make a real difference to people’s lives. We literally connect communities, places and people and help sustain employment, economies and lives.

We’re trusted to take people where they need to go and get them back home again safely. And our colleagues trust us to provide the sort of workplace that can make all of this possible.

## Lean

New LEAN working practices in our engineering departments have reduced the number of buses that are off the road and in the garage for important maintenance – critically without compromising the quality and reliability of our services. The net result is our costs go down and the benefit to customers goes up.

## Technology

Internally, we’ve introduced significant IT initiatives to improve our business resilience: we’re virtualising all our servers, upgrading all our network connections and improving cybersecurity.

Colleagues are now all set to work on the cloud-based Office 365, and we’ve upgraded our intranet to SharePoint so we can work more collaboratively and create virtual working communities to improve productivity and efficiency in the workplace.

As for customer-related technologies, our award-winning digital tickets have seen sales rocket in Brighton & Hove to £9 million, revolutionising bus travel in our city. Only 17 per cent of customers in the city now pay by cash, and on Metrobus’s Fastway routes that serve Gatwick, it’s just 20 per cent.

## Experience

To make bus travel sustainable, we have invested heavily in improving the customer experience so it becomes a viable alternative to going by car. All our buses are GPS tracked. All Brighton & Hove buses and all new Metrobus buses have next-stop audio and visual announcements, and all buses on both fleets are fitted with CCTV cameras for the safety of our customers. Brighton & Hove also has (probably) the only bobby on the bus, a serving special constable whom we pay to

## Cream of the Company

The best of Brighton & Hove and Metrobus were honoured in our annual Oscars ceremony held at the Amex Stadium, in Brighton, where colleagues received awards across 13 hotly contested categories. Winners – from the bumper nomination year – were selected based on how well they demonstrated the company values.





# Our five inter-connected change themes

1

## Lean

Delivering what our customers want in more efficient ways.



See page 4

2

## Technology

Using technology to improve processes, increase customer satisfaction and drive revenue.



See page 9

3

## Experience

Considering every aspect of peoples' journeys to continually improve customer experience.



See page 8

4

## Cultural change

Operating with aligned values and common goals.



See page 5

5

## Leadership

Developing the Group's current and future leaders.



See page 5

work full-time on the buses, looking after the welfare of our customers.

## Cultural change

We are in the middle of a cultural transformation programme to improve ways of working, productivity and to make our place of work great. We're working hard to embed our new company values of mutual respect, relationship building, working together, embracing change responsively and proactively, continually setting new standards and taking ownership and pride. We want to become a truly values-based company, one that instantly knows the right thing to do because that thing is rooted in our values.

We've been improving colleague engagement by demonstrating that we're listening and making changes following our annual engagement survey. Industrial relations

have never been so good – in fact we've launched a uniquely joint union and company campaign called Dignity and Respect to help build great working relationships through all levels of the business.

Our internal newspaper, which is published every fortnight, showcases colleague initiatives, achievements and successes and connects that behaviour to one of the company values.

## Leadership

The two brands share the same leadership team, vision and philosophy. Managing Director Martin Harris is highly approachable and recognised and acknowledged by the majority of our 1100 drivers.

All the senior management team rides the same buses as our customers and each is passionate about delivering a great bus service.

# SOCIETY

Our bus service is part of the fabric of the communities we serve. We connect and sustain communities, economies and people. This financial year we've concentrated our efforts on making bus travel sustainable for the future. We've done it by increasing our support for communities, by spearheading efforts towards emissions-free towns and cities, and looking after the safety and welfare of our customers.



## Key highlights



## Community

We don't just deliver a great bus service – we're part of the lifeblood of the vibrant towns and cities in which we operate. We see it as our responsibility to sustain and connect communities. As a leading business in our operating areas, we strive to be responsible, and in every action we take we aim to do the right thing by the community.

This year alone we've given away around £30,000 in free tickets to community and disabled groups, schools and charities, as well as thousands in small pots of cash to support community groups. We offer concessionary fares for the disadvantaged through Credit Union and for those with carer's cards. We give free bus passes to the unemployed who are part of a back-to-work scheme, and to the homeless to help them get to important appointments, such as at the doctor's or to find accommodation.





And to help enrich and celebrate the communities in which the two brands operate, we've launched nine spectacular special edition buses this year, and turned an art deco bus shelter in front of the iconic Brighton Pavilion into an art installation.

## Environment

We're putting the bus at the centre of sustainable travel today and tomorrow. We're making critical connections between air quality and congestion, and influencing air quality discussions. We're helping to shape the agenda and encourage behaviour change and enabling stakeholders and the residents of our towns and cities to visualise an emissions-free future. And we're showing them how buses can take residents on that journey.

To help people change their habits, we've been offering one-month free saver tickets to new employees to encourage them to take the bus to work.

And we've invested millions in cleaning up our act. The two brands will have 112 highest-standard, nearly emissions-free buses on the road by the end of 2017.

Brighton & Hove's entire fleet will be at least Euro 5 standard by the end of next year. Eighty-five have been retrofitted to Euro 5 plus level, and there are 13 hybrid buses that operate in both electric and diesel mode. The fleet also has 14 electric vans.

Thanks to these efforts, Brighton & Hove Buses is one year ahead of its target for the fleet to comply with the Low Emission Zone in the city.

And we're still the only operator outside London that's commissioned detailed real-world testing research, according to Ricardo Engineering.

## Safety

We've introduced LEAN working practices, minimising risks in the workplace. At Brighton & Hove Buses, our most recent H&S audit score was almost 20 per cent higher than its predecessor, in 2015.

The number of bus accidents is down from 11.9 to 8.5 per million miles, and the number of reported crimes is down from 228 last year to 185. All our buses are fitted with CCTV to address driving techniques and assist with incidents. At Brighton we have a serving police officer who patrols the buses.

### The Art of Change

We collaborated on a unique art exhibition that took live air-quality data and transformed it into a visual spectacle so viewers could see the actual state of the air they breathed in Brighton & Hove.

An air pollution sensor sent live data into the installation, which was then seen in multilayer projections and sound waves.



# CUSTOMERS

We're driving the industry with pioneering initiatives that put customers first. We've made the bus more attractive, reduced delays and emissions, encouraged bus loyalty, put in measures to combat congestion, and kept our communities moving. We've innovated with multi-operator ticketing, award-winning M-tickets, Helping Hand, and the wheelchair taxi guarantee scheme.

## Key highlights



Metrobus has two travel shops: one in Crawley and the other in Redhill. Brighton & Hove has a one-stop shop in the city centre for bus, coach and rail transport seven days a week.

We have a locally manned, seven-day-a-week helpline and answer 97 per cent of all calls with an average wait time of 20 seconds. We've recently added a text facility.

We run two booths at busy hubs giving general tourist and bus information – and now lending brollies for unpredictable downpours.

Brighton & Hove Buses prints 70,000 copies of Bus Times magazine, covering all operator routes in the network every six months, and 50,000 Metrobus Bus Times.

## Customer experience

We pride ourselves on how well we treat our most vulnerable customers, and have been driving the industry with pioneering and nationally-recognised initiatives.

The latest news on our groundbreaking Helping Hand card (a customised high-visibility card co-created with the community that tells the driver about someone's specific





needs) is that there's now one for scooter users telling the driver the scooter's size has been approved for bus travel.

We're still the only bus company in the country with our own dedicated Accessibility Officer and a taxi guarantee scheme for passengers in a wheelchair who for any reason cannot board a bus.

What's more, we're spending money to ensure all our new buses have dementia-friendly floors and more turning space for wheelchairs.

In Brighton, we now sit on the committee of Dementia Action Alliance, and have more than 800 employees trained as Dementia Friends.

We are proud to sit on the organising committee of the first Disability Pride in the UK, which took place this summer.

Our 'Drama on the Bus' programme, which we run in partnership with the Grace Eyre Foundation, role-plays scenarios to build confidence in passengers with accessibility issues.

Both brands' comprehensive guide to the schedule, Bus Times, is available in large print for the sight impaired.

And our travel shops are dementia and learning-disability safe havens.

## Technology

All of our buses are fitted with free Wi-Fi and 116 with USB points. All Brighton & Hove Buses have next-stop audio visual announcements, and so far 36 at Metrobus. Both fleets are fitted with CCTV, a GPS tracking system and radio communications. It's why we like to think of ourselves as the

fourth emergency service. The radio system has frequently helped the police locate missing people travelling on our buses.

We have real-time information at bus stops and via a free app and websites. Thirty-eight Metrobus buses are fitted with infotainment screens and the rest with digital screens.

We're particularly proud of our partnership work that led to innovating a multi-operator ticketing system in Brighton & Hove.

Both brands have revamped, device-responsive websites, including journey planners, and Brighton & Hove Buses has just launched a new dedicated student web portal.

We have more than 55,000 social media customers between the two brands and use it to advise customers on roadworks and diversions.

### The Fourth Emergency Service

Brighton & Hove Buses acted as the fourth emergency service into the early hours of a Sunday morning after offering a bus as a safe haven for people living next door to a burning building, who were evacuated from their homes and were standing outside in the cold inhaling smoke.

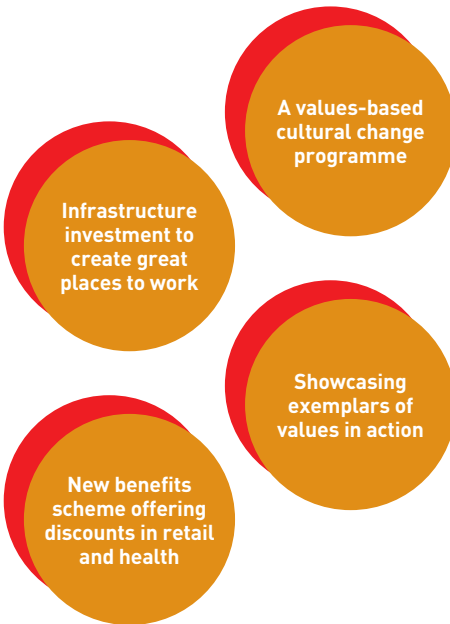


# OUR PEOPLE

Everyone seems to agree that the best thing about working for each brand is that it's like being part of a community. All together we employ nearly 1,500 people – some of whom have been with us for more than four decades. We've been working hard to make our working environment a truly great place to work.

We've introduced a values-based cultural change programme, including workshops for managers to cascade a new way of thinking and behaving that puts our people centre stage in everything we do.

## Key highlights



Our internal magazine, which is all about our people, showcases exemplars who demonstrate our values in action.

We've heavily promoted our philosophy of listening to our colleagues, making numerous tangible changes based on feedback in the annual survey. This year, to improve engagement further still we introduced a gameification aspect to the number of employee surveys completed, offering funds to the charity of our colleagues' choice.

Our annual awards – which received bumper nominations this year – recognise these exemplars and our long-service employees at a prestigious dinner. Guests of honour to present the awards, alongside the company's Managing Director and the Group Chief Executive, were the city mayor and a detective chief inspector from Sussex Police. Awards included Apprentice of the Year, Engineer of the Year, Outstanding Contribution to Innovation, Diversity Champion, Driving Excellence, Supporting Customer Service, Frontline Customer Service Champion, Contribution to the Community, the STAR award, Green Award, Thanks Award and Team of the Year. Long-serving colleagues, who between them celebrated a staggering 1,500 years of loyal service, were also honoured.

We also run a quarterly staff excellence scheme called STAR, which stands for Staff Awards Recognition. Winners receive £100 vouchers, and runners-up £50 vouchers.

We've just introduced a benefit scheme offering discounts in retail and health to supplement our leisure and health scheme that covers the dentist, optician and other healthcare.



We've transformed our industrial relations with an employee relations workshop, a unique joint union campaign on dignity and respect promoting our values of mutual respect, and an agreement to run alternate employee surveys with them.

The engagement surveys have resulted in initiatives to improve the working environment and services to customers.

We've hosted more than a thousand of our colleagues and their families at our second free Family Fun Day – an even bigger event than its inaugural predecessor.

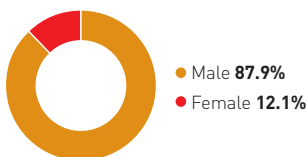
We also regularly sponsor colleagues' efforts in community and charity events.

## Diversity

All our drivers do a CPC course on equality, diversity and inclusion. We are also designing one on health and well-being. As part of our diversity policy, we have a diversity group and champions, who promote diversity and solve issues. The champions work with local groups, such as Mosaic Black and Mixed Parentage Group. We have started offering work experience placement opportunities to people with accessibility issues.

We use our HR data to create an equal space at work, such as by making adjustments for new drivers with disabilities.

### All employees



## Awards

**Everywoman in Transport Awards 2017 Above and Beyond winner,**  
Communities and Accessibility Officer  
Victoria Garcia

**National Transport Awards 2017 Frontline Employee of the Year finalist,**  
SC Jamie Jackson

**Frontline Employee of the Year finalist,**  
driver Phil Hadley

**UK Bus Awards 2017 Unsung Hero finalist,** electrical  
engineer Ashley Burrows

**Driver of the Year, Winner** Phil Hadley

This year we launched our Diversity Bus with the Pride Festival to promote and celebrate diversity. The bus carries messages of love and celebration and the powerful #moreincommon, set up in the aftermath of MP Jo Cox's tragic murder, to demonstrate how much more we all have in common than that which divides us. It's available for partners in the city for community events.

## Training

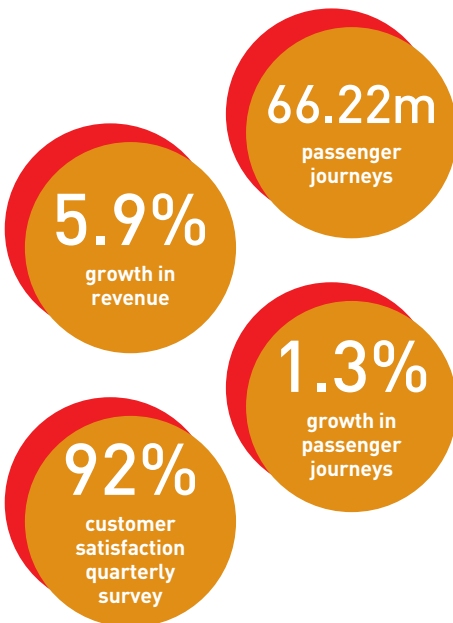
We have a dedicated in-house training school with three fully equipped classrooms and exam suites. All drivers are fully CPC trained in-house. This includes bendy bus training, refresher courses, defensive driving techniques and 'go the extra mile' customer care. Additionally, drivers are given My Guide and dementia awareness training. Our customer services training course was designed by customer services experts Welcome to Excellence.

# FINANCE



The financial story is all about growth. We've continued to buck the national trend and seen a healthy growth in passenger journeys, with consistently strong customer satisfaction levels and revenue growth. Digital M-ticket sales have rocketed to possibly the highest levels in the country, and key card sales remain high. Thanks to this growth, we've been able to make significant investment in even better buses for our customers and communities.

## Key highlights



Our turnover was £96.4 million in 2016/17, up by 5.9 per cent, taking the 53-week year into consideration. We made 66.22 million passenger journeys over the same period – up by a very healthy 1.3 per cent.

To meet our goal of making bus travel sustainable for the future, we've continued to enhance services supporting Gatwick and Crawley town centre and in Brighton, and we've invested to support the two universities and our most popular routes. To help make buses a genuinely viable alternative to cars, we've equipped every single one with Wi-Fi and so far 116 buses with USB ports.

## Outlook

The air quality debate will largely dictate investment priorities over the coming years. We're already investing heavily in state-of-the-art, nearly emissions-free Euro 6 Micro Hybrid buses to serve our most popular routes. By the end of 2017, we'll have 82 highest-standard clean buses on the road. Beyond this, we have a short and long term strategy to work with partners on air quality and congestion to reach zero emissions and make us a truly sustainable transport system.

### Investing in the Future

By the end of 2017, Brighton & Hove Buses will have spent millions on cleanest-possible, virtually emissions-free buses, almost doubling the current number.





# KEY DATA

Brighton & Hove and Metrobus (sister-company) combined data

2016/17 2015/16 2014/15

## SOCIETY

### Safety

Bus accidents per million miles	<b>8.5</b>	11.9	17.4
Fleet with CCTV (%) <sup>+</sup>	<b>99.8</b>	99.3	85
Number of reported crimes <sup>+</sup>	<b>185</b>	228	-

### Environment

Carbon emissions per passenger journey (kg)	<b>0.53</b>	0.55	0.55
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### Community

Community Spend per Employee (£)	<b>63.58</b>	23.12	39.66
Stakeholder events (number)	<b>240</b>	524	307

## CUSTOMERS

Customer satisfaction (Latest Passenger Focus score) (%)	<b>92</b>	93	91.94
Deregulated/local bus punctuality (%) <sup>+</sup>	<b>79</b>	80.10	85.4
Expenditure on new buses in financial year (£'000) <sup>+</sup>	<b>5,172</b>	3,553	5,726
Average age of bus fleet <sup>*</sup>	<b>7.6</b>	7.4	7.1

### Accessibility

Bus fleet which is DDA compliant (%) <sup>*</sup>	<b>100</b>	98.4	-
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## OUR PEOPLE

Average number of employees <sup>+</sup>	<b>1,464</b>	1,451	1,440
RIDDOR accidents per 100 employees <sup>+</sup>	<b>0.89</b>	0.83	0.49
Employee engagement index	<b>52</b>	35	35
Employee turnover rate (%) <sup>+</sup>	<b>13.6</b>	15.5	18.8
Absenteeism rate (%) <sup>+</sup>	<b>3.4</b>	3.3	4.1
Training Spend per Employee (£)	<b>615.73</b>	393.80	349.47

### Diversity

% of female employees	<b>12.1</b>	11.5	10.2
% of Asian, black and other ethnic group employees	<b>3.3</b>	2.8	2.4

## FINANCE

Passenger Journeys (m)	<b>66.22</b>	66.63	65.03
Passenger volume growth (%)	<b>1.3</b>	2.46	6.8


Key

+ For the reporting period

\* As at the reporting period end

RIDDOR – Reporting of injuries, diseases and dangerous occurrences regulations at workplaces

DDA – Disability Discrimination Act

 For information on the full Group data, please visit our corporate website [www.go-ahead.com](http://www.go-ahead.com)

## More information

Find out more about Brighton & Hove Buses at [buses.co.uk](http://buses.co.uk) and Metrobus at [metrobus.co.uk](http://metrobus.co.uk)

If you would like to speak directly with the company's Managing Director Martin Harris, please write to him at the following address:

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43 Conway Street  
Hove  
BN3 3LT

## Summary Verification Statement from Bureau Veritas UK Ltd

Bureau Veritas UK Ltd (Bureau Veritas) has provided verification for The Go-Ahead Group plc. (Go-Ahead) over selected sustainability Key Performance Indicators (KPI) data contained within the Group's Annual Report. The information and data reviewed in this verification process covered the period 3 July 2016 to 1 July 2017.

The full verification statement including Bureau Veritas' verification opinion, methodology, areas of good practice, recommendations and a statement of independence and impartiality can be found on the Go-Ahead Group website:

[www.go-ahead.com/sustainability](http://www.go-ahead.com/sustainability)

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We're part of The  
**Go-Ahead**  
Group