

Focused on partnership



About us

We operate a fleet of 265 buses across a network consisting of over 30 routes serving the conurbation of Brighton and Hove, as well as longer-distance routes to Eastbourne, Lewes, Ringmer and Tunbridge Wells.

We carry more than 50 million passenger journeys each year. We are an award winning bus operator, committed to serving our towns and cities, and supporting their social and economic welfare. We employ over 1,000 people locally who are dedicated to customer service, improving our environmental impact and making bus services accessible for all. We work with local charities and community groups, and we are an active partner with many city stakeholders. We understand that together we help create thriving and sustainable communities.

Where we operate



In this report

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2016 highlights

- Big investment into clean technology
- Proactive in city partnerships
- Improved social inclusion and accessibility
- Implemented our new 7 Step Model to customer experience
- Worked closely with our union to build better employee relationships
- Award winning bus operator



For more information about Brighton & Hove, visit: buses.co.uk or citybusnews.co.uk



[facebook.com/brightonbuses](https://www.facebook.com/brightonbuses)



@BrightonHoveBus or @citybusnews

Most Sustainable Business Award
Sussex Business Awards 2015

£6m

investment into cleaner buses

100%
talking buses

85%

of fleet Euro 5 or better

Top City Bus Operator
UK Bus Awards 2015

50m

passenger journeys

We're part of The
Go-Ahead
Group

Managing Director's message

"We reach deep into our communities. We hold a regular dialogue with our city stakeholders and user groups via a dedicated website, blog and twitter feed, @citybusnews. We're plugged into community, social and economic issues and use this knowledge to develop initiatives that enhance our city and help it thrive."

Martin Harris,
Managing Director



We're not just driven to provide a bus service that excels. Nor are we obliged to partner up to help our city reach new heights. No one constrains us to embody an environmental ethos so it's in our DNA. No legislation forces us to squarely measure up to our most disadvantaged in society. But we do all of these things. We do them because, for us, delivering a great bus service is about what we do for our citizens, community and society.

Society

By working together with our communities and closely in partnerships, by making significant investments into technology and smarter energy, we contribute a positive impact on our society. Together we help create sustainable thriving towns and cities. We strive to make not only our services socially inclusive and accessible, but we work together in partnerships, to help the whole city achieve this. We understand that by building relationships, listening and responding, we can help enhance the lives of many.

Customers

A sustainable transport system is based on giving customers what they need. Our customer satisfaction level is 93 per cent according to our latest independent survey. To help achieve this, we think and act local – our operation is informed by the very communities we serve. It is important that our service is available to all, so we invest heavily into accessibility initiatives and offer a growing range of discounted tickets to build the inclusivity of our services. Our approach is based on a company-wide ethos of respect and empathy. We work closely with user groups to form genuine partnerships; we listen carefully to individual feedback, learn from it and develop a deeper understanding of our customers needs.



Working with taxi operators to provide accessible and seamless travel across the city

Our people

We employ over 1,000 local people – from school leavers on apprenticeships to long-serving employees who have been with the company for over 40 years. Our success depends on our people's expertise and commitment to service. We engage meaningfully with our colleagues, listen to one another and share ideas. We want them to help shape our future. This year we have made a commitment throughout the whole organisation to a company shared vision, taking the business to where it needs to be by building values and relationships. We are supporting colleagues in developing skills, understanding and knowledge to help create a healthy and happy work culture and environment.

Finance

We are strongly aware that our success is bound up with the communities we serve. We invest over £6 million each year in bus technology to maintain our drive for sustainability. We believe that making an impact that is less costly to our environment is an investment into our local economies and social growth.

Our beliefs

We want to live in a world where every journey is taken care of. So we adopt a company-wide ethos where we believe in mutual respect and build relationships. We believe in embracing change, responsively and proactively, and strive to set new standards.



Visit www.go-ahead.com/sustainability to find out more about our approach

Our reporting structure

We are committed to operating our bus services in a safe, environmentally and socially responsible manner. This report is split into four sections:



Society

To run our companies in a safe, socially and environmentally responsible manner.



Customers

To provide high quality, locally focussed passenger transport services.



Our people

To be a leading employer in the transport sector.



Finance

To run our business with strong financial discipline to deliver sustainable shareholder value.



Visit www.go-ahead.com/sustainability to find out more about our approach

Our stakeholders

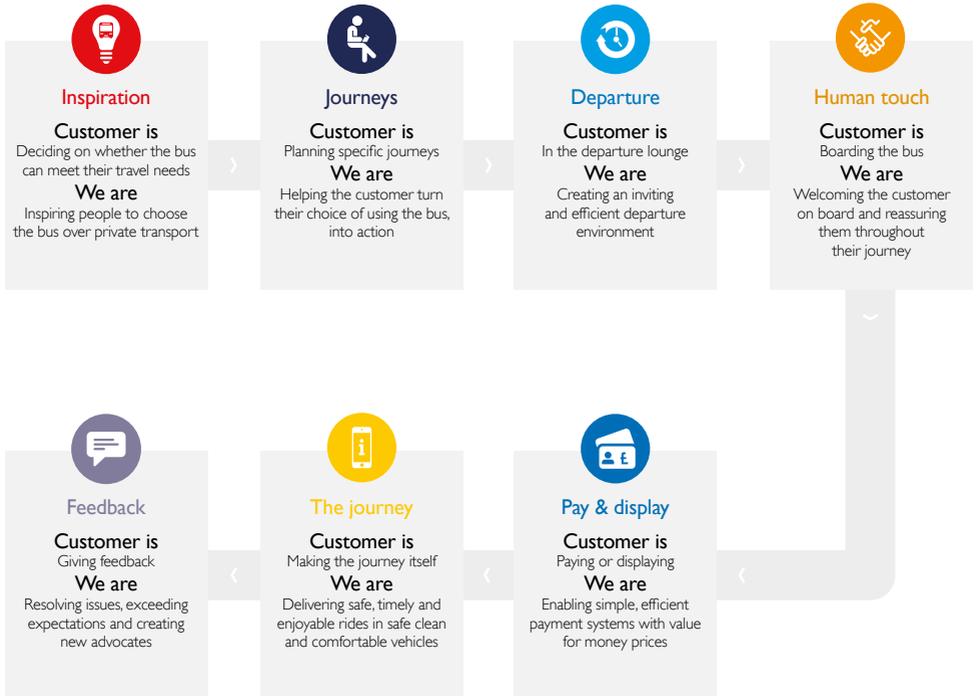
We understand that working together with our communities and closely in partnerships, we help create sustainable and thriving towns and cities. Thank you to everyone locally who has worked with us this year.

Action on Hearing Loss - Age UK - Albion in the Community - Alzheimer's Society - Amaze - Arco - Big Lemon - Blind Veterans - Brighton & Hove Albion - Brighton & Hove Chamber of Commerce - Brighton & Hove City Council - Brighton & Hove Connected - Brighton & Hove Economic Partnership - Brighton & Hove Fairness Commission - Brighton BIMM - Brighton Biosphere Partnership - Brighton College - Brighton Digital Festival- Brighton Festival - Brighton Fringe - Brighton Housing Trust - Brighton Marina - Brighton Pier - Brighton Pride - Brilliant Brighton - British Airways i360 - Buswatch - City Cabs - City College - City Sightseeing - Community Works - Compass Bus - Crawley - Borough Council - Town Council - County Council - East - Eastbourne Borough College - Friends First - Friends of the Elderly - Suicide Prevention - Local Action Team - Association - Hove School - Impact Sussex Air Ambulance TV - Legal and General - Love Local Jobs - Love Bus - Mid Sussex Primary School - MIND Action Team - MS Festival - Paddle Round Town Council - Community Academy - Possability People - Pyrotec - Quality Bus Partnership - Queens Park Local Action Team - Queens Park Residents Association - Ricardo of Shoreham Engineering - RNIB - Rockinghorse - Rossets Commercials - Royal Pavilions & Museums - Scania Lewes Sealife - Shopmobility - South Down National Park - South Down Project - Southdown - Speak Out - St John's School - St Nicholas School - St Peter's School - Stagecoach - Steiner School - Streamline Taxi - Surrey Coalition of Disabled People - Surrey Council - Sussex Chamber of Commerce - Sussex Community Rail Partnership - Sussex Heart Charity - Sussex Police - Sustainable Transport Partnership - The Argus Appeal - The Bridge Community Education Centre - The Martlets - The Starr Trust - Together The People - Tourism Alliance - Towner Gallery - Tunbridge Wells Transport Forum - Uckfield Town Centre Regeneration - University of Brighton - University of Sussex - Victoria Garage Services - Visit Brighton - Viva Brighton - Wealden District Council - West Sussex County Council - Wildlife Festival



Our vision

Our customers are at the heart of our vision for the business. They drive our focus on partnerships so that we can work collaboratively to provide the best service possible. We want to make sure that every journey is taken care of and to help us achieve this we adopt a seven step model to customer experience.



 Read more about our approach online at citybusnews.co.uk



Society

By working together with communities and closely in partnerships, by making significant investments into technology and smarter energy, we contribute a positive impact on our society. Together we help create sustainable communities. We strive to make transport services in the city socially inclusive and accessible. We understand that by building relationships, listening and responding, we can help enhance the lives of many.

Key Highlights



Environment

Our impact is big. And yet last year we were voted the most sustainable business in Sussex. That's because our impact on the environment is small.

We invest big for the good of society. We've spent over £12 million in the past two years on new Euro 5 and 6 buses. Today, 85 per cent of our fleet is at least Euro 5 or better – rocketing from 40 per cent 18 months ago. By 2018, the entire fleet will be at least Euro 5. We're set to hit the city council's low emission zone target a year ahead of deadline.

We're the only bus operator outside of London that's commissioned detailed real-world emissions-testing research, according to Ricardo Engineering. This local company helps us to constantly monitor and challenge the environmental performance of our fleet.

Thanks to careful management of our drivers and bus fleet, we've improved our average MPG by 17 per cent over the last couple of years. We've explored flywheel technology to reduce acceleration-related

Part of the community



We want to be at the heart of our communities. This year we contributed to the city's cultural life with a new Music Bus, paying tribute to Brighton's lively music scene. It added to the collection of other buses celebrating the seafront, the South Downs and local arts.

emissions and we're pushing the boundaries of stop-start technology for even greater fuel efficiency from our hybrid buses. Now we're researching electric-buses. If we can make this technology viable for a large fleet operating a comprehensive network 24/7, then we will invest.

Communities

We want to be at the heart of our communities. So we contribute to the city's rich cultural life with our own programme of community activities. This year, we added to our collection of community buses – launching a Music Bus, to celebrate the city's lively music scene, and a Rockinghorse Bus, to promote the local children's charity close to the heart of many colleagues and customers. We also worked with Kemp Town Carnival and Paddle Round the Pier to help make their events accessible to all.

We work closely with charities who reach out to every part of society – including the elderly, street homeless, young adults with learning disabilities, children who need championing and the emergency services. We're helping homeless charities to provide bus travel for their service users to get to medical and housing appointments, and women refugees to attend cookery classes.

Citizens

We have lots of discounts and deals on fares, and have introduced new ticket options to help make bus travel affordable for all. We've worked with the East Sussex Credit Union to offer long-term loans so their clients can afford the best value tickets. We're working with the Brighton & Hove Chamber of Commerce and LoveLocalJobs to give people starting new jobs or in apprenticeships a month's free travel. We were given a seat on the city's Fairness Commission which explored issues that cause inequality and listened to the concerns of residents, community organisations and businesses across the city. We've won plaudits for our efforts to make not only bus travel accessible, but for working together with other transport operators to help provide accessible travel to the whole city.

We provided an accessible area for Kemp Town Carnival



We work closely with local organisations to help people live independent lives because it's part of our core business. But we don't stop there.

This year we worked with Possability People to host an accessibility area for the Kemp Town Carnival so disabled guests could get involved in the fun and enjoy the parade.

Possability People Geraldine De Moulins said: "The bus company's hard work to help host an accessible space meant lots of disabled people could enjoy the carnival. It shows how important it is to think about accessibility and disabled people's needs, and we're pleased that Brighton & Hove Buses always strive to set a good example".

"The level of commitment the bus company continues to give is second to none. From their early patronage of the Disabled Access Beach, to the launch of the Paddle Bus three years ago, having a local company with such a great community and charity ethos is a tremendous boost for our city."

David Samuel, Paddle Round The Pier



Customers

We provide a service that is frequent and comprehensive. In the city, more than 80 per cent of our passengers get on a bus that runs at a frequency of ten minutes or better. Every day everyone in our business works conscientiously to improve the experience for our customers. To do this, we think and act local. We ride the same buses as our customers and our operation is informed by the communities we serve.

Customer experience

We carry more than 50 million passengers each year and have the highest level of bus use per head of population outside of London. We work in tandem with Buswatch and use customer feedback to help inform improvements to our network every six months. In this way we are in rhythm with the needs of our communities.

Providing attractive gateways to bus networks is an important part of improving customer experience. We have worked hard with rail and bus operators to create transport hubs which improve network efficiency by integrating routes, providing quick connections and helping to reduce journey times. A sustainable transport system is based on giving customers what they need and our latest independent survey put our customer satisfaction level at 93 percent.

Key Highlights

93%

customer satisfaction

100%

talking buses

80%

customers use digital ticketing

Free

WIFI and USB charging on all new buses

Listening and responding to customers



Guide Dogs said: "Brighton & Hove Buses approach is very inclusive and engaging. They really do make a genuine effort to listen to their customers and the organisations who support them. They have been friendly, accommodating and genuinely support Guide Dogs and the work we do."

Accessible

It is important that our transport service caters for all. Our latest initiatives include the Helping Hand, a simple high-visibility card citing the holder's specific needs, a complementary accessible taxi for wheelchair users who are unable to board the ramp, and 'talking' buses, making not just next stop announcements, but live passenger updates across the entire fleet. Our travel shops are designated 'Safe Havens' to provide assistance in a secure environment to people with dementia. Our accessibility and communities officer works with local groups – listening, learning and always challenging the business to do better. We are the only bus operator to be approved by Visit England's Access for All project. We have been included in their national campaign to raise awareness of accessible destinations in England.

Affordable

We have lots of discounts and deals on fares. We've introduced new ticket options and frozen prices on others, to give more customers the opportunity to pay for bus travel at discounted rates. Only one in five customers in the city now pay on-bus, as we have increased the deals on mobile and smart cards. Our very popular mobile tickets have been expanded to include deals for two adults travelling together, family and sibling discounts, groups of four travelling for nights out, and for students, part-time workers and occasional users to access deals too. We have also led the way with smart ticketing in the city so that bus tickets can be used across different operators.

Attractive

All our new buses are fitted with free WIFI and USB charging points on every seat – double doors help speed up boarding times. Our network is supported with real-time information at bus stops and via our mobile app but customers can contact us via multiple channels including our travel shops, telephone and social media.

We offer extended opening hours, seven days a week including bank holidays. We work with the council to deliver joint ticketing with other operators and multi-modal access to the forthcoming Brighton Bike Hire scheme and new Park & Ride service.

“The new buses are great, especially the really clear destination boards. I love the new middle doors. The only downside is I can no longer say thank you to the drivers on exiting who continue to deliver an excellent service” **Customer** from Whitehawk



New double doors help speed up boarding times



Accessibility & communities officer Victoria Garcia helping people to live independent lives

“Victoria and the bus company's commitment to making buses as accessible as possible is inspiring. They genuinely want as many people as possible to be able to easily get around the city, and beyond.” **Possability People**



Our people

We employ over 1,000 local people – from school leavers on apprenticeships to long-serving employees who have been with the company for over 40 years. We value our people and are working hard to grow a happy work culture and environment. We are supporting and developing our people to help them fulfil their potential and enjoy their working life.

People development

We invest in providing the best training and skills development programme for our people, whether a driver, engineer or customer service assistant, we tailor the training and coaching to individual needs. We mentor our people to help them fulfil their potential and create a work environment in which they can progress – nurturing today's talent to develop tomorrow's leaders.

We value our people

We value those qualities in our people that help us deliver our services to the high standards we set. We show appreciation through company award recognition programmes, a big annual awards ceremony and industry awards. This year, we staged a Family Fun Day extravaganza at Hickstead showground. We look after our people with a reward package that provides a host of discounts and offers.

Key Highlights

1,000+
employees

50%
of employees have
worked for us for
over 10 years

Winner
Rising Star
of the year

2016
Top female
driver

Family Fun Day



Colleagues enjoyed a Family Fun Day at Hickstead Showground this year

Embracing culture change

We are developing a work culture that supports our people through change. We are achieving this through greater employee engagement – listening, responding, and sharing ideas. We have made a commitment to increased communications across the whole business through multiple channels. We value diversity in our people and nurture an engaged workforce to represent the diversity of our customers and communities.

Building relationships

We are working on all levels and across departments to build relationships and develop a deeper understanding of each other. This will help us nurture a work environment where everyone wants to be. We are working closely with our union representatives to make sure everyone's voice is heard and that we are being responsive and proactive.

Team leader Rachel Beckett won the Rising Star category at the Everywomen in Transport & Logistics Awards. The accolade is awarded to a woman aged under 30 who is excelling in her career. Rachel said:

“I was stunned to be announced the winner and feel very proud to represent women in our industry. I'm grateful for the bus company's support and look forward to a long career in the industry.”

Awards

Everywomen in Transport Awards 2016

Winner of Rising Star of the Year
Rachel Beckett, Team Leader

Bus Driver of the Year 2016

Top Female Driver
Lynne Cornect, Bus Driver

National Transport Awards 2016

Frontline Employee of the Year Finalist
Victoria Garcia, Accessibility and Communities Officer



Rachel Beckett wins Rising Star of the Year Award



Finance

We are strongly aware that our success is bound up with the communities we serve. We invest over £6 million each year in bus technology to maintain our drive for sustainability. We believe that making an impact that is less costly to our environment is an investment into our local economies and social growth.

Key Highlights

£86.4m

passenger volume growth

6.8%

passenger volume growth

1,000+

employees

£570k

spent on training

Working with our local communities

Working collaboratively with key stakeholders such as local authorities, industry partners and suppliers, we contribute to economic growth through partnering with local community groups, not for profit organisations and charities that play a constructive role in our area.

We measure our community activity through the London Benchmarking Group (LBC), the global leading framework for community investment. This helps us get a better understanding of how our contributions, donations and our work with partners and employees volunteering activity benefits the local community. This year we have invested millions in a range of projects and we will continue to work together with local stakeholders to maximise the positive impact of our contributions.

Engaging with our suppliers

We realise the importance of partnering with suppliers who align their work with our values as this supports efficient delivery of our services. We rely on suppliers to take a partnership approach in working together to jointly deliver the best service possible.

Our ethical procurement approach is embedded in our supply chain procurement and management processes. We take into account ethical as well as commercial and technical factors, when considering which suppliers to partner with and we encourage our suppliers to adhere to similar high standards of corporate responsibility.



Key data

Brighton & Hove and Metrobus (sister-company) combined data	2015/16	2014/15
SOCIETY		
Safety		
Bus accidents per million miles	11.9	17.4
Fleet with CCTV (%) ⁺	99.3	85
Number of reported crimes ⁺	228	–
Environment		
Carbon emissions per passenger journey (kg)	0.55	0.55
Community		
Community Spend per Employee (£)	23.12	39.66
Stakeholder events (number)	524	307
CUSTOMERS		
Customer satisfaction (Latest independent survey) (%)	93	91.94
Deregulated / local bus punctuality (%) ⁺	80.10	85.4
Expenditure on new buses in financial year (not including retrofitting) (£'000) ⁺	3,553	5,726
Average age of bus fleet*	7.4	7.1
Accessibility		
Bus fleet which is DDA compliant (%)*	98.4	–
OUR PEOPLE		
Average number of employees ⁺	1,451	1,440
RIDDOR accidents per 100 employees ⁺	0.83	0.49
Employee engagement index	35	35
Employee turnover rate (%) ⁺	15.5	18.8
Absenteeism rate (%) ⁺	3.3	4.1
Training Spend per Employee (£)	393.80	349.47
Diversity		
% of female employees	11.5	10.2
% of Asian, black and other ethnic group employees	2.8	2.4
FINANCE		
Passenger Journeys (m)	66.63	65.03
Passenger volume growth	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

More information

You can find out more about how Brighton & Hove Buses manages sustainability by visiting buses.co.uk or citybusnews.co.uk and more information on how the company manages sustainability can be found by visiting go-ahead.com/sustainability

If you have any comments, views or ideas on how we might improve, or have any thoughts on other issues that we should address in this report, please write to:

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BUREAU
VERITAS

Summary verification statement from Bureau Veritas UK Ltd

Bureau Veritas UK Ltd has provided verification for The Go-Ahead Group plc over selected sustainability Key Performance Indicators (KPI) data contained within the Group's annual report covering the period 28 June 2015 to 2 July 2016.

The full verification statement including the verification scope and 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

Produced by The Go-Ahead Group and designed by Black Sun plc

We're part of The
Go-Ahead
Group