

Plymouth Citybus
Sustainability Report 2016



Every
journey
taken
care of

About us

Plymouth Citybus is focused on being Investor of Choice, Employer of Choice and Provider of Choice in the Plymouth travel to work area. We strive to improve communications with passengers, giving them the service they deserve. We aim to be innovative in all aspects of the business, always looking at ways in which to improve both our service to the passengers and our duty to our staff. It is important for us to maintain our relationships with stakeholders and develop new relationships, pinning ourselves within the Plymouth community.

Where we operate

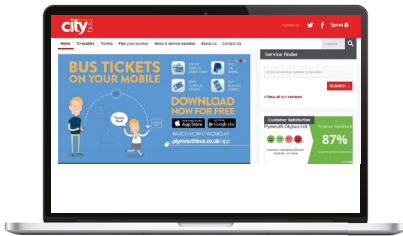


In this report

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2016 highlights

- Accredited Investors in People Gold
- Highly Commended at The National Transport Awards
- Winning The Herald Business Awards 'Large Business of the Year'
- Winners of Devon Chamber of Commerce Awards 'Large Business of the year'



For more information about Plymouth Citybus visit:
www.plymouthbus.co.uk

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

 [@plymouthbus](https://twitter.com/plymouthbus)



We're part of The
Go-Ahead
Group

Managing Director's message

“Ensuring we are the provider of choice, employer of choice and investment of choice”

Richard Stevens,
Managing Director



Throughout 2015 and now half way through 2016, Plymouth Citybus has been busy focusing on its values of Community, Integrity and Respect, ensuring that we are the 'Provider of Choice, Employer of Choice and Investment of Choice'. Carrying over 17 million passengers on our fleet of 180 buses in and around Plymouth and East Cornwall, employing over 550 staff, Plymouth Citybus punches well above its weight when it comes to leading the way in the bus industry.

Over the last 12 months Plymouth Citybus has grown its team by 7%, increasing passenger journeys by 10%, whilst increasing service mileage by 8%. At the same time it has reduced its average vehicle age down to an all time low of 8.7 years. This comes after steady passenger growth over the last four years at a total of 31.5%. With the exit of First bus from the area in September 2015, we have stretched ourselves to make sure that there were no areas left without vital bus services. We have invested heavily in both our fleet and people, making sure that we put the passenger first in every strategic decision we make.

In keeping with our values, we embed ourselves in the local community, making sure that we are a good neighbour and support a large number of projects and charities. We have been successful at both local and national level on the awards front, winning both The Herald and Devon Chamber of Commerce Awards for Large Business of the Year; plus receiving "highly commended" at the National Transport Awards for Bus Operator of the Year. A big focus for us over the past year has been to continually invest in our staff, making sure we go on to retain our Investors In People Gold accreditation in November 2016.

We have revised services in East Cornwall throughout the year, making sure that this area of the business holds a sustainable future. Included in this was the investment in new buses for the area after we took on services from Western Greyhound in December 2014.

We have continued to invest in technology with our passenger focused mobile responsive website going live in 2015, alongside enhancements made to our mobile ticketing app. Some of our highlights have been captured in the following pages of this report, which focuses on how we support the society, our customers and our people. In January 2016 we produced a number of behind the scenes videos which were sent out to key stakeholders along with our annual stakeholder update, 'En Route'. These videos can be found on our website under the about us section. The videos set out just what it takes to run Plymouth's biggest transport operation, so please if you have not already, give them a watch.

Values and Vision

Community

Caring for all and our environment

Learning from each other

Fun and Laughter

Integrity

Honest with ourselves and others

Respect

Give trust and belief to all

Listening with openness and appreciation

Acting upon, building on



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.



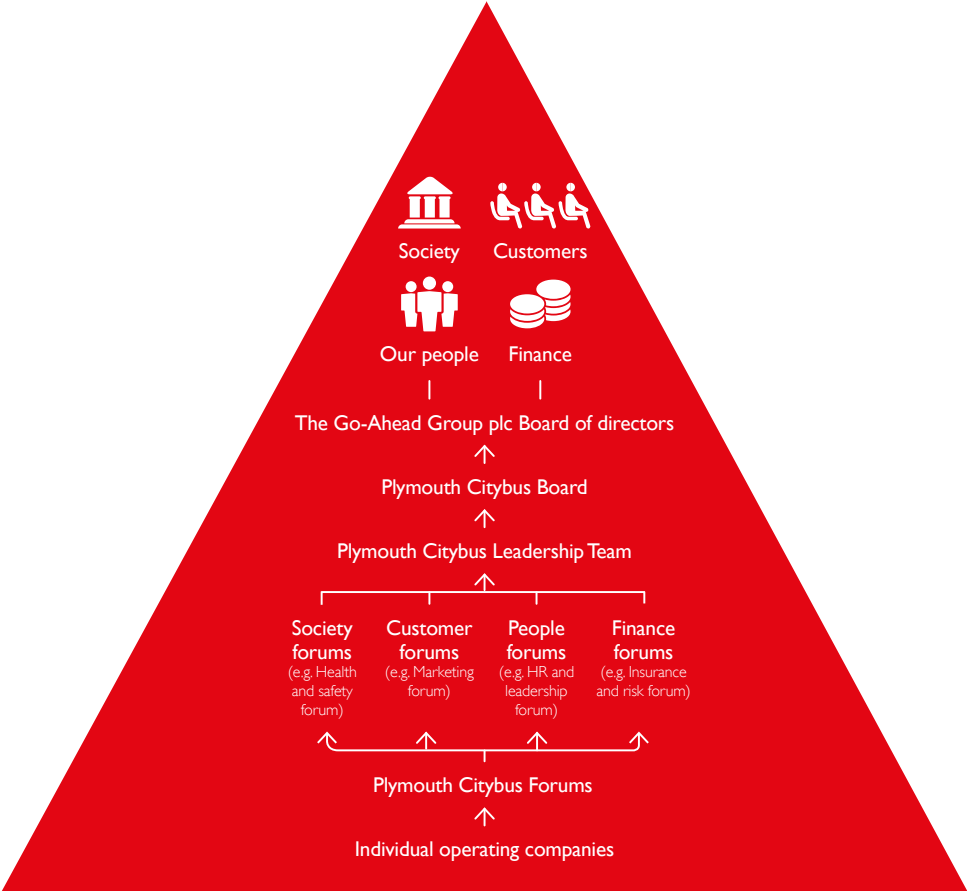
Visit www.go-ahead.com/sustainability to find out more about our approach


Our approach

Plymouth Citybus as part of Go-Ahead Group has a clear strategy to which the Board is committed. Our key performance indicators, linked to our strategic priorities.

Governance structure

Our Board are committed to the principles of good governance. Through our robust internal framework of systems and controls, we strive to maintain the highest standards of corporate governance. The Board takes ultimate responsibility for sustainability, which underpins our approach and activities.



 Read more about our approach online at www.plymouthbus.co.uk/about-us

Our stakeholders

Collaboration with stakeholders and partnership-working is fundamental in our approach to sustainability.

Stakeholder structure

As the biggest provider of transport in Plymouth, we face a wide range of complex issues. Some of those issues are within our control, some we seek to influence and others are more challenging to manage and require partnering with pioneering and forward-looking groups.





Society

Keeping it in the community

Keeping to the core values of Community, Plymouth Citybus has embedded itself into the local community, on the drive to 'being a good neighbour'. Through 2015/16 it sponsored Plymouth Argyle, Albion and Raiders and are also the main sponsors for Plymouth Argyle and Albion ladies teams.

Plymouth Citybus are the official transport partner for all Visit Plymouth events in 2015 and 2016, alongside being the main sponsor for the Illuminate, Respect Festival and Mayflower 400 events in Plymouth.

We are patrons of the Devon Chamber of Commerce, members of Plymouth Area Business Council and Devon and Cornwall Business Council, getting involved in all aspects of business across the region. We build contacts with local businesses and do business locally as much as we can.

Being a good neighbour

Continuing on being a good neighbour, Plymouth Citybus raised £3k for local charities Jeremiahs Journey and Young Devon during its annual mufti day. In partnership with the Mayflower Rotary Club Plymouth Citybus use Chatterbus to house the 'Soup Run', providing homeless people in Plymouth with vital items and food.

Chat to us on 'Chatterbus'

Throughout 2015 Plymouth Citybus held a number of events throughout the City and South East Cornwall aboard its 'Chatter Bus'. Chatterbus is an ex service vehicle converted into a community engagement vehicle, allowing passengers to have their say to managers on the local bus services. The vehicle was also used for Plymouth Citybus' disability and dementia awareness days. Plymouth Citybus continues to distribute 'Help Me Cards', allowing passengers to use them to communicate better with the driver, by writing on the card and showing it to the driver.

Key Highlights

60%

increase in community spend per employee

9,000

likes on Facebook

6,600

followers on Twitter

1.7m

website sessions

Business in the Community



Managers and engineers donated 100 hours to clear and re fence a new cycle way at the National Trust's Sultrum House as part of the Business in the Community initiative.

Safety is paramount

The health and safety of all Plymouth Citybus employees, contractors, passengers and customers is top priority. We aim to reduce personal accidents within the workplace by means of thorough training, instruction and information of correct and safe working procedures. To ensure we reach a high safety standard, we are not only internally audited, but externally audited on our policies and working procedures.

In April 2016 Plymouth Citybus launched its internal 'Go Safely'. Go Safely is a forum of staff from across the company who actively promote Health & Safety in the workplace and provide a conduit for staff to ask questions, report concerns and communicate ideas which will improve understanding to the benefit of all.

In its third year Plymouth Citybus continue to be in partnership with Plymouth City Council and Access Plymouth providing five 'Dial A Ride' wheelchair access mini bus services. This service is the only known private, public and charity sector partnership of its kind in the country, providing a service to those who cannot catch local bus services.

Working in partnership



In April 2016 Plymouth Citybus partnered with South West Image Bank to create the History Bus. With construction of the multi million pound Heritage Centre underway the local museum has drastically reduced in size. The idea was to bring the history of pre and post war Plymouth to the masses via huge moving art gallery. The envio 400 features images both inside and out for passengers to enjoy on their journey. The bus will be on show to the public and school children, teaching people about the devastation in Plymouth caused by the blitz.

“We aim to reduce personal accidents within the workplace by means of thorough training, instruction and information of correct and safe working procedures.”



The Mayflower 400 event.



Customers

Customer satisfaction

We take ourselves to the customers, making sure that the decisions we make are not just right for the business, but are also right for the passengers.

Passenger satisfaction rose to an all time peak of 93% in 2015, closing the year in June at 84%. The main reason behind the decline in the research was due to the ongoing roadworks affecting service reliability when the survey was taken. Since the Passenger Focus survey, our own surveys has shown this number climb back to 91%.

Stepping into cover the void

With the exit of First Bus from Plymouth in September 2015, Plymouth Citybus has had to stretch itself to pick up areas that would have been left without vital bus services. Plymouth Citybus picked up services in Woolwell, Torpoint, as well as bolstering up vital commuter corridors into and out of the City.

To achieve this the company invested over £5 million in its bus fleet, with the arrival of 31 brand new high spec vehicles. This added to the 20 earlier purchased vehicles, making an £8 million investment in two years, something that Plymouth had never seen.

Eleven of these were launched in September for its new Yellowflash route, eight allocated to Efford and Mount Gould. A further seven Greenflash buses entered service on the newly extended cross City service from Plymstock to St Budeaux, later further extending to Saltash. The final allocation of buses would be sent across the river to service the Rame peninsula.

Key Highlights



New technologies introduced

Plymouth Citybus has been leading the way in the industry when it comes to using technology to improve customer experience. In July 2015 we launched our new mobile responsive website and have seen a 35% increase in website sessions year on year, now sitting at 1.85m per year. We also added new payment channels and features to our ever popular mobile app, which now has over 37,500 downloads.

Working in Partnership

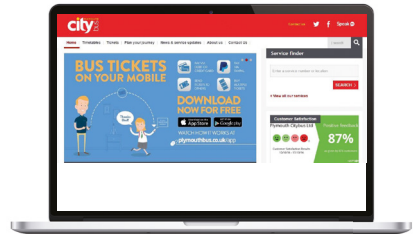
In July 2016 Plymouth launched its own multi operator smart card product called 'Skipper'. Already launched as a day paper ticket on buses two years ago, the product is to expand, now allowing 1 week and 4 week products to be loaded onto 'the key'. Plymouth Citybus' smart card, both online and through the retail Travel Centre.

Plymouth Citybus has been leading the way in the industry when it comes to using technology to improve customer experience.

Real time passenger satisfaction



In March 2016 Citybus became the first bus company in the UK to introduce real time passenger satisfaction, with the introduction of 'Happy or Not' smiley face machines, enabling customers to rate the journey by pressing the face that represented their satisfaction level. The results of this are published weekly across the website, along with social media.





Our people

Plymouth Citybus pride itself on investment and development of its employees. We are currently accredited Investors in People Gold and believe that with continued innovative approaches to employee engagement we will continue to lead the way.

Staff feel 'miles better'

2015 Saw the launch of its staff health and wellbeing program, 'Miles Better', introducing a number of initiatives to tackle both physical and mental health and wellbeing among staff. This was launched with a new 'Lifestyle Guide' tailored to either bus drivers, engineers or admin staff, packed with information from sleep patterns to movement breaks.

Included in this initiative have been free massage therapy clinics, teaming up with the local University of St Mark and St John sports therapy students. The clinics are open two days a week to staff who can book a slot via the Citybus Miles better website, which also communicates other initiatives. There has been a discounted healthy food ordering service set up, which allows staff to order healthy food to be delivered to the specific rest room fresh each day. A number of physical fitness ideas have been introduced from a midday mile for head office staff and discounted gym membership for all.

Key Highlights

558

employees

30%

increase in training spend

3.6%

absence rate

66%

employee engagement

Citybus 'Family Day'



It is not just our people that are cared about, but the wider Citybus family. In its third year the annual Citybus 'Family Day' in June moved off site and to Dartmoor Zoo, the zoo featured in the hit film 'we bought a zoo'. Within 48 hours of the going on sale for £1, of which all proceeds go to charity, the 450 spaces were filled. The day is built around making it fun for the children, with face painters, bouncy castles, zoo talks and a chance to feed the animals.

It's all about teamwork

Plymouth Citybus have rolled out its 'Teamwork Charter' helping team members understand what to expect from their manager and what they should be doing to drive the business forward. For the last three years Plymouth Citybus have topped the Go-Ahead Group staff engagement figures, surveyed on a yearly basis.

Recruitment

With focused recruitment campaigns and open days Plymouth Citybus has increased its female employees by 30% and recruited 37 long term unemployed over the last three years, alongside allocating over 10,000 hours a year to training, making sure all staff are equipped with the skills needed to be their best self.

Staff thanks and recognition awards

In September Plymouth Citybus held its annual STAR (Staff Thanks and Recognition) Awards, with 120 attending the event to recognise staff achievements over the past 12 months. The event consisted of 10 awards, plus a special 'Winner of Winners' Award handed out by The Herald Editor Paul Burton. We held our third Long Service Awards, recognising over 50 members of staff who have completed more than 20 years continuous service, with the longest servicing member of staff retiring at 43 years service.

“For the last three years Plymouth Citybus have topped the Go-Ahead Group staff engagement figures, surveyed on a yearly basis.”

AWARDS

Large Business of the Year at the Herald Business Awards, beating Barclays Bank and Plymouth University along the way

Devon Chamber of Commerce Large Business of the Year

Highly recommended in its category at the highly acclaimed 2015 National Transport Awards for Bus Operator of the Year

“Over 50 employees have over 20 years continuous service”



Plymouth Citybus pick up the Large Business of the Year Award at The Herald Business Awards



Finance

Supporting the UK economy

Each one of the 17,349,000 journeys taken on our services every year is important to us. During the year, Plymouth Citybus made a direct contribution to the economy by providing people with a convenient way to get to work, shops key services and leisure activities every day.

We connect communities and support local businesses, which plays a part in strengthening the UK economy. We directly employ 558 people in the Plymouth and East Cornwall area and value our staff, investing in our people through training, development and creating supportive, inclusive workplaces.

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 £62,5k in a range of projects and we will continue to work together with local stakeholders to maximise the positive impact of our contributions.

Key Highlights



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.

In particular, we expect our suppliers to be committed to high standards of health and safety and demonstrate a respect for the environment. For example, we invest in low emission buses, helping to ensure we reduce carbon emissions and contribute to improving air quality in the communities we serve but we want these vehicles to come from a company that has a similar commitment to society as we do.

Key data

Plymouth Citybus	2015/16	2014/15
SOCIETY		
Safety		
Bus accidents per million miles	21.0	22.2
Fleet with CCTV (%) ⁺	99.0	99.0
Number of reported crimes ⁺	78	176
Environment		
Carbon emissions per passenger journey (kg)	0.74	0.74
Community		
Community Spend per Employee (£)	111.94	69.90
Stakeholder events (number)	463	390
CUSTOMERS		
Customer satisfaction (Latest Passenger Focus score) (%)	84	91.0
Deregulated / local bus punctuality (%) ⁺	92.9	88.2
Expenditure on new buses in financial year (£'000) ⁺	5,098	0.861
Average age of bus fleet [*]	8.7	10.8
Accessibility		
Bus fleet which is DDA compliant (%) [*]	98	87.3
OUR PEOPLE		
Average number of employees ⁺	558	543
RIDDOR accidents per 100 employees ⁺	1.23	0.57
Employee engagement index	66	61
Employee turnover rate (%) ⁺	10.5	10.5
Absenteeism rate (%) ⁺	3.6	3.6
Training Spend per Employee (£)	127.81	97.66
Diversity		
% of female employees	12.9	13.1
% of Asian, black and other ethnic group employees	2.9	2.2
FINANCE		
Passenger Journeys (m)	17.35	16.46
Passenger volume growth (%)	5.4	4.3

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 Plymouth Citybus by visiting our website www.plymouthbus.co.uk and more information on how Plymouth Citybus manages sustainability can be found by visiting www.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

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