



Adapting to a changing city

Plymouth Citybus Sustainability Report 2018



About us

Plymouth Citybus runs the largest bus operation in the Plymouth travel to work area and surrounding communities.

We carry over 16.4 million passenger journeys on a fleet of 164 buses on routes across Plymouth and Cornwall, providing vital transport links not just in Plymouth but also across the Rame Peninsula, to Truro in the heart of Cornwall and as far as Bude on Cornwall's north coast. Over the past year we have focussed on innovation to lead the way in bus travel not just in the South West, but nationally, improving both our service to passengers and our duty to our employees.



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Follow us on social media:

 @plymouthbus

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For more information,
visit our website:

www.plymouthbus.co.uk

Our reporting structure

We are committed to operating our buses in a way which helps to put our services at the heart of the communities they serve. This report is split into six sections:



Stronger communities

To support local community initiatives and build valuable relationships within the wider community.
p4



Happier customers

To gain more happy customers and reward colleagues for receiving positive feedback.
p6



Better teams

To perform all job roles and tasks competently to allow further growth.
p8



Cleaner environment

To improve air quality and encourage fuel efficiency across the business.
p10



Smarter technology

To implement new market leading technology and adapt it accordingly.
p11



Finance

To work together with suppliers to jointly deliver the best possible service.
p12

Managing Director's Message

"We continue in our mission to make Plymouth Citybus the Provider of Choice, Employer of Choice and Investment of Choice. This year we have made significant progress in all three areas, which I am pleased to share with you in this report."

Richard Stevens
Managing Director



Welcome to our annual sustainability report, where we give you an insight into some of the investments, innovations and achievements we've made over our past financial year (July 2017 – June 2018).

2017/18 was an extremely busy year for Plymouth Citybus, which didn't come without its challenges.

Team members across the business have continued to go above and beyond their role of duty and this hasn't gone unnoticed by the community we serve. We have worked in an agile way to overcome significant operational difficulties in the form of roadworks and adverse weather conditions.

Over the past year we have worked hard to continue to break the barriers to bus travel by introducing new vehicles, innovative technology and ways of making bus travel accessible to all.

As a result, it is incredibly pleasing to see that employee and stakeholder engagement continues to rise; passenger satisfaction remains at industry-leading levels; the fleet is cleaner for the environment than it has ever

been; and bus punctuality has remained strong despite widespread road disruption.

It also comes with great satisfaction to announce that Plymouth Citybus won Medium Bus Operator of the Year at the 2017 routeone Awards, the industry's largest awards evening. This shows that we are punching above our weight in the industry not just locally, but on the national stage.

Plymouth is a rapidly modernising city and we work with our stakeholders to be at the forefront of that change, making sure the city's infrastructure is fit for buses and



Managing Director, Richard Stevens, catches up with some of our engineering team

2018 highlights

- Winner
Medium Bus Operator
of the Year
routeone Awards 2017
- Finalist
Operator Training Award
routeone Awards 2017
- Runner-Up
Bus Operator of the Year
National Transport
Awards 2017
- Runner-Up
Large Business of the Year
The Herald Business
Awards 2018

ensuring that bus travel is seen as the clean, accessible, affordable and reliable way to get around the city and its surrounding areas.

We have, over the past year, made significant investment in our property. £1 million has been invested to bring our depot facilities up to date, supporting the introduction of Lean engineering working processes.

Despite some challenges, Plymouth Citybus has persevered through a tough 12 months and I would like to thank all our colleagues and those within our wider community for helping us to lead the way and ensure that *every journey is taken care of.*

12.43m

passenger
journeys

549

local people
employed

£3.6m

invested in
new buses

90%

customer
satisfaction

77%

employee
engagement

 INVESTORS
IN PEOPLE | Gold



Demolition commenced in spring 2018
to improve our Milehouse depot

Stronger Communities

Being an inclusive company is a huge part of our community focus at Plymouth Citybus. Giving back to the community we service is vital in helping make our city a cleaner and happier place to live and work.

Last year we invested £75,000 back into the local community.

We supported Armed Forces Day 2017, giving all veterans, cadets and serving

military personnel free travel across our bus network for the day.

Plymouth is a hub of world-leading scientific research and we used our visibility across the city to help raise awareness and funds for Plymouth University and Brain Tumour Research. In April 2018, we partnered with Plymouth University and the national charity to launch a jointly branded bus in support of its Centre of Excellence research centre here in Plymouth.

We also continued to help several local charitable projects throughout the year including Macmillan Cancer Support in Plymouth, St Luke's Hospice, NHS70, Cancer Research, Little Things & Co. and The Royal Marines Charity, among others.

Inspiring the youth of the city into work is an important part of what we do. Three of our senior management team sit on the boards of



Brain Tumour Research and Plymouth University bus launches in April 2018



local community schools. Our schools project, Go Inspire, returned for its second year, giving children from six primary schools in deprived areas a 'day in the life' experience at the depot. In September 2017, we donated an old double deck bus to local secondary school, All Saints Academy, which students then turned into an art classroom.

In autumn 2017, we commenced a contract to deliver a bus service for new further education facility, Callywith College, in Bodmin. This gave over 350 students in rural areas of Cornwall the chance to access further education facilities.

Funding travel to attend an interview can be a barrier to jobseekers finding work. To help overcome this, we partnered with the Department of Work and Pensions, Plymotion and the Job Centre to launch free bus travel for those attending job interviews

in the city, helping around 30 local people find work so far.

As an inclusive company, Plymouth Citybus supports initiatives that promote the same core value of respect within the wider community. In 2017, we returned as a main sponsor of Plymouth Pride Festival for our second year running.

With City Centre visitor numbers down, we've also been working on ways to keep the city accessible and promote travel to the town centre. To celebrate national Random Acts of Kindness Day on 17 February 2017, we partnered with The Original Cornish Pasty House to give away 500 free teas and coffees to local people visiting the city centre. In partnership with Plymouth City Council, Plymouth City Centre Company and Heart FM, we also ran the Plymouth Christmas Lights Switch On event, generating 15,000 in footfall to the City Centre on the day.



Helping those in rural areas access further education with our Callywith College partnership

Happier Customers

Plymouth Citybus works hard to ensure that all decisions made are not just right for the business, but also right for our passengers. As a result of our efforts, customer satisfaction has remained at an industry-leading 90% for the second year running.



Plymouth Citybus' customer satisfaction score remains at an industry-leading 90%

Making sure passengers know when and from where their bus is due is vital not only in ensuring our customers remain happy with our services but also in breaking down barriers for non-passengers deciding to travel by bus.

In February 2018, we launched our new mobile app with enhanced journey planning and bus tracking features, which you can read more about on page 11.

We have continued to invest heavily in new vehicles, making sure that every journey is as fault free and as comfortable as it can be.

Our new Spark brand, launched in July 2017, brought 16 state-of-the-art double deck buses to our busiest route, the service 21/21A. These buses were only the second of their type outside London and mean customers can now enjoy free onboard WiFi and USB charging points. This investment is paying off; our Spark buses have reignited passenger growth along what is one of the busiest commuter corridors in the city.

The introduction of Spark also allowed us to cascade newer buses onto Plymouth's northern corridor and main route to and from the Hospital. We were able to respond in an agile way to increased passenger demand due to growth and increase capacity from single deck buses to double deck.

We recognise that for many low-income homes in the city, buses provide a vital transport link to lifeline services, including Plymouth's Derriford Hospital.



We have also been working hard to understand our customers' needs and ensure our services are accessible to all. Since autumn 2017, we've held bi-monthly drop in events at Derriford Hospital to talk to passengers and non-passengers with specific accessibility needs.

In the past year we added two new offers to our suite of value for money tickets aimed at keeping services affordable for all.

Weekend Wonder offers unlimited travel across the city from Friday evening to Sunday evening, for just £5 every weekend.

For the Easter break in 2018, we launched a £1 flat rate single ticket for those aged 18 and under travelling across our entire network, making attractions in the city more accessible to young people during the school holidays. Across the length of the campaign, this ticket increased passengers by 38% year on year.

Plymouth Citybus holds the highest stakeholder satisfaction score (94%) across the Go-Ahead Group (average 83%). We've been working with businesses to become part of the whole solution when it comes to keeping the city moving.

2017/18 proved a challenging time on the city's roads with heavy roadwork disruption along some of its main corridors. We worked hard to ensure passengers weren't unduly affected by major infrastructure projects, investing £0.5 million to combat roadworks in the north of the city and maintain reliability. To keep the public informed of our efforts, we partnered with Plymouth Herald to run a series of live videos and debates around the road infrastructure issues we were facing.

When Plymouth was hit by snow storms in early 2018, schools closed, businesses across the city shut down, there was even a widespread shortage of bread and milk, and people were spotted skiing across the city centre as numerous roads became impassable – but many of our services continued to run. Hundreds of passengers took to Twitter and Facebook to show their support for our drivers and wider team. We maintained a service between the City Centre and Derriford Hospital throughout the period, providing a vital link between the community and lifeline services.

Despite a challenging year, passengers remain highly satisfied with our services and passenger numbers continue to rise against a national backdrop of decline in bus patronage.

Key highlights

88%

bus punctuality

90%

customer satisfaction

94%

stakeholder satisfaction

Better Teams

Plymouth Citybus employs over 540 local people. We put our colleagues at the heart of the business and ensure they are listened to.

Over the past year we've seen employee engagement rise to record levels and we've achieved industry leading customer satisfaction in driver performance. Our employee engagement survey score increased 8% from the previous year to 77%, showing real value in the annual performance reviews that are now standard for all team members. Employee turnover remains low.

Developing management is a key focus of our workforce plan and a consistent level of leadership behaviour has provided a way of showing in real terms that all team members are valued for their contributions to the company.

Our team across the business took part in 810 training days in total last year.

Union Learning was introduced for team members and last year saw 40 bus drivers enrolled voluntarily on numeracy and literacy courses. A new Training Centre was also built with a dedicated Think Room to encourage collaboration across all teams. Early bus accident interventions and refresher training was also introduced to reduce the risk of accidents on the roads.

Last year we took on a second apprentice, in business and administration, to join our engineering apprentice, who started his third year of study.

Plymouth Citybus has also been encouraging more women into the industry. On 8 March 2018 we held our first ever International Women's Day event, Women on the Move, to celebrate women working in transport in the city. Plymouth City Council, the Royal Navy Reserves and Devon & Somerset Fire and Rescue also attended to show their support.



Women in transport are celebrated at our inaugural International Women's Day event



We are committed to promoting diversity and hold a core value of respect. In 2017/18 the percentage of female employees across the business was 13%, up from 12% the previous year.

Over the past year, we have taken steps to improve communication between all departments, ensuring we all work better together. In October 2017, all team members including drivers were given access to a new company intranet site, which holds key information and acts as a cross-departmental communication stream. On launching the intranet, we carried out one-to-one training sessions at digital access points in driver restroom facilities. This training and having better access to digital resources will also help improve digital skills among all within the workplace and is a step towards becoming a smart depot.

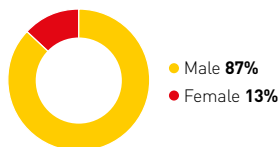
In spring 2018, work commenced to redevelop the main Citybus Milehouse depot. This project places a focus on people and Lean processes. Teams from across all head office departments have taken part in various training sessions on creating a Lean workplace. By designing facilities around the ways in which people can work most efficiently, we are hoping to see improvements in productivity and employee satisfaction once the redevelopment is complete.

Our drivers and members of our wider team go above and beyond their roles on a regular basis and we have continued our programme of rewards and recognition to celebrate special achievements, holding our annual STAR (Special Thanks and Recognition Awards), interim service and long service dinners throughout the year.

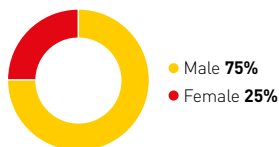
Key highlights



All employees



Senior Management



Gender Pay Gap



Plymouth Citybus has no median pay gap, compared to the national average of **18.4%**.

Cleaner Environment



We are dedicated to improving air quality and creating a cleaner city for all who visit, live and work in Plymouth.

Plymouth Citybus is one of the best performing companies across the Go-Ahead Group when it comes to carbon emissions.

Demonstrating to both the public and local business community that buses are part of the solution when it comes to congestion and green issues has been at the top of our agenda over the last year.

Richard Stevens, Managing Director, and Mark Collins, Head of Commercial & Marketing, have attended events throughout the year within the business community to debate and discuss local congestion issues and air quality solutions.



16 new low carbon buses take to the roads with the launch of Spark

60% of the Citybus fleet is now Euro 5 or Euro 6 standard. 16 of which are the new Enviro400 City vehicles we introduced to our service 21/21A route in 2017 under a new brand: Spark. These are certified low emissions vehicles and are ten times cleaner per passenger than a new diesel car.

Awards

routeone Awards 2017

Plymouth Citybus won Medium Bus Operator of the Year at the routeone Awards, the industry's largest annual awards. Ian Bowyer, Council Leader at the time, said: "I'd like to offer my congratulations to everyone at Plymouth Citybus who have worked so hard in recent years. They have transformed the public transport offer to the people of this city. We have seen major improvements in bus patronage, investment in new fleet and more jobs. This has been a success story for Plymouth."

National Transport Awards 2017

Plymouth Citybus was runner-up as Bus Operator of the Year in recognition of our industry-leading achievements in 2016/17 including a 90% passenger satisfaction score, 89% punctuality and 69% employee engagement score.

The Herald Business Awards 2018

Plymouth Citybus also narrowly missed out on receiving Large Business of the Year at the annual Herald Business Awards, in which we came runner-up. The shortlisting recognised our work to enhance the wider community we service and our commitment to keeping Plymouth moving.

Smarter Technology



Plymouth Citybus is taking a leading role in transforming Plymouth into a smart city, by ensuring vehicle, depot and passenger technology is at the forefront of the industry.

In November 2017, contactless payment became available across all our services. We saw a gap in the market as there was no clear payment facility for children wanting to travel without cash. Wearable technology offered a smart solution and we partnered with Barclays to make contactless accessible to all through Barclaycard bPay wearable devices. The campaign reached 60,000 local people and we gave out over 500 free devices to passengers from our Royal Parade Travel Centre.



Contactless launches across the entire Plymouth Citybus fleet in November 2017

Within six months of launching, we had switched over 20% of on-bus transactions to contactless payment. At the end of the 2018 financial year, 54% of all on-bus transactions were cash-free (contactless, smart card and m-ticketing) and we aim to increase this to 80% by 2021.

Over 50% of the Citybus fleet is now fitted with WiFi and every new bus entering service is fitted with WiFi units. Our 16 new Spark buses, introduced in autumn 2017, allow passengers on our busiest route to access USB charging points throughout as well as WiFi.

In February 2018, we launched a new mobile app, using real time information to enhance the customer experience by putting users more in control of their bus journeys. Passengers can now plan their journey, buy a ticket and track their bus from any bus stop across our network, all within the app. Over 10,000 people downloaded the app within three months of it launching.

Key highlights

20%

of on-bus transactions are contactless

54%

of all transactions are cash-free

50%

of fleet has free WiFi



Each one of the 16,429,000 passenger journeys taken on our network every year is important to us. We have invested £4.6m in buses and technology over the past year.

Key highlights

£3.6m

invested in
new buses

£1m

invested in
technology

16.43m

passenger
journeys

20%

increase in
community investment

Plymouth Citybus directly employs 549 local people and has made a wider contribution to the local economy by providing people in Plymouth and the surrounding area with a convenient and affordable way to get to work, lifeline services, amenities and leisure activities every day.

Our turnover was above £25m in what was, operationally, a challenging year of city-wide roadworks and congestion due to significant infrastructure improvements along some of the city's major arterial routes.

In 2017/18 we increased our investment back into the local community by 20%, further reinforcing our value of engagement with our customer base and the wider community. Alongside this, we continued to invest in our employees with a state-of-the-art training facility. This inward investment contributed to a further increase in our employee engagement measure, from 69% to 77%.

We have also made significant investment in new buses and technology, enhancing the passenger experience and improving air quality within the city.

While commercial revenue had growth, we did feel the impact of a decline in national concessionary fare scheme patronage numbers and government austerity measures on local tendered service funding.

Our passenger numbers do show a year on year decline. This is skewed by the cessation of third party contracts and tenders from local authorities coming to an end. Our passengers per kilometre operated has increased by 3% year on year, with some core routes seeing double digit growth.

In what continues to be a tough time for bus operators, where bus patronage is following a national trend of decline, we are continuing to invest where we can and see growth.

Key data: Go-Ahead

	2017/18	2016/17	2015/16
Society			
Safety			
Bus accidents per million miles	20	23	21
Fleet with CCTV (%) ⁺	89.5	92.1	99
Number of reported crimes ⁺	95	90	78
Environment			
Carbon emissions per passenger journey (kg)	0.73	0.71	0.74
Community			
Community spend per employee (£)	135.65	113.61	111.94
Stakeholder events (number)	374	399	463
Customers			
Customer satisfaction (latest Passenger Focus score) (%)	90	90	84
Deregulated/local bus punctuality (%)	87.9	88.8	92.9
Expenditure on new buses in financial year (£'000)	3,703	1,541	5,098
Average age of bus fleet [*]	8.3	8.2	8.7
Accessibility			
Bus fleet which is DDA compliant (%) [*]	170	92.1	98
Our people			
Average number of employees ⁺	549	558	558
RIDDOR accidents per 100 employees ⁺	0.55	0.18	1.23
Employee engagement index	77	69	66
Employee turnover rate (%) ⁺	7.7	8.8	10.5
Absenteeism rate (%) ⁺	4.7	4.0	3.6
Training spend per employee (£)	135.81	93.20	127.81
Diversity			
% of female employees	13.3	12.4	12.9
% of Asian, black and other ethnic group employees	2.6	2.9	2.9
Finance			
Passenger journeys (m)	16.43	17	17.35
Passenger volume growth (%) ^{**}	3	5.1	5.4

Key


+ For the reporting period

* as at the reporting period end

** Per kilometre travelled

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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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 indicators contained within the Group's Annual Report. The information and data reviewed in this verification process covered the period 2 July 2017 to 30 June 2018.

The full verification statement including Bureau Veritas' verification opinion, methodology, recommendations and a statement of independence and impartiality will be released alongside the Group's Sustainability Report and can be found on the Go-Ahead Group website:

www.go-ahead.com/sustainability

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Bureau Veritas UK Ltd
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We're part of The
Go-Ahead
Group