

Taking care of every journey

Plymouth Citybus
Sustainability Report 2019

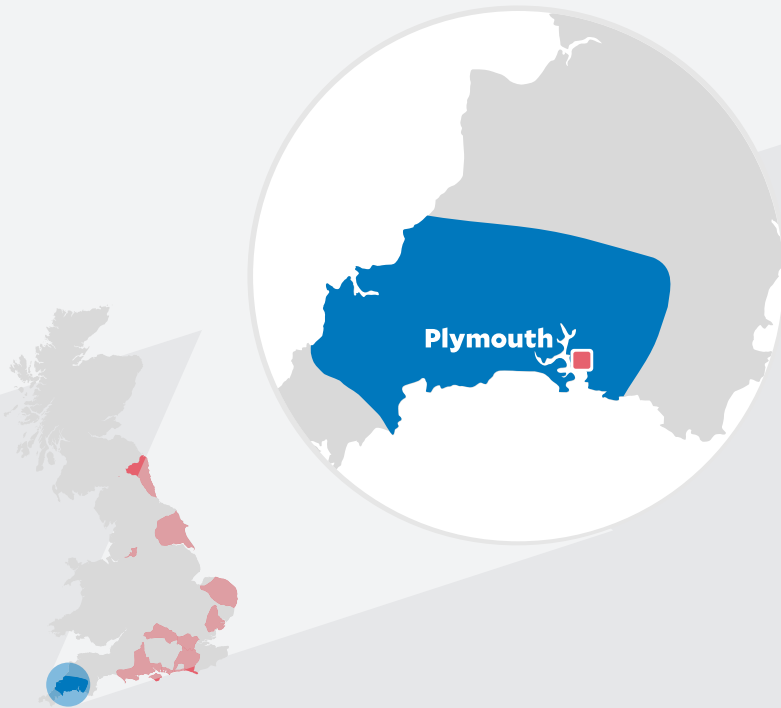




Plymouth Citybus runs the largest bus operation in the Plymouth travel to work area and surrounding communities.

We carry over 16.5 million passenger journeys on a fleet of 177 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 Plymouth Citybus has focused on supporting its customers, colleagues and wider community, placing its bus services at the heart of driving society forward.



In this report

- 02 Managing Director's message
- 04 Stronger communities
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Find out more...

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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

Driving social mobility and supporting the communities we service.

→ Read more on page 04

Happier customers

Continuously improving all aspects of our business to maintain high levels of customer satisfaction.

→ Read more on page 06

Better teams

Supporting our colleagues to ensure our business runs the best it can.

→ Read more on page 08

Cleaner environment

Working towards a cleaner city by doing our bit to improve air quality.

→ Read more on page 10

Smarter technology

Investing in new technology to enhance the customer experience and improve business processes.

→ Read more on page 11

Finance

Working together with local suppliers to jointly deliver the best possible service.

→ Read more on page 12

Managing Director's message



2018/19 Highlights

- We carried 16.5 million passenger journeys across Plymouth, South Devon and Cornwall
- Our investment into the local community increased by 76% year-on-year
- There are over 20,000 active users of the Plymouth Citybus app
- 55% of our buses now have free WiFi available
- Training spend per employee increased by 52% year-on-year in a bid to continually improve our teams
- 55% of our fleet is now Euro5 or Euro6 standard, supporting our commitment to a cleaner environment
- We successfully closed our gender pay gap to zero

“Bus services are the beating heart of the community in Plymouth and its surrounding areas. Our work over the past year to continue investment into our customers, colleagues and wider community is our driving force.”

Richard Stevens
Managing Director

Welcome to our 2018/19 Sustainability report. Inside you'll find some great examples of how Plymouth Citybus has continued to deliver services to a very high standard while striving to be a good community partner.

Our success over the past financial year (July 2018–June 2019) is testament to every single one of our 559-strong team, who continue to go above and beyond day-in, day-out to keep our communities moving.

2018/19 was another busy year at Plymouth Citybus, with many challenges for us to overcome as a business.

The weather wasn't on our side at the turn of the year as we faced severe weather in February, forcing our Cornwall network to a standstill within a matter of hours. Using our learnings from 2018's Beast from the East, our team quickly put into practice processes to ensure our passengers, drivers and other road users were kept safe – and everyone got home.

It's been another year of roadworks across the city as development continues ahead of 2020 – the Mayflower400 commemorative year. Working closely with our colleagues at Plymouth City Council we have kept disruption to our bus network to a minimum. Together we are building an infrastructure for the future that will keep the city moving for decades to come.

Our drivers remain at the heart of the communities we service in Plymouth and Cornwall.

We have once again increased our commitment to the local community and charitable projects, growing our community investment by a huge 76% year-on-year. We received the Corporate Social Responsibility Award at the 2019 Plymouth Herald Business Awards in recognition of this.

You may have spotted our six specially branded charity buses on the roads, three of which joined our fleet this year: Pride in Plymouth; Royal Navy & Royal Marines Charity; and All Saints Academy.

The latter holds particular significance to us as a company. Not only does it showcase what a fantastic turnaround the school has achieved, but it confirms on a large scale (literally) our commitment to social mobility. We operate in a city where nearly 14% of households are workless, against a South West average of 11%. As one of Plymouth's biggest employers, and its largest transport operator, we feel its imperative that we lead the way in turning things around for those born into poverty in the city. You can read about how we're doing this on pages 4–5.

We also live in a society where people are more and more isolated. For some of our passengers, the bus driver is the only friendly face they might see all day. We're using the original social network – the bus – to keep our communities alive and our people connected. Over the past year we've partnered with local charities to place our buses at the heart of tackling loneliness amongst the youngest and oldest members of our society – and everyone in between.

I'm really pleased to report that passenger satisfaction is now at record levels of 93%. This is industry leading and is thanks to the investments we've been making in our people, technology and vehicles.



Awards

Winner

*Corporate Social Responsibility,
Plymouth Business Awards 2018*

Finalist

*Large Business of the Year,
Plymouth Business Awards 2018*

Finalist

*Bus Operator of the Year,
UK Bus Awards 2018*

Finalist

*Bus Operator of the Year,
National Transport Awards 2018*

We are really making inroads in building a service that does much more than get people from A to B.

Plymouth Citybus has an ongoing commitment to making the bus accessible to all, and encouraging modal shift from private vehicles.

We continue to break down the barriers to bus travel through business partnerships, value for money tickets and ensuring the bus experience fits how the modern passenger expects to travel through new technology.

Looking forward, we are developing our strategy around how we can play a leading role in delivering solutions to the recently declared climate emergency; this strategy embraces not just the operation of our buses, it also includes how we influence behavioural change in the transport habits of people in our region.

This report is just a snapshot of the work we've all been doing over 2018/19 to make the city of Plymouth and its surrounding areas a better place for everyone who lives, works or visits the area.

I hope you enjoy the read.

Stronger communities

Plymouth Citybus doesn't just help people get from A to B. It helps people move through life, creating opportunities for the most vulnerable and disadvantaged in our society both within and outside the company. We help drive social mobility as well as buses.

The groups we work with often live in the most disadvantaged communities in Plymouth. Nearly 14% of Plymouth households are workless, against a South West average of 11.8%.

We have a responsibility to support these households and have committed to supporting them through our Social Mobility Pledge – we believe we are the only bus company to have taken this step.

More than 11,000 children live in poverty in Plymouth. Throughout 2018/19 we have worked with city partners as a founder member of the

Plymouth Children in Poverty project to raise aspirations, demonstrating to children how to attain sustainable long-term jobs.

We work closely with local schools, particularly All Saints Academy, where our managing director is the Chair of Governors. The school is in the heart of one of the city's most deprived areas and was placed in special measures by Ofsted inspectors. Citybus has supported the school to support its students through peer mentoring, work experience, ongoing financial support, refurbishing the sixth form centre – and even creating a branded double deck bus. Working together the school is no longer in special measures.

In 2018/18 we continued to run our Go-Inspire initiative, in partnership with Widening Horizons, hosting children from six schools to give them a 'day in the life' experience at Citybus, helping them understand the world of employment. Our team also supported the Plymouth City Council Junior Life Skills event, teaching vital skills including how to catch a bus and travel safely on public transport.



Rising from the ashes: The Phoenix bus marks All Saints Academy's rise from the ashes

Community investment up 76%

Community investment has risen again by 76% year on year to an average spend per employee of £239.20. That's over £134,000 in management time, cash contributions and gifts in kind in total.

Plymouth is an important base for our Armed Forces. We launched a newly wrapped bus in support of the Royal Navy & Royal Marines Charity in 2019 to sit alongside our Royal British Legion poppy bus. We help run the Career Transition Partnership with the Ministry of Defence in Plymouth to help military personnel find employment on leaving the Armed Forces. Just under one in ten of our driving team are veterans.

Our partnership with the Department of Work and Pensions, Plymotion and the Job Centre continues to provide those seeking work with free travel to interviews. Over 50 local people are now employed thanks to the scheme.

In 2018/19 our team ran, cycled, swam, fancy-dressed and even attempted to beat an indoor rowing world record – all in the name of charity.

In aid of Brain Tumour Research on the charity's 2019 Wear a Hat Day, driver Dave Harris attempted to beat the world record for distance rowed on an indoor rowing machine. Although just shy of the record, Dave rowed a staggering 241016m in total raising over £500 for the charity in a single day.

In another heart-warming move, our drivers rallied together in memory of late driver, Dave Salmon, to gather donations for local charity, Shekinah Mission. You might have been aware of Dave's selfless efforts to support the city's homeless in the 30 years he was with Citybus. In May 2019, we turned the Travel Centre shop window into a drop-off donation point, inviting the public to 'fill it for Dave'.



By Your Side:

Royal Navy & Royal Marines Charity bus launches in support of its 'By Your Side' campaign

Happier customers

When it comes to passenger satisfaction the figures really speak for themselves. 93% of our passengers last year said they were satisfied with their journey.

We are leading the way in the industry and this is down to a number of things.

At the start of 2019 we restructured our customer services department, re-branding the externally facing team as 'customer experience' and introducing a number of new ways of working that really put passengers at the heart of our operation.

Throughout the year we held new customer engagement events, the Customer Experience Matters, across key parts of our network including Southway, St Budeaux, Liskeard and Looe. Members of our customer experience team set up in community centres and shopping areas to talk to passengers and members of the community around a breadth of topics including timetables, fares and accessibility.



Supporting our communities: Our customer experience team meets St Budeaux residents at our second Customer Experience Matters event

Communicating to our customers is key and we've taken measures to ensure we're reaching people with the right information on the right channel at the right time. In January 2019, we started to broadcast video content via our social media platforms to show a human side to the company. It wasn't just good news stories we published – we also used it as a means to hold ourselves accountable, explaining our efforts to tackle City Centre roadworks and apologising for a period where we experienced unusually high levels of sickness among our driving team.

We are making further improvements to our communications via social media, which we hope to see benefits into next year and beyond.

Throughout school holiday periods we continued to run the popular £1 single fare for children aged 18 and under. This sat alongside our long-standing suite of value for money tickets including our Kid Add-On ticket at £1.50 for under 16's to travel all day with an adult or concession and our £6 Weekend Wonder ticket.

It's important to us that everyone in society feels able to use our buses.

There are many local people who rely on the bus as a means of gaining independence or attending vital social appointments. Our Training team regularly visits those with disabilities to give them confidence and help them learn how to use the bus, giving people freedom they previously hadn't experienced. Drivers are also regularly trained in dementia and disability awareness.

In April 2019, one wheelchair user said she nearly "cried with joy" at gaining more freedom and independence when we sent a complimentary bus to help her practice boarding one. Jamie-Leigh Wilton, the person's volunteer carer with Livewest, said: "Straight away they made us feel at ease. They showed



Key highlights

93% passenger satisfaction

6 Customer Experience Matters events held



Ocean City Sights: Plymouth's first in a generation open top bus, Ocean City Sights, launches in April 2019



Happy to Chat: Plymouth Citybus volunteers are happy to chat

us different bus stops with different kerbs making sure [she] felt confident getting on and off. They have given her freedom and independence – they were very patient and considerate, and she nearly cried with joy.”

In January we launched a ‘Chatty Bus’ campaign, in response to the Government’s loneliness strategy, encouraging passengers to talk to someone new every day. Research shows that one in three people deliberately catch buses to have some human contact.

In partnership with Moments Café and Memory Matters, Citybus volunteers gave out special ‘Happy to Chat’ badges on board buses and in the café to those who might feel lonely, giving them a safe place to start a conversation. You might have even spotted us on the BBC News at Six later in the year when Claire Haigh, CEO of Greener Journeys, visited Plymouth to highlight the campaign.

Ocean City Sights

Plymouth is a beautiful part of the world – and we wanted to support the tourism trade in the city by helping visitors and residents alike see its sights from a unique perspective. In April 2019 we launched a brand new hop on, hop off open top bus, Ocean City Sights.

The first open top in a generation in Plymouth, the bus has been in operation throughout the spring and summer, taking sightseers from the City Centre to the Barbican, Plymouth Hoe, Royal William Yard, Train Station and North Hill.

It was important to us to support local businesses, so we partnered with over 18 independent shops, restaurants and attractions along the route to offer passengers exclusive discounts with their Ocean City Sights ticket.

Better teams

Plymouth Citybus employs 559 local people. We're proud of our team and support our colleagues through continual training and a commitment to diversity and inclusion.

Our training spend per employee has increased from £135.81 to £206.22 over the past year. We introduced Union Learning in 2018 through a partnership with our Trade Union, giving all drivers access to basic English and Maths courses. More than 80 employees have successfully completed courses so far thanks to the scheme.

We are currently holders of the Investors in People Gold standard, and over the past year we have been working towards the higher Platinum level, with a final assessment due in the autumn of 2019.

If achieved, we will be the first bus operator in the country to reach Platinum accreditation.

Plymouth Citybus has a target to employ a 20% female driving team by 2024.

Over the past year we have achieved a zero gender pay gap and are continually improving the company so its benefits can be seen by women looking for work or looking to change careers in the local area.

2019 statistics show that our mean gender pay gap is actually 3% in favour of women. There is also a 0% median pay gap. The national average is 17.9% in favour of men. This is a major signal that our work to be a leader in equality is working and raises aspirations for women who feel they are unfairly represented in the world of work.

Plymouth Citybus introduced a 'Paired Working Arrangement' for bus drivers, allowing drivers to find a 'buddy' enabling a standard weekly rota to be shared between two people. This relieves pressure on people who feel like they need to return later or need to care for a loved one. It has particularly



Citybus STARs:

Celebrating members of the Plymouth Citybus team who have gone above and beyond at the annual STAR Awards



Key highlights

559 bus drivers over
16 garages

73% employee
engagement

£206.22
training spend per employee



INVESTORS
IN PEOPLE | Gold

Investors in People Gold accreditation

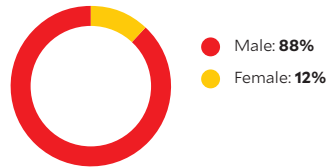
appealed to female drivers, helping us achieve gender equality targets. Twelve drivers have taken advantage of the scheme.

We recently installed a new digital suite at our Travel Centre shop in the City Centre away from our depot where all members of our driving team can access computers for personal use, particularly helping if employees do not have access at home.

Our Network Control team of 14 managers and inspectors were all drivers who have progressed into management through internal training schemes – so upskilling our drivers is important to us as an ongoing commitment.

In February we held our annual STAR (Special Thanks and Recognition) Awards in honour of team members who have gone above and beyond in their roles. Over 30 members of our team from all departments of the business were recognised for their quick thinking, excellence in customer experience and for going the extra mile in supporting colleagues and members of the public.

All employees



Senior management



Gender pay gap



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

Cleaner environment

As Plymouth's largest bus operator we are committed to doing our bit in creating a cleaner city for everyone who lives, works and visits our part of the world.

Earlier this year, we introduced 17 ex-London E400 vehicles, which are all Euro4 standard. This enabled us to remove a number of older Euro2 and Euro3 vehicles from our fleet. Our engineering team worked to tight deadlines to convert the double-door vehicles into single doors, fit for Plymouth and Cornwall's roads.

In the past year we have continued our investment into the fleet, committing £241,000 on new buses.

Members across our senior leadership team have attended events throughout the year within the business community to debate and discuss local congestion issues and air quality solutions.

Demonstrating clean air solutions

We were the lead sponsors of new feature, 'electric avenue' at the Devon Business Show in June 2019. The aim was to showcase to Devon's business community the sustainable transport options already available and what it would take to become a greener city.



Demonstrating electric solutions: Some of our team at the 2019 Devon Business Show



Key highlights

177 buses in operation including:

3 buses in operation

10 coaches

4 heritage buses

55%

of our fleet is now Euro5 or Euro6 standard, including 13 gas buses

Alexander Dennis loaned us one of their newest electric Enviro200EV buses, which we trialled on routes around the city before showcasing it at the show. By hosting an area dedicated to electric solutions and clean energy, we were able to demonstrate to key stakeholders our vision for the future of transport.

Our team is also steering the One Public Transport for Cornwall project and is supporting Plymouth City Council with its Transforming Cities Fund bid, which won its first round of funding in March 2019. Both projects aim to place the bus at the forefront of long-term investment and development plans for the city, improving air quality and creating a cleaner city for all who visit, live and work in Plymouth.

Smarter technology



Gaining popularity: 30% of all on bus transactions are now contactless

Contactless is becoming a popular payment method among our passengers.

30% of all on bus transactions are now via contactless – and this number continues to grow.

App usage continues to grow

More than 20,000 people actively use the Plymouth Citybus app to plan their journey, track their bus and buy tickets.

That's nearly one in ten Plymothians.

Launched in 2017, the app is constantly improved to introduce new features.

Work is currently underway to create a portal of service and network update messages within the app's interface, so customers can check the status of their bus route without navigating away from its journey planning features.

There are also planned improvements to the payment and bus tracking features, which are due to launch in the winter.



Key highlights

100%

of our buses have contactless payment enabled

55%

of our buses now have WiFi technology

Nearly 10%

of our fleet has free USB charging

7%

of total revenue is now generated via the Plymouth Citybus app

Finance

Plymouth Citybus makes a direct, positive contribution to the economy by providing a safe, efficient and convenient service, carrying a total of 16.5 million passenger journeys over the past year.

Passenger numbers have grown by 20% in five years, at a time when many bus companies have experienced decline.

Giving passengers better value

In September 2018 we introduced a new student offer of 15% off for everyone in full time education, training or an apprenticeship.

In partnership with City College Plymouth, Plymouth Marjon University, University of Plymouth and Plymouth College of Art we offered a 15% discount to students at these education facilities to redeem on our app, removing the barrier of requiring ID or travelling to our Travel Centre to get discounted travel.

Within its first six months the discount code had saved students collectively nearly £10,000.

Our popular under 18 £1 single fare continued to run and generated passenger growth of around 40%.

We also continue to offer value for families with our Kid Add-On ticket. For just £1.50 children under 16 can travel all day with a fare paying adult or concession pass holder.



Key highlights

20%

passenger number growth

40%

passenger number growth related to our under 18s £1 fare offer

Key data: Plymouth Citybus

	2018/19	2017/18	2016/17
Stronger communities			
Community investment per employee (£)	239.20	135.65	113.61
Stakeholder events (number)	354	374	399
Cleaner environment			
Carbon emissions per vehicle mile (kg)	0.65	0.73	0.71
Happier customers			
Customer satisfaction (%)	93	90	90
Deregulated/local bus punctuality (%)	88.6	87.9	88.8
Passenger journeys (m)	16.52	16.43	17
Passenger volume growth (%)**	0.6	3.0	5.1
Safety			
Bus fleet which is DDA compliant (number)	175	170	170
RIDDOR accidents per 100 employees	0.41	0.55	0.18
Better teams			
Number of employees	559	557	556
Employee engagement (%)	73	77	69
Training spend per employee (£)	206.22	135.81	93.20
Diversity			
% of female employees	12.2	13.3	12.4
% of Asian, black and other ethnic group employees	2.4	2.6	2.9

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: go-ahead.com

More information

You can find out more about Plymouth Citybus by visiting our website plymouthbus.co.uk and more information on how Plymouth Citybus 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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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 1 July 2018 to 29 June 2019.

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:

go-ahead.com/sustainability

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Bureau Veritas UK Ltd
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