



Plymouth Citybus  
Sustainability Report 2015

# STRONGER TOGETHER

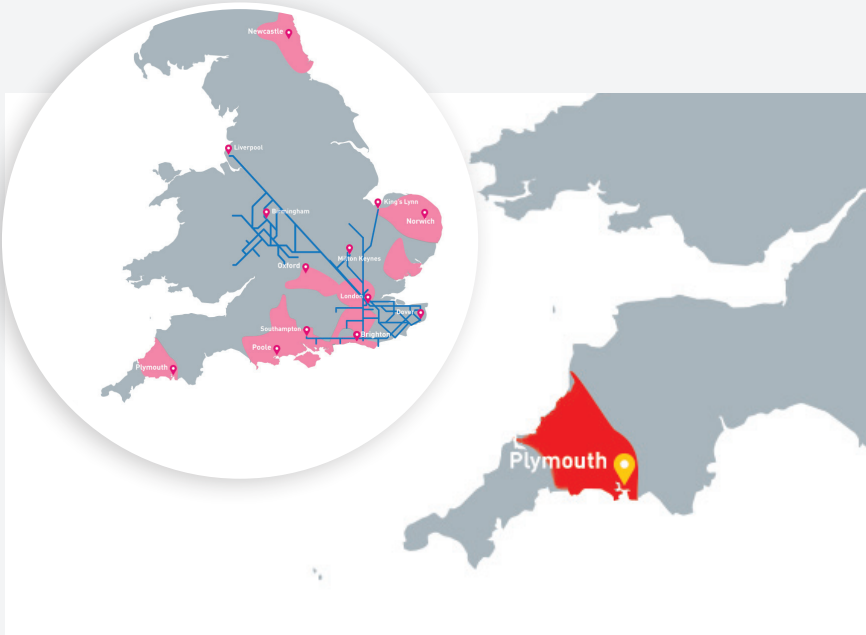


## ABOUT US

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



# 2015 HIGHLIGHTS

- Investors in People Gold
- First buses to be introduced with Wi-Fi
- Fleet size increased to 181

## IN THIS REPORT

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91%

customer satisfaction

61%

employee engagement

15.8m

million passenger journeys

£3.6m

investment in buses



For more information about Plymouth Citybus visit: [www.plymouthbus.co.uk](http://www.plymouthbus.co.uk)

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

# MANAGING DIRECTOR'S MESSAGE



**Richard Stevens,**  
Managing Director

“In October 2014 we became the only bus company in the south of England to be awarded Investors in People (IIP) Gold, joining an elite group of employers, with only 7% of IIP accredited businesses awarded the Gold standard.”

The last 12 months has been a busy year for us at Plymouth Citybus. I am pleased to report that passenger growth has increased by 4.4%. Passenger satisfaction has also improved (from an independent survey by transport focus) we have seen overall satisfaction in the company's performance reach an all time high of 91%.

The success of being granted the Gold standard comes after we gained IIP accreditation in 2012, then going on to be awarded the Silver status just 12 months ago. Gaining Gold is a huge step for us reiterating its mission statement of being 'Provider of Choice, Employer of Choice and Investment of Choice'.

Over the last 12 months we have also been busy catching the eye of national award panels, showcasing that what is happening in Plymouth's public transport sector is up there with the best in the country.

The company was shortlisted in two categories at the bus and coach industries number one national awards sponsored by industry magazine Route One. The company were shortlisted for 'Large Operator of the Year', with myself being shortlisted for 'Manager of Large Operator of the Year'.

In partnership with Bluestone 360, our graphic design agency we were also shortlisted for Best Mobile Campaign at the prestigious Marketing Society Awards, focusing on the creative and marketing execution of the 'Plymouth in your Pocket' mobile app campaign. The app which now has over 24,000 downloads in the City.

Finally in partnership with Access Plymouth and Plymouth City Council the project of 'Dial A Ride' for the less mobile was shortlisted at the National Transport Awards under the partnership category. The project went up against projects from all transport areas, including rail, air and sea travel. The innovative

## HIGHLIGHT

We have a strong contingent of 550 Plymouth Citybus staff



As Western Greyhound ceased trading, we secured their services in South East Cornwall to safeguard 31 jobs. It is now rebranded as 'Go Cornwall Bus'

partnership was the only partnership in the country between the public sector, a private company and a charity in the transport area.

Recently following on from our £4million investment in new buses for the City at the end of 2013, we have recently announced a further investment of £5 million in new buses due to be delivered by the end of 2015, which will be introduced on the service 50 operating between Ernesettle – City Centre – Derriford alongside other routes.

As well as growing the business and passenger numbers within Plymouth, over the last three years we have invested so we can expand into the wider travel to work area, providing crucial transport links into the City. In 2012 we launched our link to Ivybridge, with 2013 seeing transport links offered to both Tavistock and Torpoint.

More recently in December 2014, we have expanded further into the Plymouth travel to work area by acquiring the vital Western Greyhound services in South East Cornwall, safeguarding 31 bus driving jobs in the area.

The services launched under the new brand of 'Go Cornwall Bus', owned and managed by us at Citybus, now run services in and out of Plymouth and Liskeard, Looe, Callington, Launceston and Bude.

On the 13th of March the remainder of Western Greyhound ceased trading, when we mobilised to safeguard more jobs and routes again, now operating to Bodmin, Wadebridge and Padstow.

Just two months ago we built better links into Plymouth from Plymstock, Liskeard, Saltash and Callington, by increasing the number of buses running into the City, promoting Plymouth as an attractive place to work and visit from the outlying areas.

So, as you can see it has been a busy year for the 550 strong staff here at Plymouth Citybus, carrying over 17 million passengers a year.

## OUR REPORTING STRUCTURE

We are committed to operating our bus services in a safe, environmentally and socially responsible manner



### 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](http://www.go-ahead.com/sustainability) to find out more about our approach →

## PLYMOUTH CITYBUS VALUES

### *Community*

Caring for all and our environment

Learning from each other

Fun and laughter

Stronger together

### *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](http://www.go-ahead.com/sustainability) to find out more about our approach →



Plymouth Citybus are key members of PARC (Plymouth Against Retail Crime)

## WE SUPPORT LOCAL CHARITIES AND BUSINESSES

The health and safety of all Plymouth Citybus employees, contractors, passengers and customers is top priority.

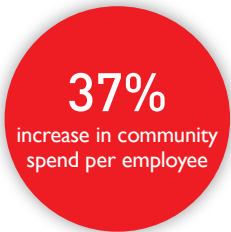
Each year, in partnership with Unite the union, we run our Mufti day, allowing staff to wear fancy dress for the day, which in turn raises money for two local chosen charities. The chosen charities this time around were Jeremiah's Journey and Give a Child a Chance.

When passengers collect lost property items from our Travel Centre we ask for a voluntary donation. This money is then donated to St Luke's hospice, chosen by the Travel Centre team.

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

We are supporters of many local sports teams, this year adding Plymouth Albion Rugby Club, Plymouth Albion Ladies team, Plymouth Argyle Football Club, Tavistock Town Football Club and Plymouth Storm Wheelchair Basketball teams to our ever growing list.

## KEY HIGHLIGHTS



"We regularly run disability awareness days for passengers in the centre of the City, using our 'Chatter Bus' as the event hub."

## WE SEEK NEW WAYS TO HELP OUR PASSENGERS, WORKING WITH LOCAL COMMUNITIES

Our 'Help Me' cards are an ongoing, valuable addition to our services. The cards, along with a guide on how to use them, are an effective method to allow passengers who may find communicating with drivers



difficult, a means in which to do so effectively. These cards have been warmly welcomed by local groups, including RNIB who we worked with the design the aids. We regularly run disability awareness days for passengers in the centre of the City, using our 'Chatter Bus' as the event hub. To these events we also invite local groups and other businesses to take part. We have recently focused on dementia awareness and have gained 'Dementia Champion' status, working closely with dementia organisations, we have also delivered dementia training to all our drivers and even employees from other businesses.

We are members of PARC (Plymouth Against Retail Crime), making sure our buses are included in the list of places that is safe within the City.

## SAFETY IS PARAMOUNT; WE MAKE SURE IT RUNS THROUGH EVERYTHING WE DO

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.

Through employee involvement we continue to address concerns raised in health and safety meetings and safety inspections and continue to work with union representatives to act on any issues.



Members of Plymouth Citybus taking part in the Business the Community event at Saltram House'

## CASE STUDY



Our charity work is fundamental to our relationship with our local communities. In summer 2014 we donated £4,000 to local charities Young Devon, Give a Child a Chance and Jeremiah's Journey. Give a Child a Chance and Jeremiah's Journey were chosen by our employees as their selected charities for the Mufti-Day fundraising event. Our employees and managers dressed up in various fancy dress outfits, driving buses and meeting passengers who donated on and off the buses.

Its contribution to charity Young Devon comes from money taken during their Catch the Bus Week mobile ticketing promotion which saw mobile tickets sales increase.

Our charity work continues throughout the year. A team of 10 of our staff rolled up their sleeves to volunteer at Saltram House (National Trust property in Plymouth) as part of Give and Gain Day, an event organised by Business in the Community. The team swapped a day in the office and depot for digging up concrete posts, removing wire fences and clearing fallen trees and overgrown vegetation.

# CUSTOMERS



Plymouth Citybus celebrated Catch the Bus Week with a number of events and offers.

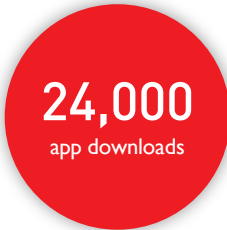
## CUSTOMER SATISFACTION RUNS THROUGH THE CORE OF ALL BUSINESS DECISIONS

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.

Each time we planned to change a service we took our passenger focus 'Chatterbus' to the area in which the change would have an effect. The 'Chatterbus' launched in 2012 is a converted ex service vehicle to enable a consultation environment with passengers. We also used 'Chatterbus' as the focus point for Plymouth's Bus Users UK surgery in the City Centre. We supported Catch the Bus week holding a range of events to push bus travel within the City.

We launched the first three way partnership in the industry, involving private, public and third sector money. We joined forces with Plymouth City Council and Access Plymouth to provide 5 branded disabled access mini buses, available to be used as a Dial A Ride service throughout Plymouth.

## KEY HIGHLIGHTS



"In our aim to provide as much information to passengers before boarding the bus, we have introduced a 'Your fare from here' campaign."



## WE EMBRACE NEW TECHNOLOGY, MAKING INFORMATION EASILY ACCESSIBLE

Getting information to our customers is one of our main priorities, from service updates to real time information.

With our website seeing over 1m views last year and 50% of these views being on a mobile device we have launched our new mobile responsive website.

We have built on the launch of our mobile ticketing app introduced in September 2012, now with over 24,000 downloads in the City.

We have heavily used quick response (QR) codes throughout publicity, both printed and at stop level, meaning passengers can scan the code sending them to the specific timetable they want.

In our aim to provide as much information to passengers before boarding the bus, we have introduced a 'Your fare from here' campaign. This in simple terms tells passengers the fare from the current stop to key locations along the route. This has aided in reducing boarding times by way of allowing passengers to get the right change ready before boarding the bus.

## CASE STUDY

Throughout the year Plymouth Citybus held a number of health and well-being days. These were held in Plymouth City Centre, allowing passengers to access staff and ask questions relating to catching the bus. These include the provision of health cards and training our staff in dementia awareness.





## OUR PEOPLE



### OUR PEOPLE MAKE OUR COMPANY DELIVER EVERY DAY, THEREFORE WE SUPPORT AND INSPIRE THEM

Our main achievement in the people category has to be being awarded Investors in People (IIP) Gold. Plymouth Citybus are the first bus company in the south of England and the first Go-Ahead bus company to gain Investors in People Gold.

The standard is a framework of best practice, awarded to well-run organisations that meet set criteria such as learning and development, leadership skills and recognition and rewards of staff amongst others. This Gold status demonstrates our ongoing commitment to the company values of respect, honesty and community through personal development and excellent customer service across the entire company.

Being awarded IIP Gold took into consideration many new staff development and training projects we have rolled out. This includes aspects such as the training of management staff to offering every member of staff an annual review process. It incorporated our ten point team charter, making sure all our staff know what they can expect from management and what is expected of them on a daily basis.

### KEY HIGHLIGHTS

**AWARD**

Investors in People  
Gold

**£3.4%**

absence rate

**61%**

increase in employee  
engagement

**50+**

staff with over 20 years  
experience

“Being awarded IIP Gold took into consideration many new staff development and training projects we have rolled out.”

## WE RECOGNISE ACHIEVEMENT AND REWARD OUR STAFF

This year we continued our successful staff awards competition. Members of Citybus staff were nominated by either an employee or passenger. Nominated staff were then shortlisted by a panel of judges made up of stakeholders and passenger champions, with the shortlist being invited to the Gala Dinner where the winners were announced.

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. Our third Bus Driver of the Year competition was held at our depot, with dozens of drivers competing to be crowned the winner and therefore represent Plymouth Citybus at the national competition in Blackpool.

## AWARDS

### ROUTE ONE AWARDS

Shortlisted - Large Operator of the Year and Manager of Large Operator of the Year for Richard Stevens

### NATIONAL TRANSPORT AWARDS

Shortlisted - Partnership of the Year

### THE HERALD BUSINESS AWARDS

Large Business of the Year

### INVESTORS IN PEOPLE

Awarded Gold status



Members of the team at Plymouth Citybus celebrate the accolade of being awarded investors in People Gold standard with the launch of a special edition livery bus.



# FINANCE

## Plymouth Citybus is part of The Go-Ahead Group plc.

Go-Ahead makes a contribution to the UK economy through the employment of 26,000 people, the taxes the company pays, payments to its suppliers and the contribution its rail franchises make to Government finances.

### SUPPORTING THE UK ECONOMY

Public transport brings benefits to individuals, communities and the nation as a whole. Economically, it connects workers to jobs and enables trade. Socially, it provides access to employment, education, and health care, and unites friends and family. For many, especially older people, people with disabilities and children, public transport is often the only viable option

During the year, Go-Ahead made a direct contribution to the economy through the £20.3m we paid in UK corporation tax and its net increase in contributions to the DfT in the year was £191.9m, up to £255.9m. Indirectly, we also support economic growth through the employment of 26,000 people; investing £1.08bn in staff; and by providing millions of people with the means to travel to work, shops and other key services and leisure activities every day.

### KEY HIGHLIGHTS



### FAIR TAX MARK

Go-Ahead is the first FTSE 350 company to be awarded the Fair Tax mark for being a good taxpayer, open about its tax affairs and paying the right amount of corporation tax at the right time and in the right place. A fair tax system is to the benefit of everyone and crucial to support a vibrant mixed economy.

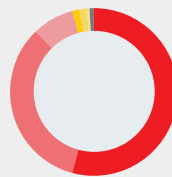
### ETHICAL PROCUREMENT

Go-Ahead's ethical procurement is embedded in its supply chain procurement and management processes. As a buyer of goods and services we have a responsibility for the supply chains from which these goods and services come into the organisation. We will take into account ethical as well as commercial and technical factors, when considering which suppliers to partner with.

The company encourages its suppliers to adhere to similar high standards of corporate responsibility and to have in place appropriate safeguards against bribery, corruption and facilitation payments. In particular, Go-Ahead expects its suppliers to be committed to high standards of health and safety and demonstrate a respect for the environment.

### THE GO-AHEAD GROUP ECONOMIC CONTRIBUTION

# £3,215.2m



■ Payments to suppliers	£1,746.8m
■ Staff costs	£1,079.6m
■ Net rail contribution to DfT	£255.9m
■ Economic value retained by shareholders	£52.2m
■ Capital expenditure	£42.3m
■ Corporation tax payments to Government	£20.3m
■ Finance costs	£18.1m

# KEY DATA

Plymouth Citybus	2014/2015	2013/2014
<b>Society</b>		
Carbon emissions per passenger journey (%)	<b>0.74</b>	0.68
Water used per passenger journey (l)	<b>0.39</b>	0.42
Recycling rate (%)	<b>79.50</b>	72
RIDDOR accidents per 100 employees	<b>0.6</b>	0.8
Accidents per million miles	<b>22.2</b>	28.1
Community spend per employee (£)	<b>69.99</b>	64.33
<b>Customers</b>		
Customer satisfaction (%)	<b>91</b>	91
Punctuality (%)	<b>88.2</b>	90.2
<b>Our people</b>		
Employee engagement index (%)	<b>66</b>	61
Absenteeism (%)	<b>3.6</b>	3.4
Employee turnover (%)	<b>10.5</b>	8.7
Diversity by gender (%)		
– Women	<b>13.1</b>	12.3
– Men	<b>86.9</b>	87.7
<b>Finance</b>		
Revenue (£m)	<b>22.8</b>	20
Passenger volume growth (%)	<b>4.4</b>	n/a

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

## MORE INFORMATION

You can find out more about Plymouth Citybus by visiting our website [www.plymouthbus.co.uk](http://www.plymouthbus.co.uk) and more information on how Plymouth Citybus manages sustainability can be found by visiting [www.go-ahead.com/sustainability](http://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

For the seventh year, Bureau Veritas UK Ltd has worked with The Go-Ahead Group plc to verify selected sustainability key performance indicator (KPI) data contained within the Group's annual report.

The information and data reviewed for this verification process relates to the period from 28 June 2014 to 27 June 2015

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