

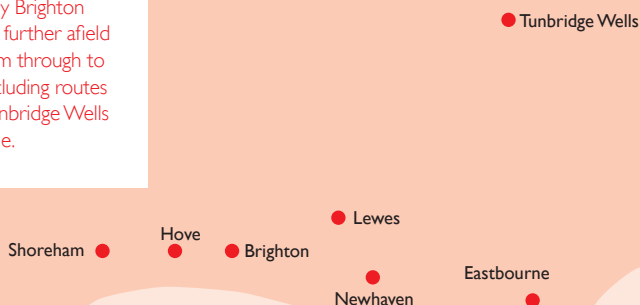


We operate over 280 buses on a comprehensive network of services in and around our city. We have consistently grown the market for bus travel in the city and surrounding areas with an increase of 4.4% in 2012, and passenger journeys have more than doubled from 22.5m in 1993 to 49.3m in 2012. We also have an award-winning coaching operation using seven coaches.

This consistent growth has been achieved by working in partnership with Brighton & Hove City Council and many other stakeholders in the City. This calendar year we have invested £7m in 38 new buses, to continue to improve services for our customers and improve air quality, and in response to customer suggestions we have added extra journeys to improve a number of services from this autumn and next spring.

Where we operate

Our network of services covers not only Brighton and Hove, but further afield from Shoreham through to Newhaven, including routes to Steyning, Tunbridge Wells and Eastbourne.



2013 highlights

- Passenger satisfaction of 91%
- Introduction of 38 new Euro5 buses to improve air quality around the City
- Development of the smartphone Mticket App including Family Mtickets
- Increased frequencies on our busiest routes
- Establishment of a Community Action Group by our employees
- We won the 2013 UK Coach Operator of the year Award

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Key facts

1,165
staff

49.3_m
passenger journeys per year

91%
passenger satisfaction

280
buses and coaches

3
bus garages in the city and
1 in East Sussex

For more information,
visit our website:
www.buses.co.uk

We're part of the
Go-Ahead
Group



Delivering an improving network



It's very exciting to be writing my first introduction to Brighton and Hove's Sustainability Report, on behalf of the excellent team here at Brighton & Hove...

The team and I are now building on the previous excellent work, led by former Managing Director, Roger French who achieved so much, and we are continuing to take the business forward for all our stakeholders.

2012/13 has seen the excellent customer service, for which Brighton & Hove has earned such a strong reputation, validated by "Passenger Focus", once again placing us with the very best in the industry. We are continuing to develop our sales and after sales services for our customers while at the same time working hard on the delivery of an improving network of services to provide the essential travel our city needs. I know that performance has at times been an issue for some of our passengers – this summer's great weather brought with it great challenges with even more passengers and traffic converging on the coast. Much work is underway to improve on our performance.

Traffic has been the headline issue this year in terms of speed limits, with the city's 20mph zone and potential extensions, and with emission levels a concern in the centre of the city. We have invested heavily this year in improving our own environmental performance, with 38 new Euro5 standard buses, delivered or in production, taking our total to 100. We are working closely with the council to plan for a cleaner future and are encouraging others to recognise their responsibilities to do likewise.

Our buses will continue to play a vital part in the economic and social life of the city and our neighbouring areas.

For a business at the heart of the community it is only natural that we should extend our community focused activities, and on the commercial side of our business – fares and ticketing – we have introduced family friendly initiatives to help with the cost of travel. We have forged a new partnership with Brighton & Hove Albion and Albion in the Community to involve our employees in delivering even more support for the communities we serve, whilst building on our existing community investment activities with the Martlets, the Argus Appeal and other partners. We are also looking towards new partnerships with Brighton Festival and the Fringe.

Safety remains our top priority and the year has seen a major overhaul and update of our practices for identifying, rectifying and auditing all safety issues, for our employees and for our customers. The safety of other road users, in particular cyclists, remains a high priority for us and this has seen some exciting new developments.

Our buses will continue to play a vital part in the economic and social life of the city and our neighbouring areas. We will continue to recognise the importance of the communities we serve.

Martin Harris, Managing Director

November 2013



Leading the way

Our 2013 highlights

£59,360,00

turnover

£7,138,000

profit

11,218,000

miles operated

8,764,630

litres of fuel used

Focused on our safety priorities

Our top priority

Safety continues to be our highest priority. We are fully focused on our safety priorities so that our passengers can be assured of the very highest standards of maintenance and safety of our vehicles at all times.

We have continued to ensure that our buses provide a safe environment. 100% of our fleet is fitted with CCTV cameras inside and out. Our drivers have radio communication to enable them to call for assistance should the need arise. We are continuing to invest in our CCTV and communications, with further upgrades in progress, and looking towards live remote monitoring of our CCTV in the near future.

Our driving skills are monitored by independent experts from Driver Assessment Services Ltd, to monitor driving skills on the road. They observe objectively our driving ability, passenger consideration and customer service. The latest assessments showed 82% of our drivers were delivering first class service with high driving standards. Those falling outside of this category are provided with refresher training.

We also, together with our drivers' representatives, regularly monitor any hazards on our routes and make the various authorities aware of our concerns to enable any remedial action to take place, whilst providing information to our drivers. We are currently upgrading our route risk assessments to provide improved hazard warning guides to our drivers.

Working with members of the community including cyclists helps us to ensure that we are able to promote road safety.

Safety campaigns

We look beyond our own safety needs and a joint safety campaign initiative with the City Council Road Safety team and the Fire Service took place in June 2013 in Brighton. Its aim was to warn cyclists of the danger of cycling down the inside of buses that are turning left. A bus will often need all the available road or lane space to get around the corner. At the same time our drivers were given an appreciation of the view from a cyclist's perspective. Working with members of the community including cyclists helps us to ensure that we are able to promote road safety. A recent development involved us in an exciting creative initiative from Emily Brooke, a design graduate from Brighton who has launched Blaze, a superb innovation in cycling safety. We are proud to be supporting the cycling safety measures incorporated in the Lewes Road bus and cycle lanes.

Leading the way

Performance highlights

<4

bus accidents per million passenger journeys

82%

of drivers pass covert checks with flying colours

100%

buses fitted with CCTV

Improving our environmental performance

We continue to work with Brighton & Hove City Council to build on the country's most successful joint bus strategy. We have been investing heavily in new buses to improve our own environmental performance too.

We are fully committed to assisting in the improvement of air quality for Brighton & Hove. It is absolutely crucial to the success of new low emission zones to maintain a sustainable and effective bus network.

We currently have 100 Euro 5 buses, including 13 hybrid electric buses, and we have invested £7m this calendar year in new Euro 5 buses, which are far cleaner than the Euro 2 buses they are replacing; nitrogen oxide emissions are 71% lower and particulate matter emissions are 92% lower.

What can we do to help improve our environmental performance?

It can't all be about buying new buses. We have identified a number of further measures to contribute to air quality improvements. These include mechanical engine cut offs to limit idling, driver controlled cut offs to limit idling and engine performance research with Ricardo Engineering.

We are convinced of the benefits of a joint plan to 'micro-manage' the central area from an environmental view point. We have backed this by putting three extra people on the ground to smooth the flow of buses through Churchill Square and the Clock Tower area, and have been working alongside Friends of the Earth and the council to promote low cost highway design and traffic management measures there.

With £260k investment we have installed an 'Opti-Link' multi task fuel system in all depots and at the Newhaven outstation. The system enables 'spill-free' delivery of fuel into the buses via a secure connection fitted to the bus filler neck. The new technology represents a significant step forward in the way that we maximise fuel efficiency.

Leading the way

Performance highlights

100

Euro 5 including 13 Hybrids

£7m

invested

11%

lower emissions



Encouraging customer feedback

Satisfaction

The results of the national Passenger Focus Bus Passenger Survey show bus journey satisfaction has risen: 91% of passengers were either 'very or fairly' satisfied with their travel. This figure is up by 2% on 2012. Overall satisfaction for fare payers rose to 90% (86% in 2012), and waiting time satisfaction rose to 80%, a rise of 2% from last year.

Improving service

We continue to encourage feedback from our customers and in response we are introducing further service improvements in autumn 2013 and spring 2014.

Amongst the improvements, we have an increased frequency on route 6, going from every 12 minutes to every 10 minutes during the day, and extra buses to help on the already very busy route 5 during the morning peak period.

To improve integration between buses and rail journeys, new links to Hove Station from Church Road/Hove Town Hall have been introduced on route 81 for early morning commuters and re-timed journeys from the station in the early evening now meet trains from London.

Customer service

At Brighton & Hove we offer a high level of customer support from our dedicated customer services team, which continually improves. We offer support by telephone, email, post, Twitter and soon Facebook. Our customer service hours operate Monday to Friday 7am to 7pm, Saturday, Sunday and Bank Holidays 9am-4pm.

More assistance for customers with disabilities

We have had much positive feedback from customers with disabilities, praising the improvements in service on our buses and the support our drivers offer. However, we also aim to improve the way we provide assistance for passengers who have disabilities. Greater consistency in the way we deliver customer service that takes account of the particular needs

of our customers is a priority. This year sees the introduction of an assistance card and extended buddy scheme, more investment in stop announcements, an upgraded taxi guarantee scheme, a new ramp upgrade programme and refreshed driver training.

MTickets

Having unveiled in early 2013 the MTicket app, which transforms your smartphone into a ticket, thousands of users have been selecting their fare on the app before showing the driver the on-screen ticket. This has been a huge success, with more than 20,000 users so far. Recognising the pressures on family budgets, we have introduced lower priced family day tickets this year and for year-round travel for children reduced the price of our monthly 'subscription' ticket from £35 to £29 per month.

Leading the way

Performance highlights

91%

passenger Satisfaction

150,000

MTickets sold April to October

7

measures to improve disability assistance

Employees

Supporting our employees

Engagement of a workforce that is largely remote from base for most of the time is always a challenge for bus operators. Our employee engagement surveys have helped point the way to areas we can improve on and this year we have embarked on adding to our existing range of initiatives to communicate, involve, recognise and support our employees.

An employee group has been created to manage our community engagement and investment, and work alongside our partners at Albion in the Community on both community projects and on the promotion amongst their colleagues.

Our staff and their representatives have been actively engaged and have made a major contribution to the overhaul of our vehicle checking and maintenance systems that has been a key focus throughout 2013.

We continue to invest heavily in staff training and all our drivers completed their Certificate of Professional Competence training ahead of the requirements of the recently introduced legislation. New training initiatives focused on defensive driving, the safety of cyclists, and disability awareness are amongst several new training measures in development.

Our employee surveys underline the loyalty and support that we benefit from at Brighton & Hove: 80% of employees see themselves working for Brighton & Hove in 12 months' time, 86% want to see the company succeed, and 80% recognise the major role that the company has to play as a key employer and stakeholder in the city.

Leading the way

Performance highlights

1,165
staff

9
years average length of service

80%
recognise the major role in the city the company has to play

Our employee surveys underline the loyalty and support that we benefit from at Brighton & Hove: 80% of employees see themselves working for Brighton & Hove in 12 months' time



Communities

Supporting local communities

This year we are creating an employee led approach to our community investment activities through a new Community Action Group. Representatives from across the business will become responsible for managing support for community groups, local sports clubs and charities. They will also be working closely with Albion in the Community (the charitable arm of the Brighton & Hove Albion Football Club). The work harnesses expertise in health, education, sports participation, the environment, social inclusion and disability and reaches out to all sections of the community.

Partnerships

We actively participate in partnerships at the highest levels in the business including Hove Business Partnership and Hove Business Association, the local Transport Partnership, and Quality Business Partnership all of which bring together key individuals from public and private sectors across Brighton & Hove.

Community investment

Brighton & Hove continues its support for local charities and not for profit organisations by donating assistance and gifts in kind prizes. We continue our very close relationship with the Martlets Hospice, providing advertising on our buses to promote fundraising for this marvellous organisation, and have agreed similar fundraising support with Albion in the Community.

For over 10 years we have been supporting the Argus Appeal and the Martlets Hospice with the popular Santa Bus throughout December. The Santa Bus visits residential areas of Brighton & Hove each evening raising money for the two valued charities.

Crime reduction

Whilst any level of crime is a matter of concern, we are always looking to improve upon our crime prevention and detection. There has been an encouraging reduction in total crimes over a 5 year period of 18%. During that time, in excess of 40 million journeys per year were made on our services, reaching 48 million in 2012 when the recorded crimes were 298. This means that a passenger had barely a 1 in 160,000 possibility of being involved in a crime on our buses.

We have continued to invest massively in CCTV cameras and recording which, together with Sussex Police, we have used to great effect in detecting and deterring crime. Our colleagues in the Rapid Response Team and the management team are actively working in a pioneering partnership with Sussex Police, funding a full time special constable who brings his knowledge of both bus work and policing together to great effect to aid our customers and to detect and deter crime in and around our services. We have recently concluded sponsorship of an additional police vehicle to support this work.

Leading the way

Performance highlights

10 years'

continuous support for The Argus and Martlets Hospice

18%

crime reduction

Established

Community Action Group

Data table

	2012/2013	2011/2012	2010/2011
Safety			
Bus accidents (per million passenger journeys)	3.79	3.89	3.58
Fleet with CCTV (%)	100	100	100
Environment			
Carbon emissions per passenger journey (kg)	0.49	0.47	0.51
Site energy			
– Gas consumption	2,193	1,670	2,190
– Electricity consumption	1,515	1,484	1,485
Fuel efficiency			
– Miles per gallon	5.82	5.68	5.70
Passengers			
Number of passenger journeys (m)	49.3	48.3	46.7
Fleet with low floor (%)	100	100	100
Saver tickets sold off bus (%)	36.2	31.9	28.6
MTickets sold off bus (%)	0.3	–	–
Employees			
Number of employees	1,165	1,122	1,084
Turnover rate (%)	8.7	7.4	9.5
Absence rate (%)	5.2	5.6	5.5
Diversity by ethnic group (%)			
– Asian, black or other origin	2.7	2.8	2.2
– White	97.3	97.2	97.8
Diversity by gender (%)			
– Women	8.8	9.4	8.5
– Men	91.2	90.6	91.5
Average length of service	112	109	114
Community			
Charitable giving and investment (£)	30,534	18,293	42,202
Number of stakeholder events	322	402	312

For information on the full Group data please visit our corporate website

www.go-ahead.com

Want to find out more?

You can find out more about Brighton & Hove by visiting our website www.buses.co.uk and more information on how Brighton & Hove 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

For the fifth 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 1 July 2012 to 29 June 2013.

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