

My story

Presentation to the Young Bus Managers Network



Martijn Gilbert

Chief Executive Officer
Reading Buses



@martRDG

Thursday 26th October 2017

Readingbuses



What am I going to be talking about?

- I'm not Dutch, despite the spelling!
- Reading Buses - one of the UK's best bus companies?
- The industry is under threat, but you can help sort it!
- My 17 years in passenger transport
- Some thoughts, advice and lessons from along the way



Who are we and what do we do?

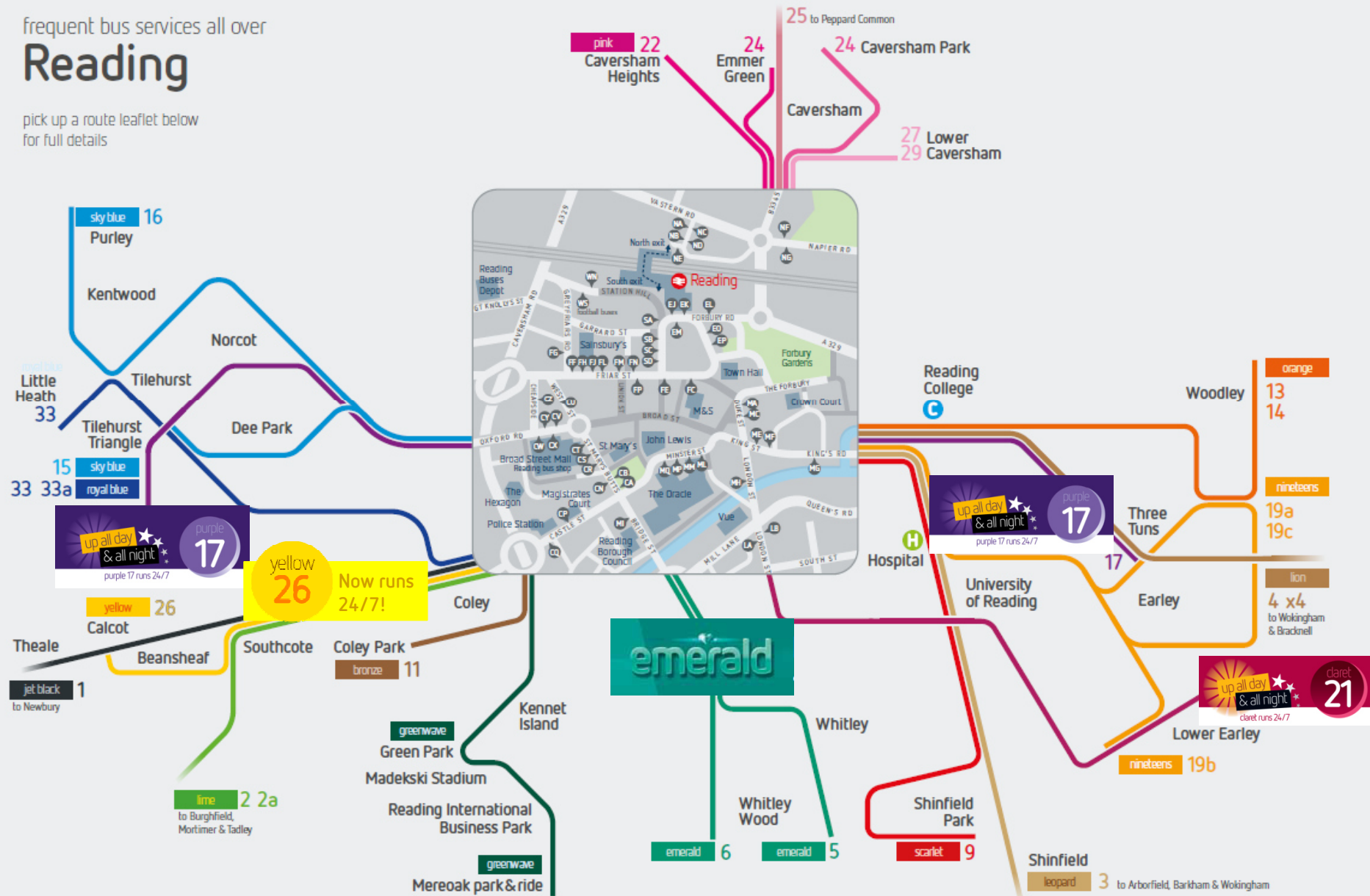


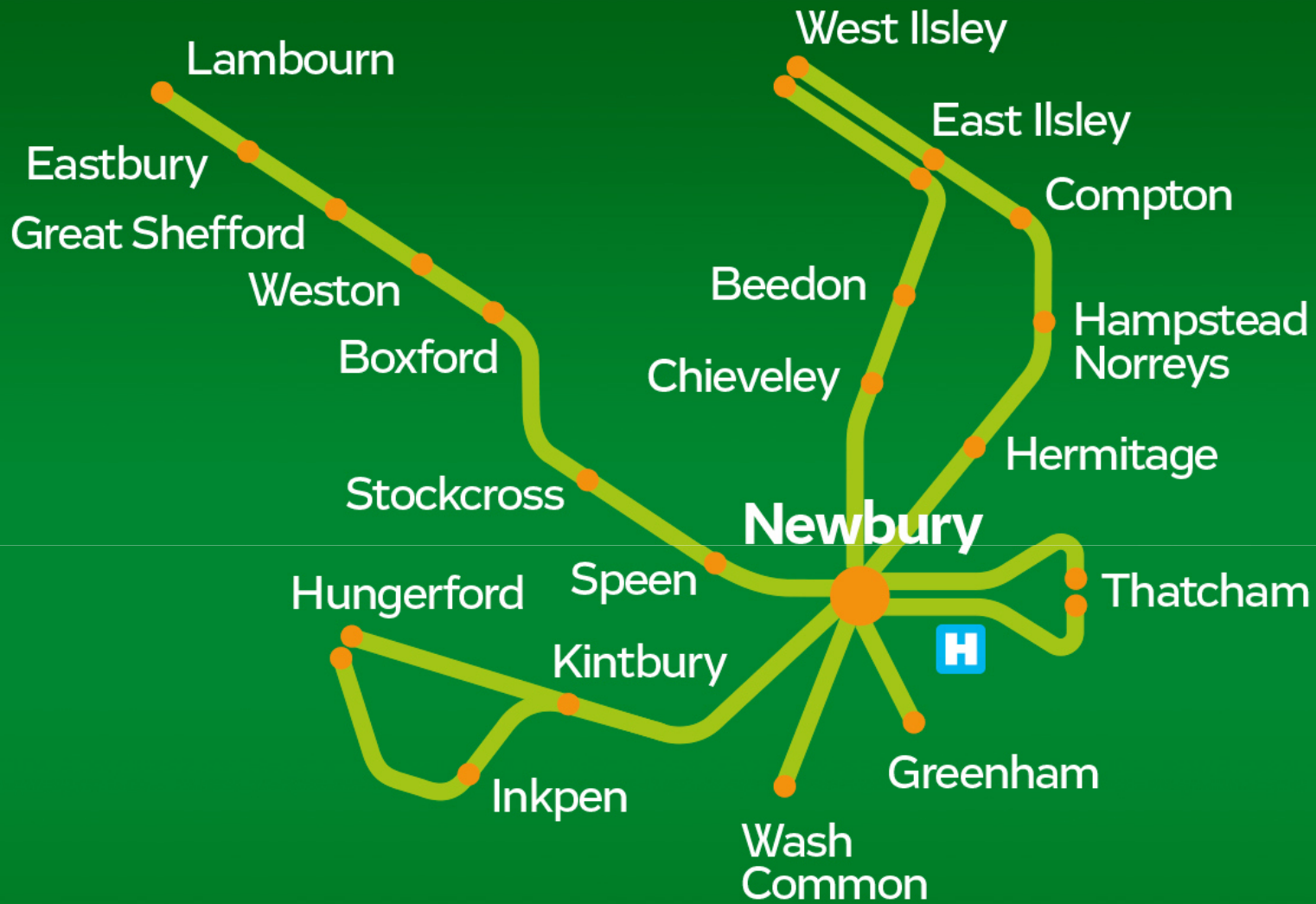
A comprehensive and colour coded network...

frequent bus services all over

Reading

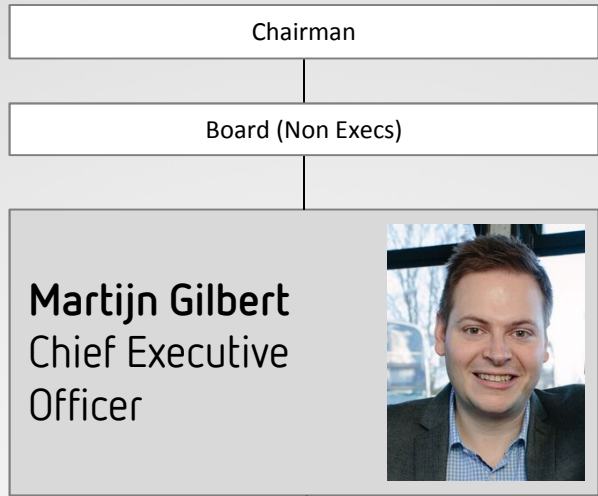
pick up a route leaflet below for full details







Team structure



Tony Pettitt
Chief Finance & Information Officer

Finance and IT team
Including management information, payroll and major projects



Caroline Anscombe
HR Director

HR and training academy team
Including Employee administration and engagement



John Bickerton
Head of Engineering & Innovation

Engineering team
Including cleaners, shunters, facilities, purchasing and the canteen team, plus open data & innovation



Dan Bassett
Head of Operations

Operations team
Including Drivers, the Control room team and Driver Performance Managers

Commercial team
Including planning / schedules, marketing, revenue, ops support and customer services (including the Bus Shop)



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Customer Deposit £0.25 x £199.00
Guaranteed Future Value £7043 APR 2.9%
FIND OUT MORE

Reading Buses launches green routes for staff travelling to work

13:30, 7 MAR 2016 BY MEGAN FISHER

Reading Buses is encouraging passengers to take part in its 2016 push of planet Reading

5 SHARES 5 COMMENTS



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FIND OUT MORE

Reading bus named in honour of Jonah Lomu


15:18, 3 DEC 2015 BY NEIL MCCONNELL-READ

Plaque unveiled by Jason Leonard in recognition of All Black legend's visit to depot

5 SHARES 5 COMMENTS

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FIND OUT MORE

Behind the scenes at Reading Buses - cleaning, fixing and finding lost property

13:00, 7 APR 2016 UPDATED 14:48, 7 APR 2016 BY JENNIE SLEVIN

getreading was invited on a tour of the Reading Buses depot in Great Knollys street where we learnt all about cleaning, fixing and scheduling

111 SHARES 1 COMMENT

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FIND OUT MORE

Reading Buses driver ranked one of Britain's best at Bus Driver of the Year competition

08:30, 12 SEP 2015 BY NATHAN HYDE

Ed Love was ranked in the top third at the finals in Blackpool after being judged by a panel of industry experts

62 SHARES

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FIND OUT MORE

Young Reading Bus transport industry

08:30, 6 FEB 2016 UPDATED 15:49, 6 FEB 2016

Fourteen employees attended a career day

59 SHARES

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Customer Deposit £0.25 x £199.00
Guaranteed Future Value £7043 APR 2.9%
FIND OUT MORE

Reading Buses rewards committed staff with array of prizes


10:28, 26 JAN 2016 BY NATHAN HYDE

At the company's annual awards ceremony several staff members including customer service assistant Vicky James, who was presented with the Year award

1 SHARE 1 COMMENT

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The power of PR!

THE READING CHRONICLE

Slough SHOWROOM

HUGE 50% OFF We Have Products

Reading Buses celebrates women

100 YEARS OF WOMEN in Transport



THE READING CHRONICLE

Slough SHOWROOM

HUGE 50% OFF We Have Products

Reading bus drivers swap the steering wheel for the stove for Black History Month.

Reading bus drivers swap the steering wheel for the stove for Black History Month.



itv NEWS


Live TV Shows Categories News

Black History Month has been launched in the South

Black History Month has been launched in the South. The music, dance and art aim to promote knowledge of black history and raise cultural awareness.

20 October 2016 at 10:00pm

Reading bus drivers take to the kitchen to celebrate history month with some exotic cuisine



2016/17



Employees views at the heart of what we do



A coaching culture for management, role modelling our values



Invest in next gen buses to re-launch Woodley & Royal Blue routes



Further enhance our environmental credentials with bus wash rainwater harvesting



Improve asset utilisation with more ad-hoc work



Further reduce accidents, costs and poor bus presentation



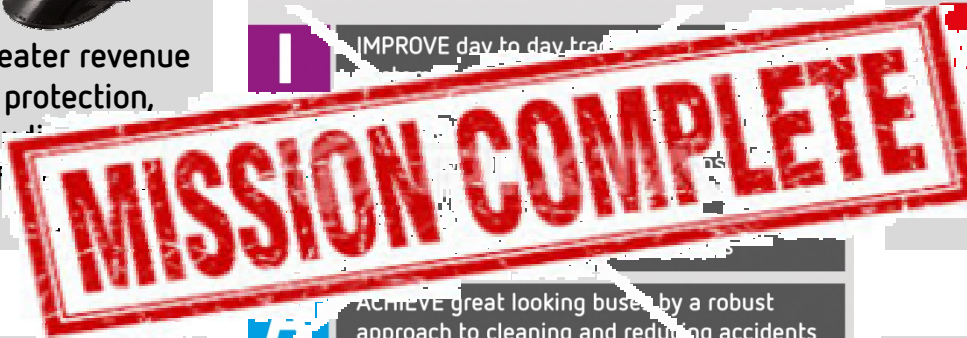
Strong cost control and revenue growth focus



Greater revenue protection, including...

our BIG idea for the year ahead

IMPROVE day to day trade



Launch new employee personal benefits hub



More Health & Wellbeing activities for employees



Upgrade our hybrid buses for another 5-years cost effective use



Smarter ticketing including app and bankcards



24/7 use of digital communications to keep our customers informed



Expand services where there is clear potential, e.g. Ikea



Continue our promotion of the congestion busting benefits of our services



Be recognised as a great company and employer that's constantly improving

Customer Focus

- Our no. 1 core value
- Service expansion
- On-board ambiance
- Accessibility
- Reputation and satisfaction



on-board innovations

What our customers are saying about us

**Bus passenger satisfaction survey
The 2015/16 results**



97% - top 3 customer satisfaction



Industry awards



Recognising, rewarding and supporting our employees



- Recruitment and training
- Star of the month
- Gym
- Cycle to work
- The Hub
- Surveys and staff forums



mini-gym



canteen



staff trips



celebrating long service



Readingbuses

Vehicles

- On-board ambiance
- Gas
- Efficiency
- Style and creativity



World's first modern day double deck gas buses



Start-stop engine technology



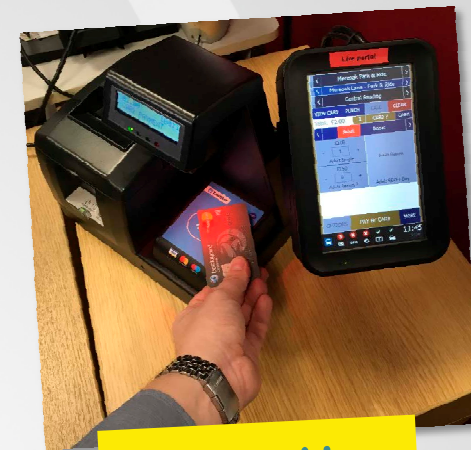
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Revenue and ticketing

- Fares and review
- Boost for young people
- Mobile tickets
- Barcode ticketing
- Contactless
- Revenue protection



Even more ways to pay



contactless payments



Growth and improvement

- Kennections contract win
- Vodafone contract renewal
- Route investment, running time review and improvements
- Rail replacement work
- Internal processes



Yellow 26 to Ikea and 24/7



Vodafone contract extension & new buses



Kennections at Newbury

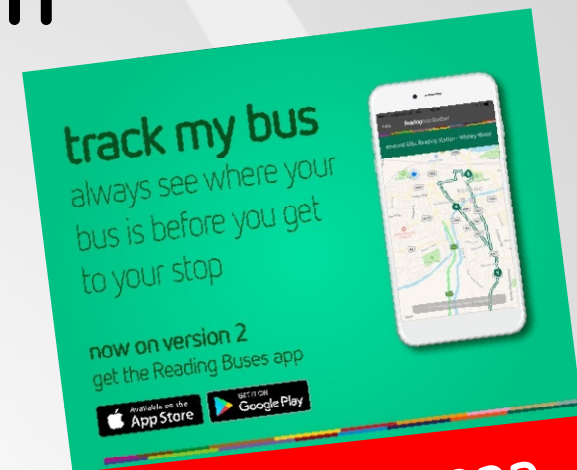


South West Trains



Technology and Innovation

- Use of technology
- Working with our suppliers
- Hackathon
- Tech partnerships
- Tech lab



Smartphone app



Tech Lab innovation centre



Hackathon



Readingbuses

Community support

- Travel partnerships
- Support for our community
- Getting involved in events
- Charity of The Year
- Annual Open Day



Open Day



Charity of the Year



Bus drive in movie



Chris Mears' gold bus



Future vision

- A33 Mass Rapid Transit scheme
- Forward future project
- Stakeholder engagement
- Developer engagement
- Business partnerships
- Ongoing Horizon scanning (what's going on and where)



Reading 2050 vision



Customer growth



'Forward Future' & Greenwave MRT





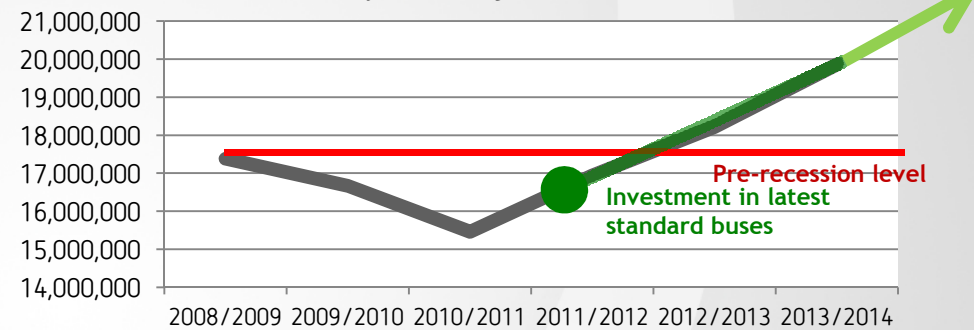
Readingbuses

It's working!

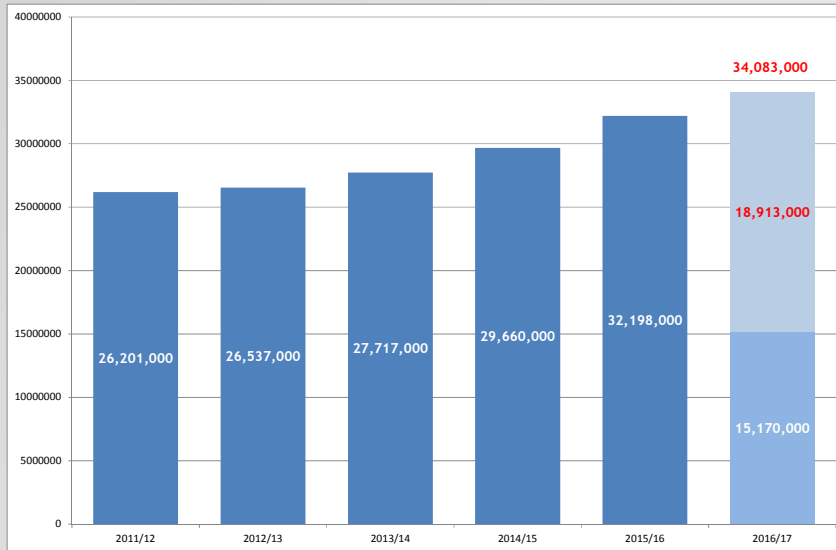
- Greater satisfaction - 93% and favoured mode
- Enhanced publicity and reputation
- Changed perceptions on buses
"modern and productive environment on-board"
- Customer growth
- Revenue growth
- ROI and bottom line £



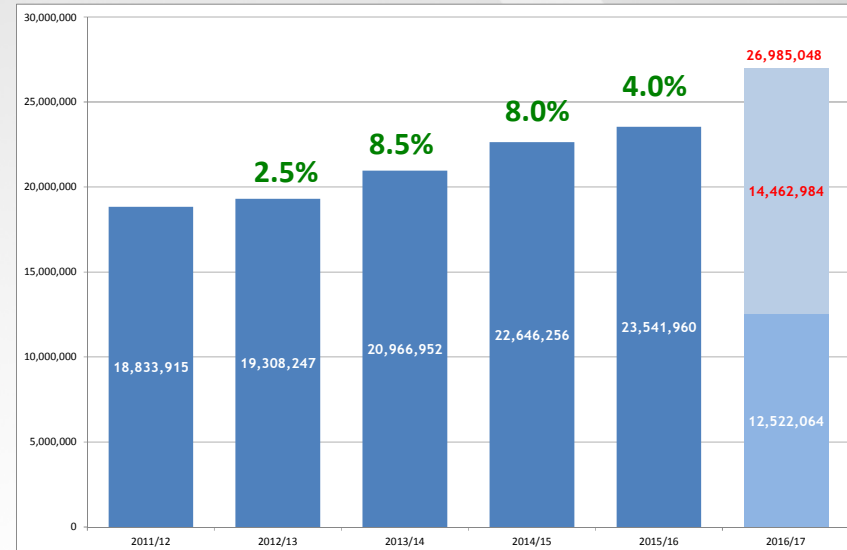
Customer journeys



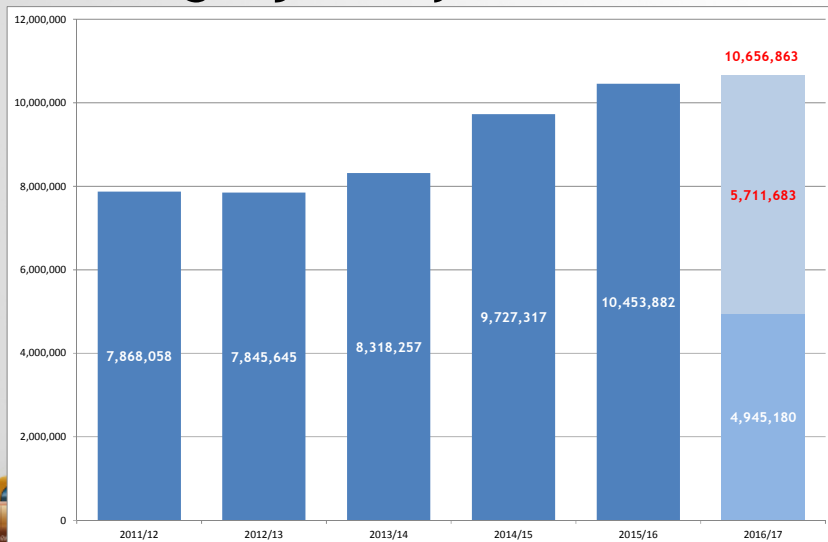
£ turnover



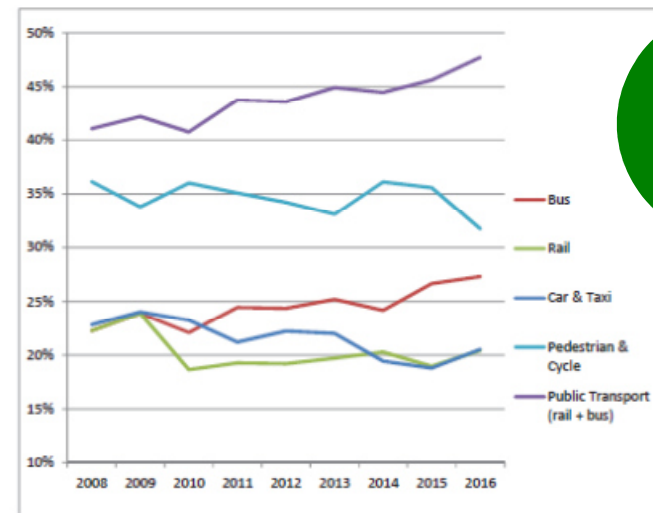
Route kilometres



Passenger journeys



Modal share



27%
modal share

But...

Challenge 1 - Congestion



9 News Reading & Berkshire News Traffic and Travel

SONNING COMMON VAUXHALL Customer Deposit £0, 35 x £199.00, Guaranteed Future Value £7043, APR 2.9% Terms and Conditions apply. FIND OUT MORE


Reading Buses apologises for late services during Christmas-time congestion

1600, 18 DEC 2015 BY NATHAN HWDE

The company blames increased traffic during the festive period and a number of recent accidents and incidents on roads around Reading

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Most Read in News

Challenge 2 – Competition



*Not just from other bus routes...
Better apps?
Better marketing?
Taxis
Retail
How people shop and work*

Challenge 3 – A changing digital world around us



Industries changed by technology and apps:

- Music
- Video rental
- Banking and finance
- Takeaway food
- Job search and employment
- Retail – home shopping
- Weather and Meteorology
- Travel – holidays
- Taxis and ride sharing

Transport?



The evolution of the bus

1900s



Horse tram

1920s



Electric tram

1940s



Trolley bus

1960s



Crew operated diesel bus

1970s



One person operated diesel bus

Focus shifted to efficiency, environmental performance and customer ambiance

1990s



2000s



The future...



OT POT

Online Taxi Booking Price Comparison App

Going Live in READING, BERKSHIRE

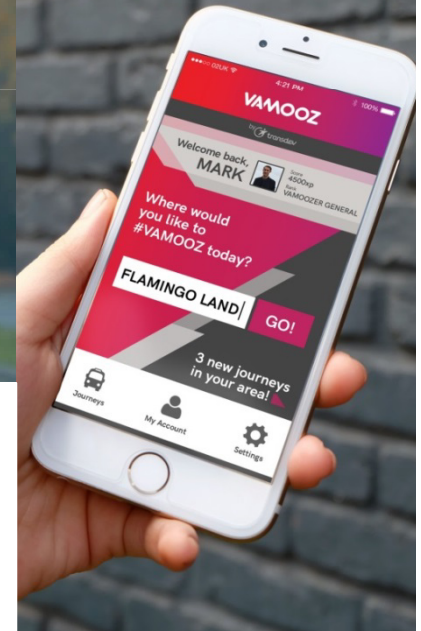
On Monday, 8th August, 2016



little & often

By Stagecoach

Travel that suits you



For Reading University Freshers & Students

OT POT

Taxi Price Comparison Mobile App

£5 From Anywhere
To Anywhere
Within Reading

*Deal is only available within 4 miles radius of Reading Station.

This deal is valid to new users for the first promotional ride and for a limited period only. For terms and conditions please visit Otpot.com/UserTerms

Tap the app, enjoy the ride!

Download our mobile App

Search for "OT POT TAXI" at



1 Request

Tap each ride option to see wait time, size, and price. Then enter your pickup location and tap request—your driver will arrive in minutes.

2 Ride

Your ride comes to you. You'll see your driver's contact information and vehicle details in the app, so you know you're getting in the right car.

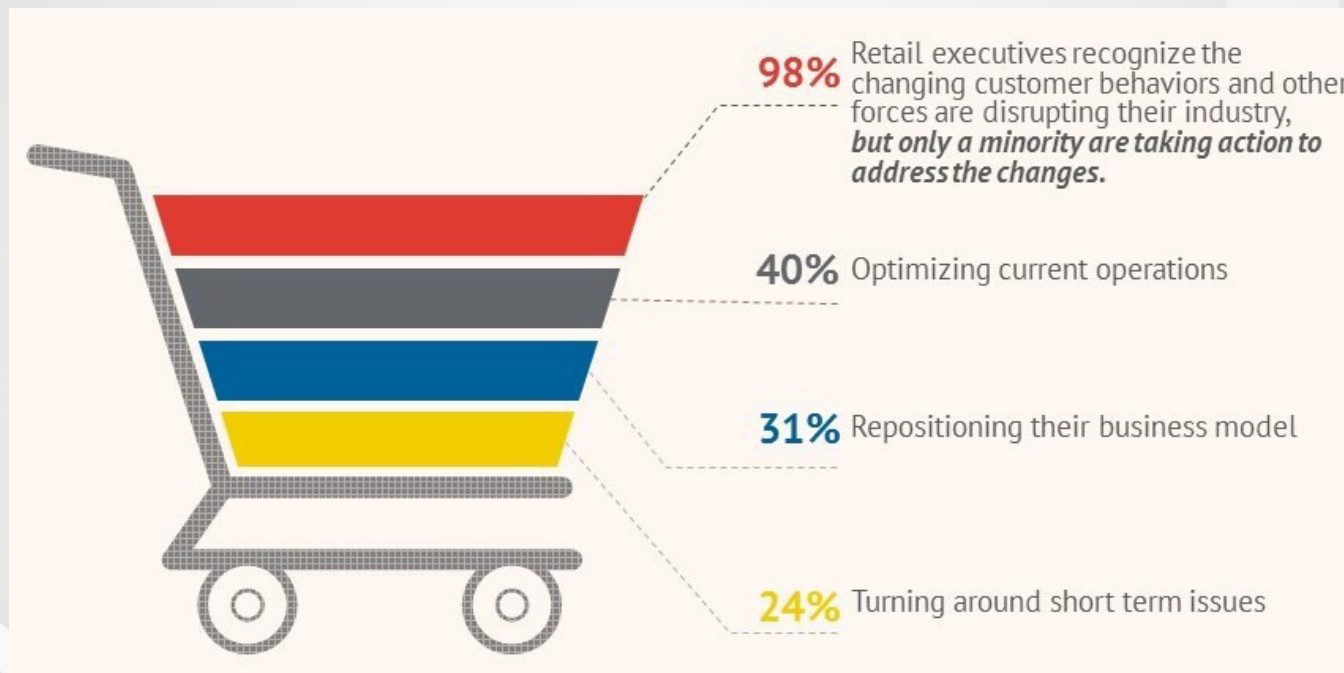
3 Pay and go

Hop out and rate your driver when you reach your destination. We automatically charge the credit card on file, so you never need cash.

UBER

Retail at a Crossroads: Future Hangs in the Balance as Retail Industry Passes Tipping Points

“They can no longer be classified merely as disruptors, due to the massive changes they have forced on the retail market. “98% of retail executives recognize the changing customer behaviours and other forces are disrupting their industry, but only a minority are taking action to address the changes.””



<https://www.tompkinsinc.com/en-us/Insight/Articles/commerce-beyond-the-crossroads>



Readingbuses





Are we doing enough?



Tools



Facilities

Bracknell | Wokingham | Reading
4 via Bath Hill | Great Hollands | Winerth | XA via John Nike Leisure Centre | Winerth | Wokingham Road

Mondays to Fridays except public holidays

	6	XL	6	6	XL	6	6	XL	6	6	XL	6	6	XL	6	6	XL	6
Bracknell bus station bay 7	6:06	6:20	6:52	7:30	7:19	7:56	8:42	9:20	9:50									
Bracknell bus station bay 6	6:09		6:55		7:30	8:07	8:46	9:18	9:56									
Crown Wood (Lowerwood) Stop		6:13	6:28	7:00	7:28	8:05	8:51	9:28	9:58									
Hamworthy Birch Hill Shopping Centre		6:18	6:34	7:05	7:34	8:13	8:56	9:34	10:04									
Great Hollands Square		6:26	6:44	7:17	7:46	8:25	9:06	9:44	10:14									
Southern Industrial Area		6:31	6:49	7:23	7:53	8:31	9:11	9:48	10:18									
John Nike S11 Centre		6:16		7:05	7:40		8:18	8:57	9:29	10:05								
Wokingham Millon 12 Annex Hotel	5:58	6:18	6:35	6:53	7:08	7:28	7:43	8:00	8:21	8:38	9:00	9:16	9:32	9:53	10:08	10:23		
Wokingham Road Street	6:03	6:23	6:40	7:00	7:15	7:35	7:50	8:10	8:35	8:50	9:10	9:25	9:40	10:00	10:15	10:30		
Wokingham Station Interchange	6:05	6:25	6:42	7:02	7:17	7:37	7:52	8:12	8:37	8:52	9:12	9:27	9:42	10:02	10:17	10:32		
Winerth Cross Roads	6:11	6:31	6:48	7:11	7:26	7:49	8:05	8:27	8:50	9:04	9:24	9:36	9:49	10:10	10:25	10:40		
London Bridge The George	6:15	6:36	6:53	7:17	7:33	7:58	8:15	8:37	8:58	9:13	9:31	9:42	9:54	10:16	10:31	10:46		
Wokingham Road Three Bays	6:18	6:40	7:00	7:24	7:40	8:07	8:24	8:45	9:05	9:19	9:37	9:47	9:59	10:21	10:36	10:51		
Central Reading St Mary's Batts	6:29	6:52	7:12	7:38	7:54	8:22	8:39	9:00	9:23	9:34	9:52	10:02	10:14	10:36	10:51	11:06		

Plans



Readingbuses



My story





442 Staines Poley Green
Egham Englefield Green
Old Windsor Stratford Road
WINDSOR CASTLE

Kingston
Hampton Court
Woking
Wokingham
Weybridge

White Rose
Approved Agent for the White Rose

ST T756

White Rose
Approved Agent for the White Rose

OHV 756Y



County service cuts could shut us down says Thames

Surrey claims 'massive price increases' are behind evening and Sunday reductions

BY ANNA TURNER, NEWS EDITOR

Thames Bus says it could be forced out of business because of Surrey County Council's decision to cut Sunday and evening services in the region.

The council says that bus companies have increased their prices by 20% resulting in a £1m overspend. In total 27 routes across the county will be affected by the changes - equating to 1% of passengers.

Thames Bus has issued a statement in answer to the county council's decision. The company said: "We have invested considerable time, effort and expenditure on these routes safe (we thought) in the knowledge that we would be operating them for some years. We are a small operator and these services comprise around 30% of our total income. Loss of these contracts will have a profound effect on the viability of our business and might even cause us to cease trading.

"As regards the issue of contract prices rising, we have only been in existence for one year and we have not increased any of our prices during that short time. It is true to say, however, that Surrey contract prices generally have risen steeply in recent years. This, we believe, is due to a number of factors."

Many of the routes are said to be well used and the move will have an impact on a number of Surrey operators, including Metrobus, Legg's Travel, Arriva Guildford, Thames Bus, Stagecoach and Northdown Motor Services of Mitcham.

Tom Cunnington, Commercial Manager at Northdown Motor Services, told *CBW* that the cuts would have serious consequences for passengers county-wide: "There is the obvious impact

this will have on passengers, many of whom rely on these services. Bus usage will be adversely affected.

"Surrey County Council's decision means that of our services, five routes and four contracts will be affected."

Mr Cunnington said that, on his company's routes alone, 25,000 passengers would be affected on Sundays and 26,000 to 27,000 in the evenings. If figures from other operators in the county were considered, this figure would be much higher. He said the move would undo all the good work that has been instrumental in increasing ridership.

Operators in the county said they have had to

pass on cost increases that are wholly justified to continue operating the services.

Surrey County Council has defended its stance. Executive Member for Transport, Helyn Clack, said: "The burdens of rising fuel costs, spiralling insurance premiums and increased national insurance contributions mean bus operators have little option but to ask the county council for more money to subsidise their services. This year they are asking for an extra 20% and, without more funding from Government, we simply cannot afford it."

The council subsidises 40% of the county's bus routes. The reductions take place from September 28.



Thames Bus worried that the loss of the contracts could cause it to cease trading

Codn & Bus week 6/11/03

Thames Bus sold to Centra

CENTRAL Parking System of Uxbridge, trading as Centra, has taken over Thames Bus of New Haw in Surrey.

Thames Bus, established by Martijn Gilbert in 2001, has concentrated mainly on fulfilling Surrey County Council local service contracts and quickly developed a reputation for quality operation. Just two vehicles are involved in the sale although all staff have transferred including Mr Gilbert himself. Centra has taken over around 20 routes and additional school services and will continue to operate

from New Haw.

Thames Bus is perhaps best known for operating the 437 tender between Chertsey and Woking, but also ran between Byfleet and Woking, had a Rural Bus Grant funded network around Guildford and Farley Green and significant Sunday commitments in northwest Surrey and between Guildford, Dorking and Redhill.

At the time of the sale it operated six vehicles, a Titan and Dart passing to the new owner, which has already invested in lowfloor Darts, an R-Series coach and a

Volvo double-decker.

Mr Gilbert had made no secret of his frustration in the past at changes in Surrey County Council's transport policy, particularly relating to Sunday services. He told *CBW* that the purchase by Centra gave the opportunity to "drive the business forward."

He emphasised that Thames Bus had always strived to deliver a better standard of service. It was profitable and stable, he said, but as a small independent, lacked the resources to develop.

Central Parking System is the

.....

subsidiary of a billion dollar turnover US company. It specialises in car parking and transport management and has its European HQ in Britain where there are five operating divisions encompassing on-street car parking, managing car parks for rail companies, handling property including Canary Wharf, airport parking with courtesy buses, and Centra, its transport division.

Centra Operations Manager, Paul Churchman said Central Parking System now operated more than 70 PSVs in Britain and had a turnover of between £40 and £50 million a year. "We intend to do things the right way," said Mr Churchman.





Richmond Minor Road 493

HEROES WANTED TO RIDE
THE SPINNING ROLLERCOASTER
AT CHESSINGTON

Centra
LONDON

KU02 YBD



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connecting people to places

11520

08458 382 382
www.vipcoach.co.uk

Y20 HMC

BUS2WORK

VOTALA



Specialists in large group transport

Wiltax

Route 24
Effingham

24
EFFINGHAM

LAI

Wiltax

G371 YUR









Sleafordian

London 2012

Games Vehicle

Lincolnshire

01529 303333

270



Market positioning – where we fit



Premium, high quality, brand

Large (generally 'big group') operators:

- Higher, often legacy influenced, cost base
- Structured operations
- Overheads and fixed processes
- Dependable quality
- Large scale
- Established commercial and high yielding services



HIGH QUALITY

yorkshiretiger



- Low cost base
- Structured but agile operations
- Group support and backing with local entrepreneurial spirit
- Dependable quality
- Contracts, more marginal and some commercial services



Independent operators

- Low cost base
- Less structured operations
- Standard quality
- Small scale
- Contracts and marginal services

Primitive, basic quality operator

LOW COST

Challenges!

- New brand – cease being Centrebus
- Culture/Managing the change
- Knowledge - Understand the business commercially and financially and then evolve and delivery the strategy
- Arriva standards, policies & procedures
- OFT
- Improve business performance:
 - Greater expectations of stakeholders
 - Reliability and punctuality
 - Fleet and engineering
 - Health, Safety & Security
 - Costs and Profitability
 - Competition
 - Leeds financial under performance





Readingbuses



**What I've
learnt so far...**

1. Take the initiative

- **Seek out opportunities**
- **Network**
- **Ask questions**
- **Build confidence**

2. Understand it

- **Costs/finances**
- **Operational detail**
- **ALL the key parts of the company**

3. Really care

- **Passion**
- **Attention to detail**
- **Keep nagging!**
- **Work hard**
- **Be flexible**

4. Get out there

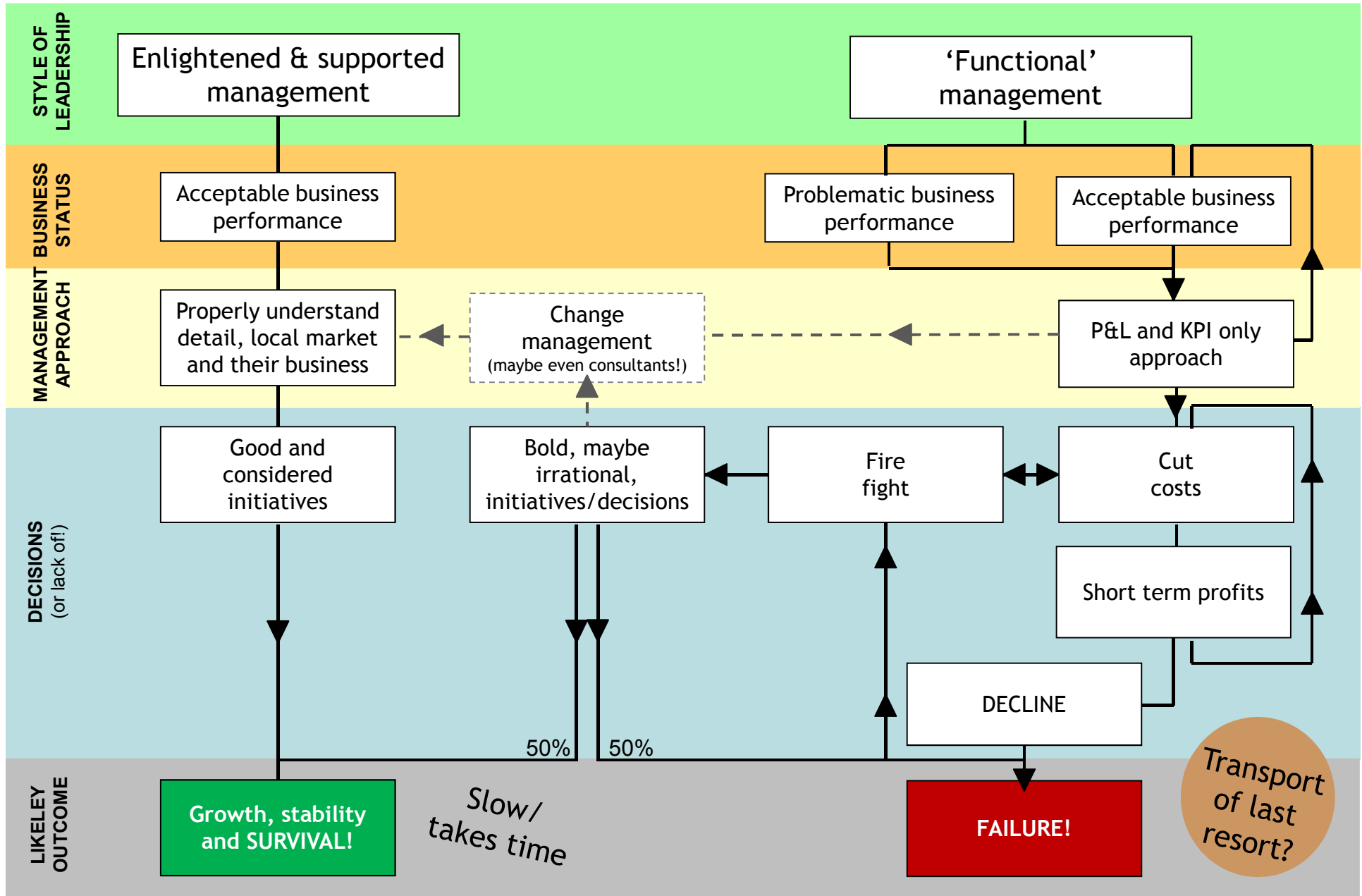
- Walk the walk
- Full customer experience
- Lead from the front
- Think about all perspectives



People, people, people!

Management influence on UK de-regulated bus 'Op Cos'

Gilbert & Knight, September 2017



Pet hates!

1. “I think so”

- Know so!
- Check it, double check and check it again
- **NEVER** assume!

2. “I’ve emailed them”

- **Pick up the phone or go and talk to them**
- **Make it happen now!**
- **Follow/back up on e-mail if needs be**

3. I want it but don't get it

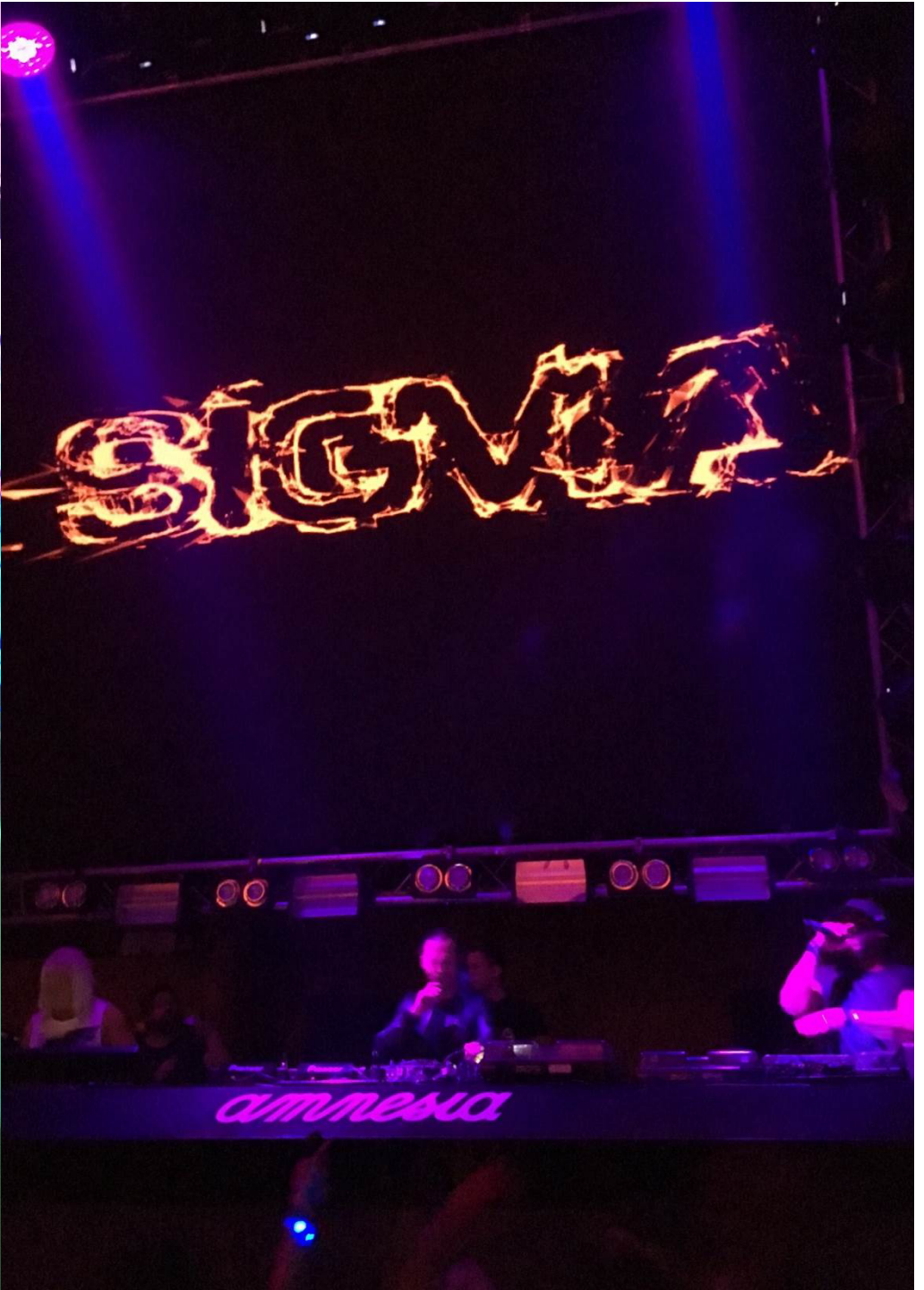
- **Don't wait to be asked!**
- **Take the initiative**
- **You might have to make a short term sacrifice, e.g. be flexible on work location**

4. Talking down to people

- Don't let it go to your head!**
- This is a people business**
- Many employees older/
more experienced than you**
- Think how to communicate**

**“Buses aren't
cool!”**







Know your bus industry - it's a complicated game!

Revenue

- Fare box/cash takings
- Season tickets
- Scholars tickets
- Concessionary fares
- Multi-operator schemes
- Plus Bus
- Contracts - Gross cost
- Contracts - Net cost
- Bus Services Operators Grant (BSOG)

Rules/regulations

- Company law
- Health & Safety
- Operators licence
- Road worthiness/maintenance
- Route registration arrangements
- Accessibility regulations

- Emissions regulations
- Consumer rights
- Contract requirements - multiple
- Bus Services Act
- Threat of re-regulation

Market influences

- Traffic
- Weather
- Shopping habits
- Time of the year
- Academic terms
- Employment/unemployment
- Density of population
- The economy

AND MANY MANY OTHER ELEMENTS

**High street
retail**

Healthcare

Hospitality

**"People who
like people"**

**Not existing
licence holders**



Happy customers and great results so far...



TOP
In England & Wales

93%

Scores for buses

National Highways and Transport Network survey

Customer satisfaction

Transport Focus Bus Passenger Survey



New routes & growth



Cooliest buses in the world!



Fastest bus in the world!



Bus trials & innovations



Fantastic fundraising

Readingbuses

forward future

shaping the next generation
of bus travel



“ We can truly make a better future for everyone and our world if we all work together to support public transport and make it an obvious and viable choice for more and more of our travel needs. ”

dependable

desirable

inspirational

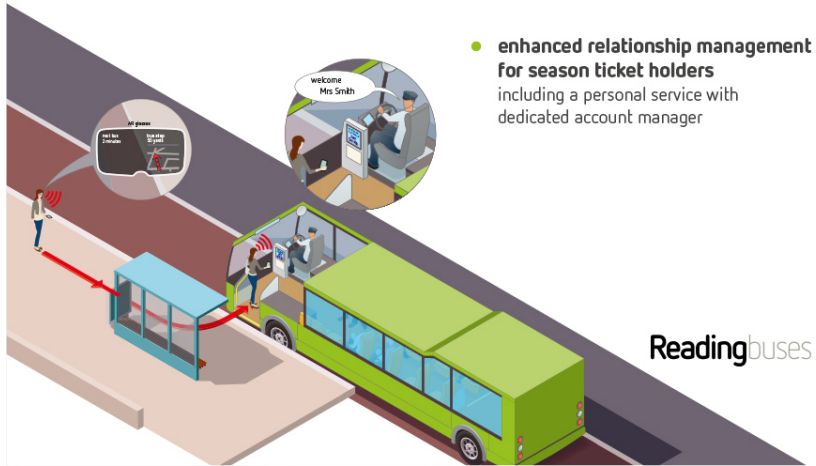
aspirational



Readingbuses

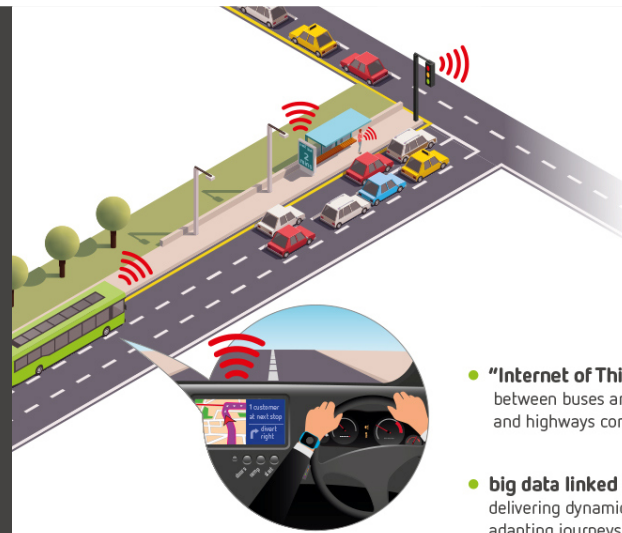
- **on-demand personalised travel**
with door-to-door journey updates, including connecting trains and integration with internet shopping lockers
- **augmented reality guiding to pick up points**
through tech devices, including disability assistance

- **enhanced relationship management for season ticket holders**
including a personal service with dedicated account manager



Readingbuses

personalised customer experience



Readingbuses

- **"Internet of Things" connectivity**
between buses and road infrastructure and highways control systems
- **big data linked to artificial intelligence**
delivering dynamic predictable journey times, adapting journeys to customer demands and traffic patterns.
- **integrated control systems**
optimising energy management and efficient resource deployment

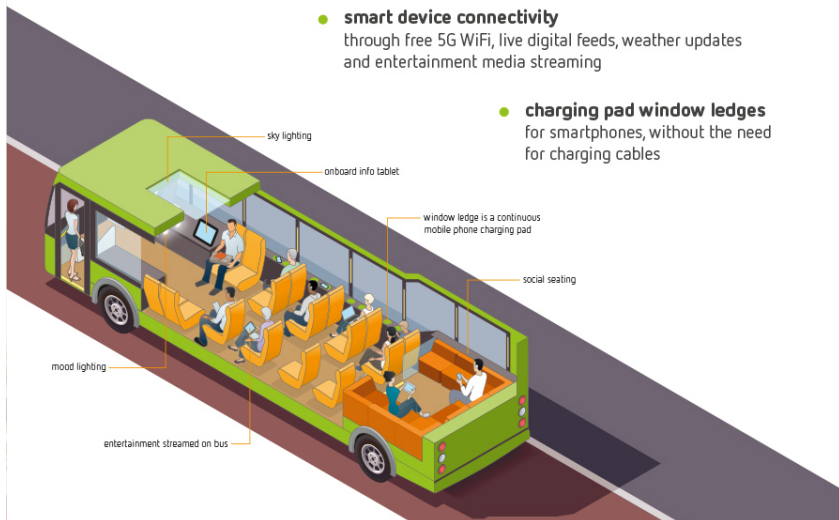
connected networks

Readingbuses

- **"feel at home" interior layout**
with social seating areas, mood lighting and a pleasant smelling atmosphere

- **smart device connectivity**
through free 5G WiFi, live digital feeds, weather updates and entertainment media streaming

- **charging pad window ledges**
for smartphones, without the need for charging cables



onboard ambience

- **Remote Condition Monitoring**
of bus performance data live into maintenance control

- **3D-Printing technology**
to produce parts and supplies

- **autonomous drones**
to deliver parts to the depot or the roadside.



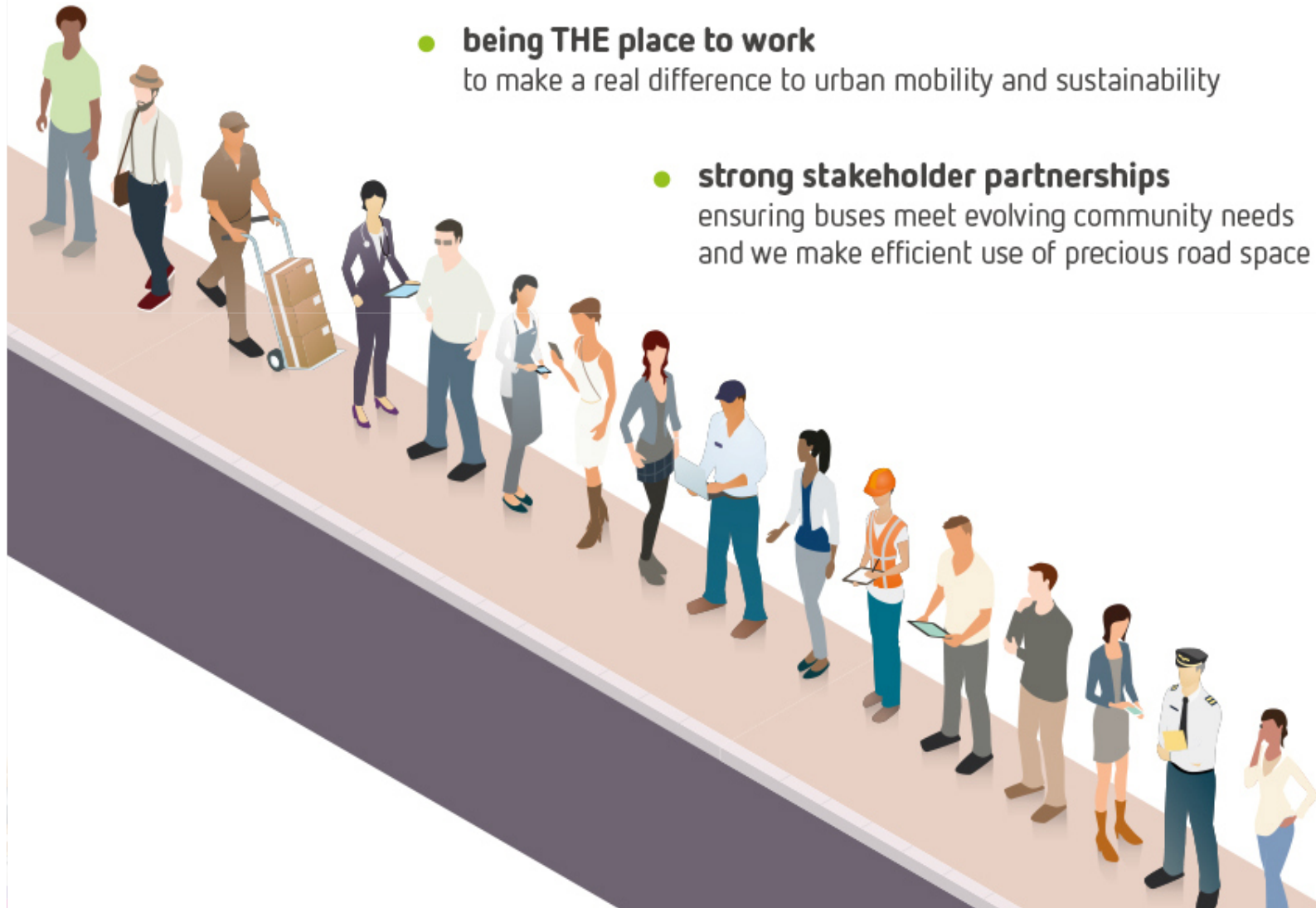
Readingbuses

digitised vehicle maintenance & support

- **a great team delivering on the front line**
and continuing to innovate to improve services

- **being THE place to work**
to make a real difference to urban mobility and sustainability

- **strong stakeholder partnerships**
ensuring buses meet evolving community needs
and we make efficient use of precious road space



If I leave you with just four things...

1. People

Value our people, think about things from their perspective and talk to them on their level - do this and other things just come

2. Commercials

Understand the numbers and what drives them SUSTAINABLY...
Profit vs. EBIT
Growth vs. volume growth

3. Detail

Care about it and check it!
Understand and keep on top of ALL the right details, not just your KPIs

4. Get out there

Go beyond the day to day outputs
- Engage, network, champion and build advocacy and support - for your bus services AND YOU



And finally, my third challenge...



Readingbuses

Thank you!

Cleaners, Shunters & Fuellers
Making sure our buses look great and are ready for their work each day.

Finance, Payroll & IT
Accounting for all the complex financial matters in running buses, making sure our team gets paid and running the IT network that supports our business.

Training Academy
Training our drivers to be the very best in delivering safe, dependable and friendly services to our customers, including for driving tests and ongoing CPCs.

Drivers
Delivering great services to get our customers from A to B safely, on-time and with a smile.

Commercial Team
Planning, scheduling, marketing and supporting our operation, including managing fares & tickets, customer services and our Bus Shop.

we're bringing you the UK's best bus services

Engineers & Technicians
Keeping our buses operating safely and reliably by fixing defects and other issues occurring in service, 6-weekly safety checks and annual MOTs.

Control & Driver Management Team
Overseeing our operations on the road, reacting to issues such as traffic to keep buses running reliably and supporting the work of our drivers.

Directors & Shareholder
Leading the company, ensuring its ongoing development, stability and compliance with the law, as well as working with stakeholders to support our work.

**GO TEAM
READING**

One team working together to achieve our vision to be the very best at what we do!

