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1. Welcome

Welcome to the 2003/4 Go-Ahead Corporate Responsibility Website. This is the first year that our main CSR report has been Web based, although a printed executive summary is available on request.

We have chosen the web reporting method in order to increase accessibility of the publication, allow searching via theme and operating company and cut down on paper usage.

At Go-Ahead, we take corporate responsibility seriously. As one of the largest providers of transport management services in the UK, our operations have clear impacts on the communities in which we operate. Efficient and reliable bus and rail services play a vital role in helping make our local and the national economy competitive. At the same time, our business decisions impact on the environment and we must take account of all our impacts in the way we run our business.

We welcome feedback. If you have any comments on this report or on the services we provide, please contact us at:

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2. Our business

View from our Chief Executive

At Go-Ahead, we take corporate responsibility seriously. As one of the largest providers of transport management services in the UK, our operations have clear impacts on the communities in which we operate. Efficient and reliable bus and rail services play a vital role in helping make our local and the national economy competitive. At the same time, our business decisions impact on the environment and we must take account of all our impacts in the way we run our business.

Our defining characteristic as a group is a shared commitment to the communities in which we operate. We retain heritage and local brands as an embodiment of our commitment that our operating businesses should have the freedom to understand and respond to community need. Nevertheless, all our businesses have to demonstrate performance and value. Corporate responsibility is no exception to this requirement.

Go-Ahead has an established system of metrics to measure and monitor performance. We were the first in our sector to report on our metrics for environmental impacts and the first to extend our external reporting to cover social issues. We also recognise the importance of stakeholder dialogue to shape our corporate responsibility programmes. This year, we carried out a stakeholder review of our approach and metrics. The findings of this review are described in this report.

It is our belief that corporate responsibility is part of everyday management and decision making. We expect all our operating companies to make responsibility an integral part of how all employees act and behave. There is more to do, but I am proud of our progress so far.

Christopher Moyes
Chief Executive
The Go-Ahead Group plc

2.1 Who we are

The Go-Ahead Group plc was created as part of the privatisation of the bus industry in the late 1980s. Since its creation, Go-Ahead has transformed its business from being a regional provider of bus services in the North East into one of the largest providers of transport management services in the UK. Go-Ahead is a public limited company with shares listed on the London Stock Exchange. It is active in the bus, rail, parking and aviation support services sectors.

Last year, almost 700 million people travelled on Go-Ahead services and the company employs over 19,000 people across all its operations.

2.1.1 Our operations

The Go-Ahead Group plc headquarters and registered office is at Newcastle in the North East of England.

Go-Ahead operating companies operate bus, rail, aviation support and parking services in England. The main concentration of these services is in the south of England where Go-Ahead operates commuter rail services and bus services. This concentration allows Go-Ahead companies to offer our passengers an integrated transport experience.

The Southern Operations comprise:

Rail:
• Southern
• Thameslink

Bus:
• Brighton & Hove
• London Central & London General
• Metrobus
• The Oxford Bus Company
• Wilts & Dorset

Go-Ahead also provides bus services in the North East of England. See Go North East for more information.

Our aviation services business operate in England, Wales, Scotland, Northern Ireland and the Republic of Ireland. Our parking management business has activities in England and Scotland. More information on these businesses can be found under:

• aviance – Aviation
• Meteor – Bus

Details of the locations of all our operations in the UK and Republic of Ireland can be seen by visiting www.go-ahead.com

Go-Ahead does not operate outside of the UK or the Republic of Ireland.
2.1.2 Recent acquisitions and disposals
In 2003, the Go-Ahead Group plc acquired the Wilts & Dorset Bus Company Limited, a bus company providing services in Dorset, Wiltshire and South West Hampshire including the local conurbations of Bournemouth, Poole and Salisbury. Data from Wilts & Dorset Bus Company Limited has been included in this report.

In December 2003, the Strategic Rail Authority (SRA) confirmed that First Group had been awarded a two-year franchise from April 2004 to operate the former Thames Trains services in pursuit of their strategy to combine franchises at major London termini. As Go-Ahead no longer operates the Thames Trains franchise, its performance data is not reported this year. For ease of comparison, 2002 figures for the rail division have been adjusted to remove Thames Trains and now cover the two remaining rail franchises - Thameslink and Southern.

2.2 Our businesses

OPERATING COMPANIES

Bus

Brighton & Hove
Joining the group in 1993, the company was combined with Brighton Transport in 1997 to create a single bus operator for the area. Operating a fleet of over 200 buses, an average of 4% patronage growth has been achieved year-on-year.

Go North East
As the founding company of the Go-Ahead Group, Go North East is one of the largest bus operators in the north east of England, employing over 2,000 staff and providing 75 million passenger journeys on its fleet of more than 800 vehicles.

London Central and General
Our London bus companies operate a combined fleet of over 1,300 vehicles, providing tendered bus services in the capital on behalf of Transport for London. Employing almost 4,500 staff, our services undertake over 260 million passenger journeys each year.

Metrobus
Since joining the group in 1999, Metrobus has undergone significant expansion and now operates a fleet of over 300 vehicles in both the regulated and deregulated bus markets. Predominantly operating in the Croydon, Bromley, Crawley and Gatwick conurbations, 35 million passenger journeys are undertaken each year.

Oxford Bus Company
Operating in three distinct markets - express coach services, park-and-ride and urban bus services - the company has grown patronage by 50% since its acquisition in 1994 and now provides around 20 million passenger journeys each year.

Wilts & Dorset
Acquired by the group in 2003, Wilts & Dorset operates an extensive bus network across Dorset, Wiltshire and South West Hampshire, including an intensive urban network in the Poole-Bournemouth-Chrischurch conurbation. With a fleet of over 360 buses, close to 20 million passenger journeys are undertaken each year.

Rail

Southern
Southern (formerly South Central) operates a mix of suburban commuter and main line routes, offering fast and frequent train services to over 100 million passengers each year.

Thameslink
Thameslink is the only true cross-London rail link. Thameslink has operated without public subsidy since 1999, providing over 40 million passenger journeys each year.

Aviation

Aviance
Aviance UK, the group's aviation services division, now operates at 17 airports across the UK and Ireland, serving almost 45 million airline passengers and approximately 250,000 aircraft turnarounds every year.

Parking

Meteor
Meteor, now the third largest parking company in the UK, manages over 70,000 car parking spaces for a range of clients including retail outlets, local authorities, airport operators, NHS trusts, hotel groups and train operating companies.

LOCAL OPERATING COMPANY

As Go-Ahead operates on a devolved management basis, each operating company is responsible for its own business performance, including the setting of relevant environmental and social targets. In line with this ethos each local operating company has its own tailored mini environmental and social report, and these can be viewed later in this document.

2.3 Our management

The profile of the Board of Directors can be viewed here (http://www.go-ahead.com/group/directors.html)

The current Chief Executive Martin Ballinger has announced his intention to retire and will step down from the position of Chief Executive and Board Member of The Go-Ahead Group plc at the end of December 2004.

The Board has accepted the recommendation of the Nominations Committee, advised by an external consultant, Miles Broadbent of The Miles Partnership, that Chris Moyes, currently Deputy Chief Executive should be appointed Chief Executive to succeed Martin Ballinger with effect from 1 January 2005. The Nominations Committee is made up of Non-Executive Directors.

CORPORATE RESPONSIBILITY MANAGEMENT

Chris Moyes, Chief Executive is responsible at board level for matters relating to corporate responsibility, supported by Stephen Weldon, Commercial Manager.

The company has established an Environmental and Social Forum with representatives from each of the Go-Ahead operating companies. It is the responsibility of each representative to inform colleagues on the Go-Ahead approach to corporate responsibility and to support the implementation of Go-Ahead programmes into the management of our operating businesses.
2.4 Our policies

Part of the way that we ensure that individual and subsidiary company behaviour is responsible is through establishing a strong set of policies. These policies help us manage risk, reduce cost and integrate responsibility into the way that we make business decisions.

These policies can be viewed at www.go-ahead.com/group/policies and form part of a wider approach to corporate responsibility management and cover:

- Environment
- Public Safety
- Health & Safety
- Energy

2.5 Our strategy

Go-Ahead is one of the leading providers of integrated transport management services in the UK. The company is active in the bus, rail, parking and aviation sectors.

Local is a key element of the Go-Ahead philosophy. It is our belief that passenger transport is a local service. As such, the company presumption is that responsibility for decision-making should be devolved to local management. This provides greater opportunity for our businesses to understand local markets and to have the flexibility to respond to customer need. Go-Ahead has not adopted a “one brand” approach as this would be counter-productive to the group culture.

The company has a particular focus on operating local urban passenger transport systems. For example, bus operating companies serve passengers in London, Crawley, Gateshead, Washington, Brighton, Oxford and Bournemouth. Our two rail franchises, Southern and Thameslink, serve the London and south east commuter market.

We know that our passengers and customers (see issues) are looking for simple, reliable and convenient service. A key element of a convenient service is that it is easy for passengers to complete their journey using different transport providers. Integrated transport is simply about making it easy for passengers to complete their journeys. A key part of the Go-Ahead strategy is to invest in growing and acquiring complementary businesses that offer each other and our passengers mutual benefit. For example, London General, London Central, Metrobus and Brighton & Hove all serve stations along our London commuter rail lines, while Meteor provides parking management services for Southern.

A practical example of integrated transport in practice is Fastway, the new ‘smart’ bus service for the people of Crawley, Horley and Gatwick. Fastway is operated by Metrobus and connects Crawley Town Centre, the railway station (served and operated by Southern) and Gatwick Airport. This is a convenient new service for all those working at Gatwick including Go-Ahead employees at aviance.

Business Principles

In a devolved group, the company recognises the importance of shared values and principles of working. For Go-Ahead, these shared principles are:

- Service
- Quality & Value
- Partnership
- Innovation
- Responsibility

Throughout this Environmental and Social Report you will find practical examples of these principles being put into action. We believe in being judged by our actions rather than our words.

An integral part of how our strategy and principles are enforced is through our governance arrangements. In addition to local management, the Chief Executive and Finance Director represent the Group on operating company’s Boards of Directors. It is their role to ensure that performance and value targets are attained across all management priorities, including corporate responsibility.

2.6 Case studies

2.6.1 BUS ID and Bus ID+

Bus ID is a free identity card for all Under 16s. Bus ID is the passport to reduced fares and travel offers on all Brighton & Hove bus services. They are issued free subject to completion of an application form verified by your school.

Bus ID card holders can travel for 10p at all times with an accompanying fare paying adult (one per adult). After 6pm on schooldays and anytime at weekends and during specified school holidays, Bus ID card holders can travel for just 30p per single journey when travelling alone. Half price SAVER tickets are also available from all Brighton & Hove bus drivers and from our travel offices.

Brighton and Hove also offers Bus ID+, an Identity Card for all 16, 17 & 18 Year olds. This extends the benefits for two years and costs just £20.

2.6.2 The OBC Stakeholder Board

The Stakeholder Board brings together a wide variety of people, each of whom has an interest in the Oxford Bus Company and/or the manner in which it conducts its business. The aim of the Stakeholder Board is to improve the company’s understanding of, and responsiveness to, the needs of customers, employees and members of the wider community. It is made up of employees, passengers and representatives from large employers, and meets every two months.

The Board monitors company activity and makes suggestions as to how services can be improved. It can also be asked by the company to give opinions on various issues that may affect the company’s service. By having a wide range of interests available in a single forum, issues can be fully debated and the combination of views expressed results in better decision making.
2.6.3 Alessandra McConville

Alessandra is one of the 250,000 commuters who travel in and out of London with Southern Railway every working day. Alessandra travels from a busy South London metro station into Central London. Here, she describes her personal experience as a passenger on Southern Railway.

“My views about the train service have been formed over many years of travelling in and out of London at peak time on my way to work. I’ve always travelled by train to do my shopping and for going out, and I’ve continued to do so since my daughter was born 5 years ago. What I value most is punctuality, cleanliness and safety. A clean and safe station is as important as a clean and safe train. Getting a seat is less of an issue for me as I live quite close to the centre of London. In any case, I have noticed increased usage as the congestion charge begins to have an effect.

“It is hard to put my finger on what feeling safe at a station means. My station is suburban. In the middle of the day and at night there is no-one around and you can feel quite isolated. Recently, there have been one or two incidents locally and that makes you feel less safe. A help point has been installed and perhaps more could be done to raise awareness - a few more posters around. It would be great if more activity could be encouraged both in and around the station. More activity would make people feel safer during non-peak hours. Cleanliness is definitely improving; a real achievement given that each train typically only has a 5 minute turnaround time. We still have slam door trains on my line but are due to have refurbished trains. The first few refurbished trains have been introduced and are a big improvement - cleaner, brighter and with better provision for people with disabilities and those with buggies.

“I also think punctuality is steadily improving. There is more that can be done. Communication is a particular problem. It is not always clear whether the trains are going to be delayed for a few minutes or if there are severe delays. Platform attendants at Victoria often don’t know either. It would be great if there could be early announcements of severe problems so I can make contingency plans. Text messages, e-mail alerts or announcements on the tube would be great.

“At the weekend, my needs are different. Travelling is much easier now that my daughter can walk. When she was smaller it could be quite a challenge as there are very few ramps or lifts in our Victorian stations. Buses have gone much further than trains in making travel accessible.

“As I work at an environmental agency, I am acutely aware of the wider responsibilities that companies should have. The major issue is climate change, something that Network Rail controls rather than the Train Operating Companies such as Southern. What I do expect to see is a commitment to integrated transport. Both Southern and Thameslink have developed some good partnerships in this area. Integrated ticketing is very important to integrated transport and there have been some good initiatives across Go-Ahead. More could be done in Suburban areas. Lots of people drive to their nearest railway stations, finding parking in local streets. I would look to see more partnerships to provide alternatives to the informal park-and-rides that spring up.

“Caring for employees is similarly important. The Southern Pathway to Learning programme is a good example of going beyond the core business. But overall, a good service for me is a clean, punctual and safe service. Much has got better but there is more to do.”

2.6.4 A train driver’s story

Juggling the responsibilities of work and home is never easy, so how does Southern train driver, Jane Harvey, manage? "Years of experience" says Jane - "I have always worked shifts, first as a nurse and now as a train driver. I have adapted to shift working with my husband so there is always someone there for the kids."

"What helps with our planning is that there is a master roster of shifts - I have a pretty good idea where I will be in 8 weeks time." Although being a train driver does have erratic working patterns, drivers can negotiate with colleagues to do a mutual swap. What suits Jane best is an early or late start. "My next shift," says Jane, "is a late and will start at 13.53pm and finish at 23.10pm."

Jane is relatively new to the railway world having joined Southern in December 2001. One of the challenges of a change in workplace is the training. "It was initially a shock to the system" says Jane "as I had not been in a classroom for quite a while. It was all pretty intense, but I enjoyed learning about signalling systems, railway operations, professional driving and the safe working of trains. Safety is drummed into you from day one of the induction."

Jane qualified in September 2002 and would not go back to nursing. Southern covers a vast area and Jane enjoys being out and about. "The more experience I have, the more I love my job. I am learning to adapt my technique to provide a more pleasurable ride for passengers - you see every train unit is different and you have to vary the braking speeds on gradients. The introduction of new trains in Southern is a whole new challenge from getting used to the computer to getting a feel for the new units."

Jane is a bit of a trailblazer. Out of 1,500 train drivers in Southern, only around 20 are women. "I am very comfortable at work", says Jane, "I am treated as one of the lads. Train driving does not suit everybody because the working patterns of the job make bringing up school age children hard without a flexible partner at home to help."

If Jane would like to change one thing - it would be communication. "If something goes wrong on the line, the driver is the last person to know about the problems." The railways are complex, but Jane feels for the passengers and wants to keep them updated on any delays. "Train driving has been great for me" says Jane. "I like new challenges, meeting people and being out and about. I would recommend it."

2.6.5 Superoute Quality Bus Partnership

Bus Superoutes were first introduced in September 2002 to offer passengers high quality services across a number of major routes in Tyne and Wear in order to encourage greater use of public transport.

Superoutes offer passengers a guaranteed level of service, including:
- Services operate Monday to Saturday between 7am and 11pm and Sundays between 9.30am and 11pm
- A minimum frequency of 30 minutes
- Easier access through the use of low floor buses
- Changes to the timetable are only made on an annual basis

In addition, the routes have well maintained bus stops and shelters, all buses are less than seven years old, every bus stop displays up to date timetable information and single, return and transfare tickets are available on all services.

Superoute Quality Bus Partnerships were launched in partnership with Nexus, the regional public transport body for the North East and other operators. Go North East provided 15 of the 17 phase one routes and 9 routes for phase 2.
Real Time Information (RTI) is at the heart of the project. The routes are benefiting from the largest and most sophisticated RTI project in the UK. The partnership has brought together County Durham, Northumberland, Tyne and Wear and Tees Valley Local Authorities and the bus operators in a single integrated system covering the North East.

### 2.6.6 0>5 Campaign

The 0>5 Campaign campaign began in June 2003. In addition to Southern and Thameslink, the partners in the initiative include Network Rail, AMEC and SPIE Rail.

The purpose of the campaign is to improve punctuality and provide a safe service. Punctuality means that a train on time (0) is much better than a train that is 5 minutes late, hence 0 is greater than 5.

The campaign was designed to give frontline staff (drivers, signallers and train crew) with a voice for ideas on where changes can be made to improve performance. A suggestion scheme was set up using both fax and e-mail supported by local delivery groups. Information packs were sent to everyone at home explaining the campaign and its targets.

Real improvements have resulted, particularly in the Metro (South London) area, with more than 400 action items and suggestions considered by local delivery groups. Ideas include providing platform staff at Clapham Junction with local radios to help them keep in touch at busy periods, to the installation of a radio controlled clock at Eastbourne station.

### 2.6.7 Southern Stakeholder Advisory Board

The Stakeholder Advisory Board brings together a wide variety of people who share an interest in Southern Railway and/or the manner in which it conducts its business.

The aim of the Stakeholder Advisory Board is to improve the company’s understanding of, and responsiveness to, the needs of customers, employees and members of the wider community. It is made up of employees, passengers and representatives from large local employers and meets every two months.

The Board monitors company activity, and makes suggestions as to how services can be improved. It can also be asked by the company to give opinions on various issues that may affect the company’s service. By having a wide range of interests available in a single forum, issues can be fully debated and the combination of views expressed results in better decision making. So far the Board has reviewed and contributed to:

- The train staff announcement handbook
- The staff excellence award scheme
- The complaints handling procedures
- Staff training
- Train performance (0>5 Campaign)
- National Passenger Survey results
- New high visibility vests for frontline staff

In the coming year the Board will focus on issues such as:

- Study on the utilisation of the London-Brighton route
- Customer service improvements
- Train performance improvements
- Anti-social behaviour on trains and graffiti issues

### 2.6.8 Overground Network

The Overground Network (ON) was launched in conjunction with Transport for London, Thameslink and other Train Operating Companies.

The ON pilot aims to encourage passengers to make more use of London’s off-peak train services. It promotes consistent standards for service frequency, passenger information and station security and brings investment to upgrade station facilities. ON was developed in response to passenger feedback and the Mayor’s objective of promoting metro-style services across the Capital.

The scheme covers four key South London routes including Victoria to East and West Croydon operated by Southern.

This scheme guarantees an off peak service of four trains an hour at Metro stations. The campaign includes clearer information at stations - e.g. maps, and new help points, also local signage at stations.

http://www.overgroundnetwork.com/

### 2.6.9 Bus Aware

To raise the profile of Brighton & Hove as well as the idea of travel by bus with committed motorists, a major endorsement campaign was launched at the beginning of the year featuring leading City people who are proud to publicly commit themselves to travel by bus and speak of its benefits.

This high profile advertising campaign in the local daily newspaper has been supplemented with large adverts on the rear of new buses. The campaign has attracted much comment and praise and has been widely talked about.

It has also featured employees of the Company across a full range of jobs publicly endorsing working for the Company and thereby raising the profile of Brighton & Hove as a good employer.

### 2.6.10 Community Bus Miles

Go North East has developed the Buses in the Community programme to provide support and assistance to the communities it serves.

The support is targeted on helping local young people get access to sport and educational opportunities in the North East.

Our flagship programme is the Community Bus Miles scheme now in its second year. A bus miles account is opened for organisations whose work benefits local young people and the company donates free bus miles. This arrangement can help our partner organisations secure matched funding.

Currently, partnerships are in place with Newcastle Falcons Rugby Club and Gateshead City Learning Centre, Sunderland AFC and Durham County Cricket Club.

### 2.6.11 Manual Handling

Handling heavy baggage can cause strains and injuries. Unlike most industries, there are no guidelines on the maximum weight for any single item. While Health & Safety Executive can issue enforcement notices, this has not happened in the airline industry.

Aviance identified this issue as a priority issue to tackle. The company set up a working group that proposed to establish a limit of 32kg per piece of luggage. Aviance contacted all the airlines it handles in Gatwick and the case was made for adopting this limit. This step met with near 100% agreement. Inspired by aviance, in January 2004, all handling agents at Gatwick jointly adopted a policy of not accepting any bag weighing over 32kg. Following pressure from aviance and trade unions,
BAA at Gatwick and Heathrow responded by adopting a full policy of not accepting any bag over 32kg. Aviance has also implemented this policy in at Stansted, Southampton, Manchester and Edinburgh. It is also being discussed in London Luton.

2.6.12 LSPs in Brighton
Local Strategic Partnerships (LSPs) are a single non-statutory, multi-agency body, which matches local authority boundaries, and brings together representatives from the Local Authority, business, community and voluntary sectors. LSPs are designed to bring the community together to help tackle deep seated, multi-faceted problems, requiring a range of responses from different bodies. LSPs are shaping the future for the city and our company is an active participant in both the Brighton and Hove City Local Strategic Partnership (“2020 Community”) and the Adur Local Strategic Partnership (“Adur in Partnership”).

The 2020 Community Strategy sets out a vision for Brighton and Hove to become a City of Opportunities by the year 2020. This has involved working with partners across stakeholders including the public and private sectors, community and voluntary groups and neighbourhood networks to establish a common agenda for the City and Adur, culminating in an agreed Strategy that has been tested with residents.

The 2020 Brighton and Hove Community Strategy has identified eight priority areas and developed investment plans to tackle health, social, housing, employment and transport issues.

On transport, the vision is to put in place a co-ordinated transport system that balances the needs of all users and minimises damage to the environment. In particular, the partnership aims to:
- Increase the number of people using local bus services over the next 10 years
- Make sure public transport is fully accessible for disabled people as well as families with pushchairs
- Maintain the relatively fast rail travel time to London
- Maximise the effectiveness of public transport, via for example park & ride schemes and improved bus lanes

A target set by the partnership is to increase usage of the bus network from 30 million passenger journeys per year in 2000/1 to 36.9 million passenger journeys per year in 2004/5.

By being actively involved in this work and committing time and resources appropriately, we have been able to ensure that transport, and bus services in particular, are part of the fabric of the City and the neighbouring area.

2.6.13 Railbus
Brighton & Hove Buses works with Southern & Thameslink, the two Go-Ahead rail franchises that serve Brighton station. Tickets issued from all Southern and Thameslink Rail Stations can include free travel on all Brighton & Hove services for an extra £2 fee. Weekly and tickets for longer periods are also available.

In addition, a £11 Thameslink Saver ticket is available from all Brighton & Hove bus drivers and gives unlimited travel on all Brighton & Hove buses (as per a Saver ticket) and a day return journey on Thameslink trains from Brighton, Preston Park or Burgess Hill stations to any other station served by Thameslink. (Not valid before 9:30am on Mondays to Fridays on Thameslink trains).

These tickets and advice are available from the 1 Stop Travel Centre in Brighton Station.

2.6.14 Employee forums
Employee Forums are opportunities for Go North East employees to get together to share views, information and ideas. The forums operate at divisional level and at each depot. The members include senior managers, Trade Union representatives and drivers.

The forums discuss both passenger experience and employment condition issues at both a strategic and an operational level. Issues covered include reviewing the corporate plan, safety improvements and training and development.

2.6.15 Shop a Yob Bingo
Vandalism is a particular problem for buses running out of the Bexleyheath Garages, window etching and more serious damage affects the quality of service we can offer to our passengers.

Images of the passengers responsible for acts of vandalism have been recorded on CCTV and this provided an opportunity for London Central and London General to bring the vandals to the attention of the local community. In partnership with a local newspaper, 84 pictures were featured with an award of a digital camera for anyone identifying three vandals.

The response was overwhelming with 70 people identified in the first 2 days. The initiative has led to a number of successful prosecutions. The local community welcomed the initiative as many of the individuals were involved in other incidents of anti-social behaviour in the community.

2.6.16 Fastway
Fastway is a joint scheme, operated by Metrobus, in partnership with local authorities and representatives from the nearby Gatwick airport. The aim was to provide an efficient and reliable service connecting Crawley Town Centre and Gatwick airport. This service would contribute to improving the environment by attracting people out of their cars and onto a bus, maintain the economic vitality of the area and enhance the quality of life for people who live, work and visit the region.

Metrobus began operating the first phase of Fastway in September 2003 and it has now expanded the operating time to 24hrs, thus demonstrating the success of the scheme. Metrobus undertook a central role in the design and development of all aspects of the service. The scheme, the first of its kind in the South East, operates on a guided busway that aims to eliminate illegal parking in, and the unauthorised use of, dedicated bus lanes. Marketed as an integrated transport system that is an ‘intelligent’, comfortable and efficient alternative to the private car, the initial success of the scheme would suggest this may be a view shared by most of its passengers.

Fastway has seen a 12% growth in patronage in its first 7 months of service and is the main factor in enabling Metrobus to report a 14% growth in patronage on the bus routes operated in the Crawley area - placing it in the top five fastest growing bus networks within the UK.

2.6.17 Risk Competition
London Central and London General recognise that it is employees who are best placed to identify risk and to come up with practical solutions. As a way of raising awareness and interest, a risk competition was set up.

Each garage nominated a team to carry out an assessment of road safety risks. Entries were judged in partnership with the external consultancy used by Go-Ahead to manage Health & Safety performance.
This year, a follow-up will take place to review progress on the many ideas generated and review environmental risk this year.

### 2.6.18 Digital CCTV

#### Digital CCTV

When passengers ride with us they expect to travel safely. Our drivers and passengers do not expect to be intimidated by the behaviour of other passengers. CCTV is an active deterrent that helps improve the travelling experience. On-bus signage highlighting that there is Digital CCTV on board has had a positive effect on passenger behaviour and gives a greater sense of security for drivers and customers. In the event of a motor accident or a personal injury claim, Digital CCTV helps identify responsibility which leads to quick settlement of claims. It also helps deter spurious personal injury claims.

#### How it works

Onboard digital CCTV recorders are replacing the old-fashioned video analogue system. Each recorder has a removable hard drive that can store up to 3 weeks of activity recording simultaneously through cameras (6 or 7 on single deckers, 9 on double deckers) capturing the vehicle on the move. Once an incident has been reported the hard drive from that vehicle is interrogated and appropriate files are then burned to a CD.

With cameras recording the road ahead, front and rear passenger sections, all doors and the near and off sides of the moving vehicle it is possible to see clearly the circumstances of a particular incident.

Virtually the whole fleet is now equipped with this system. The CCTV Team have analysed over 900 incidents since Oxford Bus Company initiated the programme.

#### Value to the business and the community

Digital CCTV represents a significant investment for the company and is unique in Oxford to the Oxford Bus Company. CCTV brings many benefits, helping passengers by acting as an active deterrent against inappropriate behaviour. This has fed through into a reduced number of incidents.

CCTV has become a useful aid to recruitment and the retention of staff. Drivers feel safer and are confident that if an incident does occur liability can be established and individuals identified. Prosecutions are pursued on the basis of CCTV evidence with results/sentences fed back to staff through newsletters.

Police have welcomed the system and the willingness to share information. CCTV footage is a useful tool for the Thames Valley Police in identifying and prosecuting criminals and tackling anti-social behaviour.

#### How can it be used elsewhere?

Oxford Bus has developed servicing and administrative experience that can be shared across Go-Ahead bus operations.

### 2.6.19 Stakeholder Roadshows

The major topic for consultation for Thameslink is the forthcoming programme of construction around St Pancras and Kings Cross stations. This will result in a temporary halt to through services on the main Bedford to Brighton Thameslink route.

Thameslink held six Stakeholder roadshows over the last 12 months in Bedford, Luton, St Albans, Brighton, Lambeth and Sutton. Organisations invited included Local Authorities, Rail Passenger Groups, Schools, Businesses and Rail Regulatory bodies. The principal purpose of the roadshows was to discuss the forthcoming blockade. Thameslink also visited 10 MPs at the House of Commons to discuss the issue.

The roadshows were part of a wider programme of communication that included a stakeholder newsletter sent in May 2004 and regular briefings throughout the year. Based on the consultation, Thameslink has prepared a programme of communication to keep passengers informed with regard to travel alternatives during the construction work. Leaflets advise on alternatives and whether tickets are valid. Thameslink has also put in place a dedicated Assisted Travel shuttle for people with mobility difficulties.

### 2.6.20 Secure Stations

Government shows that public transport passengers are most concerned when waiting at stations. To combat this, the Government, British Transport Police (BTP) and Crime Concern launched the Secure Stations Scheme in 1998. Crime Concern is the accreditation agency.

Secure Stations is a national accreditation scheme recognising standards of good practice in rail station, staff and passenger security. The national scheme covers all overground and underground rail stations across England, Wales and Scotland, which are policed by the BTP. Thameslink has worked to obtain secure station status for many of its stations and was one of the first train operating companies to do so.

Stations must provide evidence that they are effectively managing crime problems over the twelve months prior to applying for accreditation in the areas of station management, station design and passenger perceptions. Clear criteria are set out in each of these areas.

#### 2.6.21 School Football

Vandalism on trains is an issue that Thameslink takes seriously. Graffiti, scratched windows and more severe damage affects the overall journey experience. Thameslink was experiencing particular problems on the Wimbledon loop line. It has therefore developed a programme of engagement with schools in the Wimbledon area with the aim of reducing vandalism incidents.

Thameslink sponsors the Merton school football league, benefiting a number of local schools. The company has developed a particular partnership with Rutlish School, sponsoring football kits, funding awards for community contribution and academic achievement and inviting pupils to paint pictures in the subway of Wimbledon Chase station. This programme has reduced the number of vandalism incidents at the station.

A similar approach is being developed with other schools. Thameslink is also partnering with South West Trains to jointly identify an approach to schools.

More broadly, Thameslink has partnered with Merton Council on walking buses. These are safe routes to school whereby Thameslink has supplied funding for High Visibility jackets for use by parents and young children. For older children, Thameslink is sponsoring a cycle safety awareness programme with Merton council and the police to promote safe cycling to school.

### 2.6.22 Poole Anti Social Behaviour Working Group

Providing bus services can be challenging. Wilts & Dorset had a particular concern with running services in one area of Poole. Complaints from passengers and drivers related to intoxicated passengers, missiles being thrown at early evening and night buses by some local young people and wider harassment of drivers.

Only a small minority were causing a nuisance within the community, but their actions were putting the entire service at risk. Wilts & Dorset acted by bringing together partners to tackle the problems. The working group involved Poole Borough Councillors and Officers, youth groups, the Police and representatives from Poole Housing. The
group has implemented a range of practical measures that have brought about a significant fall in the number of incidents including the introduction of CCTV in vehicles by Wilts & Dorset.

The success of this initiative has led the company to initiate a new initiative, in partnership with Poole Borough Council, to tackle problems linked to school bus journey routes. Materials for use in schools are under discussion.

2.6.23 Vehicle Tracking
In December 2002, aviance started a trial with the Amicus VMS (Vehicle Management System) on the 30 new electric buggies purchased. This system monitors vehicle & driver performance, with data logging providing:
- Improved productivity and Cost Efficiency
- Health & Safety compliance
- Enhanced vehicle security and vehicle tracking
- Journey and driver monitoring
- Accurate business and private mileage records
- Fuel efficiency
- Reduced Environmental Impact

Some of the controls set by aviance include:
- Controlling access to nominated drivers
- A crash switch that detects when the vehicle has had an accident and records the previous 16 seconds prior to the incident to aid accident analysis
- Ensuring equipment is returned to the charger

aviance has now upgraded to a web-based system and is currently fitting this to all new vehicles coming into the company. At present we have 86 vehicles fitted with the system on London Heathrow with a further 93 (including retro fitting existing vehicles) to be fitted in the next 4 months.

The system is also to be fitted to Reed Newspaper’s 10 vehicles at London Luton to help them with their UK distribution business, 61 ramp and cargo towing vehicles at London Gatwick and all vehicles at Aberdeen. This will particularly help with Aberdeen as the ‘hours run’ data on the equipment can be used to more efficiently plan when to service the fleet.

aviance plans to fit this to all new vehicles purchased in the next year. Initially it will be in ‘passive mode’, allowing drivers to use vehicles as they do now. However, as Station Managers build a data map, the company can use this knowledge to improve its performance.

2.7 Our approach to reporting
Go-Ahead was the first company in its sector to begin publicly reporting on environmental performance in 2001. This reporting was extended to include social performance data a year later. Uniquely, Go-Ahead is the only company in its sector to provide performance measures at both a consolidated group level and for local operating companies. We do this as we believe that providing performance metrics is a useful way to report to stakeholders and another means to get ideas for improvement.

The company has always monitored its environmental and social performance at a local level. However, a range of metrics and approaches were used. In 2001, the company established a single group-wide framework for measuring and monitoring performance on a range of social and environmental issues. Go-Ahead Head Office set the metrics captured within the framework in consultation with Oxera Consulting Limited, a specialist in sustainability reporting, together with input from the operating companies.

This year, the company decided to undertake a full stakeholder review on the system of metric management and approach to reporting used by Go-Ahead. The company commissioned The SMART Company, an independent consultancy, to undertake and facilitate a programme of stakeholder engagement.

This comprised four main elements:
- A workshop with the members of the Go-Ahead Environmental and Social Forum. This focused on reporting and metric review.
- A workshop with employees drawn from the Operations and Human Resource functions of the Go-Ahead operating companies.
- A survey review of the rail division carried out with the passenger representatives of the Southern Stakeholder Advisory Board followed up by a qualitative discussion.
- A survey review of the bus division carried out with the passenger representatives of the Oxford Bus Company Stakeholder Board followed up by a qualitative discussion.

The key findings are as follows:
- Go-Ahead could usefully focus its reporting around key impacts and issues
- Go-Ahead metrics should be aligned to these impacts and issues
- The metrics adopted by Go-Ahead are broadly right, however there is scope for additional indicators to be introduced to measure performance on some issues.
- Reporting of timely data was important
- A mix of media should be used to report on performance.

Full details of the findings can be found in the section on Our Issues.

This Web based report, together with the companion summary Environmental & Social Report in printed format, is part of the Go-Ahead response. In addition, we are aiming to introduce quarterly reporting of the items of environmental data identified as key by our stakeholders.

Go-Ahead believes that independent assurance provides stakeholders with confidence that key issues have been identified and addressed. See Assurance Statement for the detail of the report.

This report covers the 12 month period to 30th June 2004. It follows the printed report Environmental and Social Report 2002-2003 that covers the preceding 12-month period. The Environmental and Social Report 2002-2003 is available as a download from this site.

2.8 Our issues
Our aim through our reporting is to be open about our performance and to use the data as a mechanism to find out from our stakeholders their priorities for improvement.

Our performance indicators were developed in consultation with Oxera Consulting Limited.

This year, we have also adopted the reporting structure developed by Business in the Community in its “Winning with Integrity” report. We have adopted this structure for our report as it is becoming increasingly prevalent among companies in the UK. Under this structure, activities and performance are reported across four main areas:
- Marketplace
- Workplace
- Environment
- Community
In addition, through our programme of stakeholder dialogue, we have identified the key issues that we need to address under each of these areas along with the appropriate metrics that measure performance.

These are as follows:

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<tr>
<th>Areas</th>
<th>Key Issues</th>
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<tr>
<td>Marketplace</td>
<td>Safety and Security (bus) (rail)</td>
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<td>Affordability (bus) (rail)</td>
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<td>Accessibility (bus) (rail)</td>
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<td>Workplace</td>
<td>As an Employer (bus) (rail)</td>
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<tr>
<td>Community</td>
<td>Running Services/Congestion/Community</td>
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<td>Investment (bus) (rail)</td>
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<td>Environment</td>
<td>Climate Change / Air Pollution (bus) (rail)</td>
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3. Stakeholders

Gather together 10 individuals and you can guarantee that all will have strongly held views on transport issues. This reflects the importance of efficient and effective transport services for the communities in which we operate services and make our living.

We believe that a prerequisite for responsible decision making and management is to have an understanding and respect of local community needs together with a full insight into social, environmental and economic factors. Stakeholders are central to informing and shaping our strategy. Stakeholders can provide ideas, support, exercise challenge and raise dilemmas. Ultimately, it is by listening to and responding to stakeholders that we will we be accepted within our local communities.

In this section, we describe the stakeholder relationships for:
- The Go-Ahead Group plc
- Bus
- Rail
- Aviation

Listening to stakeholders is not a simple matter. There will often need to be trade-offs between the conflicting interests of different stakeholder groups. As a company, our approach is to seek to engage with our stakeholders on issues of particular concern. Each of our operating companies has developed their own approaches to stakeholder dialogue both formal and informal. We describe some of these approaches in our section on engaging our stakeholders. You can find out the different approaches used by your local operating company by going to our businesses section.

3.1 Engaging stakeholders

In line with our developed approach to management, each of our businesses is responsible for local stakeholder relationships. These are described below for our bus, rail and aviation businesses.

At a Group level, our main responsibility is our relationship with our investors. It is becoming increasingly prevalent for institutional fund managers to review their investments in companies against a broad range of criteria. As such, social, environmental and ethical considerations are being considered alongside traditional financial considerations.

Go-Ahead has regular contact with its investors. This includes briefings with our major investors and those responsible for socially responsible investment (SRI), completion of surveys as well as traditional methods of engagement such as the Annual General Meeting. As part of its commitment to openness and transparency, The Go-Ahead Group has established an investor relations section of the Website providing information on financial performance, major shareholdings and other news.

Where possible, The Go-Ahead Group plc also benchmarks its performance through external investor ratings or similar. Go-Ahead is a constituent company in the FTSE4Good UK Index (http://www.ftse.com/ftse4good/index.jsp) as well as participating in the Business in the Community Corporate Responsibility Index (http://www.bitc.org.uk/).

3.2 Bus stakeholders

Go-Ahead operates bus services through seven operating companies - Brighton & Hove, Go North East, London Central and London General, Metrobus, Oxford Bus Company and Wilts & Dorset. Together, these companies operate services in some of the most congested towns and cities in the country as well as providing much needed connections in rural communities.

Each community has its own unique characteristics and needs. Consequently, the bus companies have developed their own approaches to stakeholder engagement. You can find out more about the different approaches used by your local bus company by going to our businesses section.

Our bus companies have the following stakeholders:
- Passengers
- Employees
- Regulators
- Other transport companies and road users
- Local Communities
- UK Government / Industry Associations and User Group
- Suppliers

3.2.1 Our Bus Passengers

Our passengers are vital to our continued success. Without passengers choosing our services over those of our competitors or over alternative forms of transport such as the car, we do not have a business. We aim to meet the needs of our customers in offering services that are convenient, value for money and reliable.

Creating a dialogue with passengers to find out exactly what they need is vital to operating successful bus services. We use a range of method to understand passenger needs. These range from informal feedback from our drivers, letters of comment and complaint, to more formal mechanisms such as User Surgeries and Stakeholder Boards.

We also work closely with Bus Users UK formerly the National Federation of Bus Users (NFBU) , an independent group formed to give bus passengers a voice.

User Surgeries

These are open meetings that allow passengers and local company managers to discuss issues that matter to local people. These could include specific issues relating to changes to a particular service or more general issues such as customer care, network planning, vehicle design or service performance.

Stakeholder Boards

Go-Ahead was the first company in our sector to introduce the concept of Stakeholder Boards. The purpose of the Board is to bring together a diversity of perspectives to share and exchange opinions. Members of Stakeholder Boards include individual passengers, user groups and large local employers as well as local company management and employees. This diversity provides an opportunity to explore issues and understand the reasons behind the views that are expressed. This forum provides insights that can improve our company decision making. Stakeholder Boards are currently run by the Oxford Bus Company and Southern.

3.2.2 Our Bus Employees

Transport is a people business. Our bus drivers are our public face and have a direct impact on the experience of our passengers on their journey.

At Go-Ahead, we know that listening to our drivers will help us improve our services. Therefore, all our operating companies place considerable emphasis on communicating with our people face to face, for example by supervisors sitting down with their team of drivers to listen to their views and answer their questions. This helps us improve employee conditions and so contribute to staff retention but also to help us make changes that will improve passenger experience.

We also use a range of structured feedback mechanisms including staff committees and regular consultation with Trade Unions.
We also run a series of best practice forums covering a range of topics including operations, training and development, engineering and marketing and communications. These forums provide an opportunity for operating companies to share experiences, learn from each other and to develop solutions to common problems.

3.2.3 Trade Unions
Each of our operating companies has regular contact with trade unions. This contact is both formal and informal. We share information through formal exchange at meetings, by letter as well as telephone and personal contact on the ground. Each operating company has a secondee acting on union matters.

Operating company management representatives and trade unions come together at meetings to discuss issues including business performance, pay, terms and conditions and any major changes to the organisation of the business. This contact is supplemented by exchanges between shop stewards and local managers.

The unions recognised by Go-Ahead vary by operating company. To find out which union is recognised by your local operating company, visit their local report.

3.2.4 Our Bus Regulators
With the exception of London, the bus industry in the UK is deregulated. Transport for London (TfL) is the body responsible for the transport system in the capital. As such, TfL manages the buses, the Underground and the Docklands Light Railway.

TfL plans routes, specifies service levels and monitors service quality. Private operators including London Central and London General operate bus services under contract to TfL.

For services outside London the Traffic Commissioners have responsibility for the licensing of bus and coach operators and the registration of local bus services. The eight Traffic Commissioners are appointed by the Secretary of State for the Transport and are each responsible for a designated area.

All our bus services work with the Vehicle and Operator Services Agency (VOSA). VOSA works with our companies in improving the roadworthiness standards of vehicles through providing a range of licensing, testing and enforcement services. Go-Ahead uses VOSA standards in assessing its performance management.

Our bus companies, along with the rest of Go-Ahead’s companies, work with the Health & Safety Executive to improve the safety and security of our passengers, our staff and members of the public. See our section on Health & Safety for more information on our initiatives and performance.

3.2.5 Other transport companies and road users
As a provider of transport management services, Go-Ahead is committed to the principle of integrated transport. Passenger feedback is clear that convenient transfer between forms of transport is a determinant of usage.

Working in partnership with other transport companies, whether these are part of the Go-Ahead Group or not is a priority for us. Go-Ahead operating companies are active in a number of quality partnerships to improve the range and convenience on offer to customers.

Our roads are used by a range of other users including owners of private cars and cyclists. Go-Ahead has a commitment to sharing the road in a responsible manner.

3.2.6 Local Communities
Public transport is part of the fabric of local communities. Our operating companies play an active role in maintaining dialogue with those local and national politicians in whose constituencies we operate services in order to brief them on our business activities.

Our strategy is to concentrate on areas where the requirements for public transport are clear, popular and attract political support. As such, we look to invest in communities where local authorities and others are clear in their support for public transport. We are committed to working in partnership with regional transport bodies and local authorities in developing services that are increasingly attractive to passengers. Typical of the types of links we develop are "quality partnerships" working to improve the provision, reliability and perception of public transport.

3.2.7 UK Govt./Industry Assocs. & User Groups
We believe in making profits responsibly. However, this is not enough; we believe that we also have a duty to help make responsibility profitable. This means that we recognise an important role for our company in helping influence and shape public policy through informed dialogue and debate.

We do this in a range of ways. We are supportive of the overall aims of the UK Government for public transport. We contribute to wider thinking through providing practical responses on questions raised through consultation documents on public transport. More widely, we look for opportunities to increase the range and quality of debate on relevant public transport issues. Go-Ahead also provides financial support to the Parliamentary Advisory Council for Transport Safety.

We are active in a range of industry associations. Our chief executive is the former President of the Confederation of Passenger Transport (CPT) - the bus industry trade body - while the chief executive of our rail division is the current Chairman of the Association of Train Operating Companies (ATOC). Through our membership of the trade association, we share our views and help shape the industry position on developments in public transport.

3.2.8 Our Bus Suppliers
As one of the largest providers of transport management services in the UK, one of the ways in which we can exert influence is through our purchasing decisions.

Go-Ahead operates a fleet of 3,250 vehicles. Renewal of the bus fleet is a major corporate objective and we have achieved an industry leading reduction in the average age of our fleet.

In setting our purchasing decision, we consider a range of factors. These include feedback from user surgeries and other passenger consultation on vehicle design.

As such, both environmental and passenger experience criteria are included in our specifications to our suppliers.

In the context of the global bus market, Go-Ahead is not a major purchaser. As such, we have a limited capacity to influence the practices of our bus suppliers.

3.3 Rail stakeholders
Go-Ahead operates rail services through two operating companies - Southern and Thameslink. These companies provide commuter services in the South East and both into and through London.
You can find out more about the different approaches to stakeholder engagement used by your local rail company by going to our businesses section.

Our rail companies have stakeholders similar to the bus division:
- Passengers
- Employees
- Regulators
- Other transport companies
- Local Communities
- UK Government / Industry Associations and User Group
- Suppliers

### 3.3.1 Our Rail Passengers

Operating commuter rail services in the south east and to and through the Capital presents a range of challenges. These are described in detail in our marketplace section, but include issues of reliability and over crowding.

Dialogue with passengers to review our performance in managing changes and improvements to the service is vital to operating successful rail services. We use a range of methods to understand passenger needs. These include informal feedback from our drivers, guards and station managers, letters of comment and complaint to more formal mechanisms such as User Surgeries and Stakeholder Boards.

We also work closely with the Rail Passenger Council and Committees, bodies set up by Parliament to protect rail users’ interests and to be the voice of rail passengers.

### 3.3.2 Our Rail Employees

Most of the employees in our rail companies have a direct influence on the experience our passengers have on their journey.

At Go-Ahead, we know that listening to our employees will help us improve our services. Therefore, all our operating companies place considerable emphasis on communicating with our people face to face, for example by supervisors sitting down with their teams to listen to their views and answer their questions. This helps us improve employee conditions and so contribute to staff retention, but also to help us make changes that will improve passenger experience.

Our rail businesses use a range of structured feedback mechanisms including staff committees and regular consultation with Trade Unions.

We also run a series of best practice forums covering a range of topics including operations, training and development, engineering and marketing and communications. These forums provide an opportunity for operating companies to share experiences, learn from each other and to develop solutions to common problems. These are attended by representatives from all Go-Ahead operating companies.

### 3.3.3 Our Rail Regulators

Our rail division is currently regulated by the Strategic Rail Authority (SRA), the Office of Rail Regulation (ORR) and the Health & Safety Executive.

The current role of the SRA is to promote and develop the rail network and encourage integration. The SRA has responsibility for letting and managing passenger rail franchises. This includes consumer protection issues. The Government announced in July 2004 its intention to close the SRA and for its strategic functions and financial obligations to be moved to the Department for Transport.

The principal function of the Office of Rail Regulation (ORR) is to regulate the stewardship of the national network by Network Rail. The ORR also licenses the operation of railway assets, approves agreements for access by operators to track, stations, and light maintenance depots, and enforces domestic competition law.

Our rail companies, along with the rest of Go-Ahead, work with the Health & Safety Executive to improve the safety and security of our passengers, our staff and members of the public. See our section on Health & Safety for more information on our initiatives and performance.

### 3.3.4 UK Govt./Industry Assocs. & User Groups

We believe in making profits responsibly. However, this is not enough; we believe that we also have a duty to help make responsibility profitable. This means that we believe it is responsible to identify how public policy interventions by Government can encourage increased take-up of public transport.

We do this in a range of ways. We support the overall aims of the UK Government for public transport. We contribute to wider thinking through providing practical responses on questions raised through consultation documents on public transport. More widely, we look for opportunities to increase the range and quality of debate on relevant public transport issues.

We are also active in a range of industry associations.

The chief executive of our Rail Division is the Chairman of the Association of Train Operating Companies (ATOC) - the official voice for the passenger rail industry - representing train companies to the government and other opinion formers on transport policy issues.

### 3.3.5 Our Rail suppliers

As one of the largest providers of transport management services in the UK, one of the ways in which we can exert influence is through our purchasing decisions.

Go-Ahead operates a fleet of 391 trains consisting of approximately 1450 units. A major part of our plans for the regeneration of the Southern franchise is based on new vehicles.

In setting our purchasing decision, we consider a range of factors. These include feedback from user surgeries and other passenger consultation on vehicle design.

As such, both environmental and passenger experience criteria are included in our specifications to our suppliers.

In the context of the global market for train purchase, Go-Ahead is not a major player. As such, we have a limited capacity to influence the practices of our train suppliers.

### 3.4 Aviation stakeholders

Go-Ahead provides transport services in the aviation industry through two operating companies - aviance and Meteor. aviance is one of the largest ground handling business in the UK, providing a range of services including passenger processing, information desks, business lounges, baggage handling, cargo handling and aircraft coordination.

Meteor provides parking facilities at airports as well as railway stations, shopping centres, lounges, baggage handling, cargo handling and aircraft coordination. Go-Ahead provides transport services in the aviation industry through two operating companies - aviance and Meteor. aviance is one of the largest ground handling business in the UK, providing a range of services including passenger processing, information desks, business lounges, baggage handling, cargo handling and aircraft coordination.
The primary stakeholders for aviance are:
- Customers - predominantly airlines
- Airline passengers and freight operators
- Airport operators
- Employees
- Suppliers
- Local Communities

Airport parking is the most significant business for Meteor and the main impact for the company is the shuttle services it operates between its car parks and airport terminals. As such, many of the reporting issues for Meteor are similar to those of the bus division described earlier.

Details on how aviance manages its relationships with stakeholders are described in the dedicated aviance Environmental and Social report.
4. Bus division

The bus is central to British life. No high street or country road is complete without its local bus service and the London Routemasters, such as those operated by London Central and London General, are a cultural icon - a defining image of London recognised across the World.

Two out of three of all the journeys made on public transport are by bus and coach representing 23 billion passenger kilometres. Of these, Go-Ahead accounts for over 475 million passenger kilometres (2%).

The companies that form the Bus Division of Go-Ahead are Brighton & Hove, Go North East, London Central and London General, Metrobus, Oxford and Wilts & Dorset. In addition, a part of the operations of Meteor involves running bus services at airports.

4.1 Regulation

The bus industry has undergone radical change in the last 20 years. In the mid to late 1980s the bus industry outside London was privatised and deregulated. Today, all bus services outside London are deregulated. This means that the bus providers are able to set timetables that suit the travelling needs of local communities and operate services on a commercial basis.

As the fifth largest provider of bus services in the UK, Go-Ahead operates in a range of different markets. In London, bus services are regulated and provided under contract to Transport for London (TfL). In some markets such as Brighton and Hove, Go-Ahead provides the vast majority of the services, whereas in Oxford and the North East we compete with other providers. Wherever we operate, we know that the main barrier to a new competitor entering a market served by a Go-Ahead operating company, or for existing competitors to expand, is our reputation for providing a reliable, convenient and efficient service to the community. This drives us to consistently strive to improve efficiency and innovation across all our operations.

4.2 Our important responsibilities

Consultation with our internal and external stakeholders confirmed that our primary responsibility is to increase the use of public transport. The issues identified by stakeholders as being the most important factors in our control to influence take-up are:

- Providing services that are convenient, reliable and run at times people want.
- Affordability for people on low incomes
- Accessibility for all, particularly people with disabilities
- Safety and security
- Happy, fulfilled employees

At the same time, our stakeholders expect us to manage the negative impact of running our services, with the most important impacts being:

- Climate Change and Local Air Pollution
- Noise and Congestion

As a responsible business, Go-Ahead also manages its performance in the following environmental areas:

- Waste
- Pollution prevention from oil and fuel stores
- Resource depletion

We are also expected to play an active role in our local communities. It is through dialogue with our stakeholders, Local Authorities, Regional Transport bodies and the UK Government that we can increase the role that public transport plays in our society.

This section describes the challenges we face and how we respond to our responsibilities associated with each of these issues. See attached table for more information.

You can find detailed information about how Go-Ahead responds to each of these issues in the following sections:
- Marketplace: Accessibility, Affordability, Safety
- Workplace: As an employer
- Community: Links with local communities
- Environment: Climate Change / Air Quality

### Issues Map

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reliability, convenience and punctuality of services</td>
<td>Our responsibility is to run our services to timetable and ensure that passengers have a positive journey experience. Our aim is to satisfy our passengers every time they travel with us. All our businesses have metrics to measure our performance. It is not possible to get it right all the time, so each of our companies has a complaints procedure in place.</td>
</tr>
<tr>
<td>Affordability for people on low incomes</td>
<td>Our companies run a range of schemes that offer reduced rate services for particular groups - older people, off peak travellers, young people and those with disabilities.</td>
</tr>
<tr>
<td>Accessibility for all, particularly people with disabilities</td>
<td>Our responsibility is to help as many people as possible to use our services. When our companies invest in new buses and trains, we make sure that the design takes into account ease of access for everyone. We train our employees to be a practical help to people in need of assistance.</td>
</tr>
<tr>
<td>Safety and security</td>
<td>Our responsibility is to ensure the safety and security of passengers, our employees and the general public. Safety and security is a board issue for every operating company. We are committed to deter any physical or verbal abuse of passengers or staff. We have invested in technology (e.g. CCTV), we train our staff to deal with incidents and employ the expertise of our own security guard business. We are prepared for major incidents such as an act of terrorism.</td>
</tr>
<tr>
<td>As an employer</td>
<td>Our responsibility is to provide a positive work environment conducive to the recruitment and retention of staff. We are committed to being seen as a good employer. We treat people fairly regardless of gender, race, age or where practical, disability. We have invested in recruitment, personal development and training opportunities.</td>
</tr>
<tr>
<td>Improving our environmental performance</td>
<td>Our responsibility is to minimise the environmental impact of our buses and trains. This includes emissions and noise. We have invested heavily in new buses and trains as well as technology to reduce emissions such as Catalytic and Particulate Traps. Maintenance of our vehicles is a priority for us.</td>
</tr>
<tr>
<td>Strong relationships with local communities</td>
<td>Understanding and support from stakeholders is a basic requirement for running and expanding our services. We are active participants in local communities. We contribute to and invest in developing an improved transport infrastructure. We seize opportunities to ease congestion by working with partners on local initiatives. Our operating companies offer in-kind support to local charities.</td>
</tr>
</tbody>
</table>

### Performance and data

Described below are the most important measures of performance for each issue as confirmed by our programme of stakeholder consultation. The performance data, progress and achievements relate to all the bus operations of Go-Ahead. In addition, each operating company reports on their individual progress and achievements.

<table>
<thead>
<tr>
<th>Reliability, convenience and punctuality of services</th>
<th>Performance Measure</th>
<th>Scheduled Kms operated per passenger journey</th>
<th>Age of Fleet</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target 2002/3*</td>
<td>&lt; 5 years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Progress and achievement</td>
<td>98.85% vs Industry target of 99.5%</td>
<td>4.9 years (however inclusion of Wilts &amp; Dorset reduces to 5.5 years) DfT target 8 years by 2010</td>
<td></td>
</tr>
<tr>
<td>Priorities for next year</td>
<td>Investigate introduce % services within 1 minute early and 5 minutes late as additional performance measure. Introduce common systems for complaints management</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.4 Marketplace
Our aim is to provide reliable, convenient and efficient services for the communities in which we operate. Consultation with our internal and external stakeholders identified the key issues that we need to address. These are:

- Accessibility
- Affordability
- Customer service
- Safety and Security

In addition the integration between different modes of transport, both public and private is an important issue.

- Integrated transport

### 4.4.1 Key Issue – Accessibility
A responsible transport provider considers the needs of all its passengers. A wide diversity of people can need help getting on or off a bus - they may be old or infirm, be travelling with small children or carrying heavy shopping or luggage.

Responding to passengers with special needs requires action in three areas:

- Bus Design
- Access to bus stops
- Driver Training

#### 4.4.1.1 Bus design
Traditionally, bus design was geared towards the able bodied. Climbing on or off a bus was difficult or impossible for some passengers. This is now changing. The introduction of low floor buses fitted with ramps is a major step forward to improving access for all. Go-Ahead has an active programme of bus purchase and renewal. Integral to our sourcing decisions is concern for access. This is why we have set a company target to increase the proportion of low floor buses within our fleet and have made a commitment that all new buses entering our fleet will be low floor:

Go-Ahead has a fleet of 3,250 buses. Of these, 65.7% are low floor buses excluding the newly acquired Wilts & Dorset fleet. This exceeds the target of 65% set last year. The fleet acquired as part of the purchase of Wilts & Dorset does not meet the standards set by the Go-Ahead Group plc. The average age of the Wilts & Dorset fleet is 9 years 5 months compared to the group total of 5 years 6 months. Go-Ahead will now invest in upgrading and improving the Wilts & Dorset fleet to meet the group standards. This means that the citizens of Bournemouth, Poole, Salisbury and surrounding areas will enjoy the same level of access as other parts of the group. The target for the proportion of the fleet with low floor access in 2004/5 is set again at 65%. This is considerably in excess of the industry target of 50%.

Although not all low-floor buses are fitted with wheelchair ramps, of the total, 94% carry such ramps.

#### 4.4.1.2 Access to bus stops
Low floor buses are part of the answer. When permitted to operate correctly, they allow the bus driver to pull up directly against the pavement minimising the gap between the bus and the passenger.

Unfortunately, easy access on and off a bus is only part of the story. The streets and roads in the UK can represent barriers to bus use, particularly for people in wheelchairs. We believe it is responsible to work with Local Authorities and Highway Agencies to highlight problem areas and to encourage the greater use of specialist kerbs.

Our objective is for all our bus operating companies to be active participants in Local Authority partnerships. This target has been achieved. See the Crawley Fastway project as an example of partnership in action.
4.4.1.3 Driver training
Helping people with mobility difficulties is a key part of customer service. All our drivers are given training to help them deal sympathetically to the needs of passengers with mobility difficulties.

4.4.2 Key Issue - Affordability
As we get richer, we tend to travel further and more often. With the growing prevalence of car ownership, patterns of employment and living have changed requiring all of us to travel further.

Together, these factors explain the importance of transport as an issue in social exclusion. Increasingly, those people without a car rely on effective public transport to take advantage of local employment opportunities, to reach out of town shopping centres or to visit hospitals. There is therefore a clear role for public transport in tackling social exclusion.

Public transport offers benefits to those on low incomes. Unlike car purchase, there is no requirement to invest in a capital asset that more often than not depreciates. There is no need for households to fund the budget bursting costs associated with running a car such as insurance, vehicle excise duty, regular maintenance or indeed unforeseen breakdown. However, in some rural communities, the private car is the only viable commuting option as there are insufficient levels of usage to sustain a frequent bus service.

For Go-Ahead, our operations are predominantly in urban communities with high density usage. As such, the company responds in three ways:
• By operating schemes that target the needs of particular groups
• By understanding the wider needs of passengers
• By providing information on routes.

4.4.2.1 Schemes targeted at particular groups
The main test on whether a route is viable is whether it attracts sufficient fare paying passengers to cover the costs of operation. For some routes which do not meet this test, the local authority or a similar body may consider that their continued operation is of such social value that it is prepared to contribute to the costs of operation. As such, affordability is a difficult issue for bus operators in that revenue streams must be maintained to continue a sustainable enterprise.

One way Go-Ahead companies have responded to the challenge is by focusing efforts on the youth market. This age group is strategically important as the future generation of bus users and can benefit from access to cheaper travel. For the bus companies, its customer base is aging and therefore there is benefit in getting younger people used to using the bus to meet their travel needs. One example of our approach is the Bus ID scheme from Brighton & Hove Bus Company.

4.4.2.2 Understanding the needs of passengers
Each of the bus companies has active and diverse means for understanding the transport needs of their communities. The best way to serve communities is to have services in place that people use and value. This is important whether you are an individual living in social housing or a large local employer.

The section on Stakeholder Dialogue explains some of the ways that we use to engage with our local communities. One initiative that was pioneered by the Go-Ahead Group and since taken up by other public transport providers, is the Stakeholder Board. This initiative brings together senior management, employees and passengers to discuss common issues that affect the community. For an example of the Stakeholder Board in action from the bus division, see Oxford Bus Company.

4.4.2.3 Information
Access to information is vitally important to increase bus usage. All the Go-Ahead companies are investing in new initiatives to increase awareness.

One particular initiative to improve usage is to remove uncertainty over the time the next bus will arrive. Real time displays at bus stops provides up to date timetable information on when the next bus will arrive. One example of where this technology is being put to use is the Superroute Quality Bus Partnership being led by Go North East.

4.4.3 Key Issue - Health, Safety and Security
Safety of our passengers, staff and the general public is a priority for all companies within the Go-Ahead Group. Each of the companies within the bus division has a health & safety management system in place that involves both employees and union representatives.

The issues for companies within the bus division are:
• Safety on the roads
• Safety on the bus
• Work related injuries

4.4.3.1 Safety on the roads
People and goods are travelling more often and further than ever before. Car traffic has gone up over 80% since 1980 representing nearly 400 billion extra vehicle kilometres. Bus and coach travel has similarly increased from 3.5 to 5.2 billion vehicle kilometres. However, much of this is due to the growth in coach travel rather than local bus usage. (source: Department for Transport).

Investment in roads has not kept up with this pace of growth. This means our roads today are more congested than in the past. This brings challenges for our drivers. While congestion reduces the overall speed of traffic it also adds to the stress of driving. Stress contributes to the carelessness, inattention and misjudgement that can lead to accidents and injuries.

Go-Ahead bus companies respond to this challenge through:
• Ongoing maintenance of its vehicles
• Investment in training for new drivers and refresher training for existing drivers
• Investment in CCTV as an essential tool to assess road accidents, determine responsibility and to learn lessons.
• Reviewing road safety performance by route.

A key indicator is how many accidents are the responsibility of Go-Ahead companies per million passengers. For Go-Ahead, the performance is currently 8 vehicle accidents per million passenger journeys.

Ongoing Maintenance
All our buses are maintained to strict safety and quality standards. All our buses are subject to stringent tests and inspections every month to ensure our standards are kept. Go-Ahead employs both its own maintenance and inspection system, based on the Vehicle and Operator Services Agency (VOSA) inspection manual and spot-check testing administered by VOSA provides external verification of the effectiveness of these systems. Our performance against VOSA standards is described here. VOSA works with the Traffic Commissioners to improve road safety and reduce environmental impact. The Go-Ahead pass rates continue to be significantly better than the national average.
4.4.3.2 Safety on the bus
Providing bus services can be challenging in certain communities. Problems can relate to intoxicated passengers, missiles being thrown at buses (often in the early evening or at night), graffiti and etching bus windows to more serious damage as well as harassment of drivers and passengers.

Only a small minority of people cause such nuisance but their actions can affect the quality of service affecting all passengers. At the extreme, such incidents result in verbal and physical harassment. The trend figures for Go-Ahead are as follows:

There were 393 incidents involving physical attacks on staff this year, representing 0.83 incidents for every million passenger journeys, an increase over 2002/3. Typical incidents across the industry include fare disputes, getting on and off the bus and general hooliganism. London Central and London General have seen a particular rise. Go-Ahead companies have responded with a range of initiatives. Most companies invest in CCTV on board buses as this provides both as a deterrent and a means to prosecute those causing a nuisance. The companies also develop their own initiatives with one innovative example being Bingo Shop-a-yob run by London Central and London General.

4.4.3.3 Work related injuries
The key work related injuries for the bus division are:
• Manual handling, particularly for the engineering staff
• Stress relating to driving

These two areas figure strongly in the health & safety programmes for each Go-Ahead company.

4.4.4 Integrated transport
One of the most important ways that Go-Ahead can promote environmental improvement is by encouraging car users to use public transport. At present, around 6% of all passenger journeys are made by bus. One of the ways that we can improve take-up is through improved co-ordination with other forms of transport, both public and private.

Co-ordination can include integrated ticketing, provision of better information such as real-time information systems and improved standards of performance.

The Go-Ahead strategy relies heavily on the benefits of integrated travel. The company operates bus and commuter rail services in the South East of England. The connections made between sister Go-Ahead companies and with other providers helps improve the ease through which passengers can travel to their destination using multiple transport providers.

To find out what initiatives your local bus company is doing in this area, please refer to the individual company reports in this document.

4.4.5 Key Issue - Customer service
One of the most important responsibilities of the bus division is the experience of passengers. Go-Ahead companies use a range of methods to engage stakeholders in shaping its services. Some of these are described under the stakeholder dialogue section. In addition, the company uses customer satisfaction surveys to assess performance as well as monitoring customer comment.

4.5 Workplace
Key Issue - As an employer
The bus division of Go-Ahead employs over 10,000 people. In some communities such as Oxford and Brighton & Hove, Go-Ahead operations are a major local employer. As such, the operating companies contribute to the well being of the local community by acting as a source of employment.

Attraction and retention of staff is a significant issue for many of the operating companies. As the Go-Ahead operations are focused on the South East of England, there is often considerable local competition for employees both from within the transport sector and from other employers. Working for a bus company has its rewards - many find driving enjoyable and relish the opportunity to meet passengers. Others find shift working difficult and do not always enjoy the stress involved on the roads of today.

Key indicators used by the company to assess performance are:
• Average length of service
• Staff Turnover
• Absence from Work

Overall, Go-Ahead has again reduced the Group staff turnover rate to less than 20%. This reflects a range of initiatives run by the operating companies. The average length of service is typically about seven years. The absence rate across the Group has fallen to 4.6%.

In addition, Go-Ahead has identified the key issues in attracting, retaining and motivating staff. These are as follows:
• Training & Development
• Employee Relations
• Diversity

4.5.1 Training and development
The majority of employees in the bus division are bus drivers. As such, much of the training & development investment by companies in the bus division relate to developing driving skills both for new recruits and existing employees.

Training for a Passenger Carrying Vehicle licence takes between three and four weeks. This covers both a theory test on the Highway Code and a practical driving test. In addition, Go-Ahead companies provide training on issues including disability awareness, customer service, conflict resolution and ticket training.

Health, Safety and Security is a significant training priority for Go-Ahead. Training programmes are developed in line with the roles and responsibilities of the individual. Engineering staff responsible for vehicle maintenance benefit from more intensive training. Where appropriate, Go-Ahead encourages qualification linked training.

Go-Ahead operates a Graduate Management Training programme - a fast track insight on the operations of Go-Ahead. Graduates spend 18-months with companies across all three divisions, developing management skills that are transferable across bus, rail, parking and aviation. Graduate trainees follow two external qualifications in the Certificate in Management Studies and the Diploma in Management Studies.

4.5.2 Employee relations
Our drivers are the public face of the Go-Ahead bus companies. As such, a positive working environment is a vitally important ingredient in the success of our business.

All our companies recognise Trade Unions and work closely with them. The companies within the bus division recognise different unions including the General Municipal and Boilermakers Union (GMB), the
Transport and General Workers Union (TGWU), AMICUS, Unison and the National Union of Rail, Maritime and Transport Workers (RMT). All have regular meetings to discuss employee conditions as well as wider company strategy.

No days were lost due to industrial action by any of the companies in the bus division.

4.5.3 Diversity

The business case for diversity is based on common sense. We can serve our passengers better if our employees live locally and reflect the different groups that use our services.

This table shows the percentage of our people who are women, have declared themselves from an ethnic minority or have declared a disability.

<table>
<thead>
<tr>
<th>Performance Data</th>
<th>Managers &amp; Supervisors Bus Division</th>
<th>All Go-Ahead Bus Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial year</td>
<td>2002/3</td>
<td>2003/4</td>
</tr>
<tr>
<td>Women</td>
<td>33</td>
<td>40</td>
</tr>
<tr>
<td>Ethnic minority</td>
<td></td>
<td>723</td>
</tr>
<tr>
<td>Disability</td>
<td>33</td>
<td>47</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2256</td>
</tr>
<tr>
<td></td>
<td></td>
<td>834</td>
</tr>
</tbody>
</table>

The transport industry has traditionally been a male dominated sector, particularly among drivers. This is reflected in the relatively small proportion of women employed by the Group. There are a number of reasons for this including shift working and security issues.

A significant number of people in our society have disabilities. Very few of our employees have declared themselves to have a disability. This is partly due to the nature of vehicle design and the rigours of driving roles.

See Performance Data for comprehensive data on diversity going back to 2002.

Each of the Go-Ahead bus operating companies has an Equal Opportunities policy and this is reflected in all their recruitment practices. Companies have developed a range of initiatives to address recruitment. For example, a particular focus for Oxford Bus Company has been to better reflect the mix of local ethnic minority groups within its workforce and the company is a member of the Oxfordshire Employers Race Equality Network.

There were no discrimination-related litigation cases involving the Bus Division during the 2003/4 financial year.

4.6 Environment

Road transport is an environmentally damaging activity - as we travel more, the impact is increasing. Public transport is an important response to this increased demand: it addresses both congestion and potential environmental impact at a local and a global level. However, public transport still has an impact on the environment. We believe that we have a duty to manage and improve this as well as to report on our performance - as we have done since the mid 1990s.

In this section, we explain:

- Our approach to environment management
- Our approach to environmental reporting

There were no environmental prosecutions this year.

4.6.1 Environmental Management

Good environmental management can save money and improve business efficiency. This has been our experience at Go-Ahead. As part of our environmental management process we have:

- Identified and assessed the significance of the impact of our activities on the environment
- Established a mechanism to manage our impacts
- Set objectives and targets to reduce our environmental impact and begun a programme for achieving these

Our main environmental impacts are:

- Air pollution caused by exhaust emissions
- Climate change caused by energy use
- Depletion of natural resources including oil and water
- Waste

Of these impacts our most significant is emissions to air.

4.6.2 Emissions to air

Road transport is one of the sources of those air pollutants that have been linked with global warming and those that can impact health through affecting the air we breathe. At a local level, concentrations of traffic intensify the impact. This means busy roads and urban centres are particularly impacted. As many of the bus division companies operate in urban centres, this is an important issue for Go-Ahead.

A key characteristic of the transport market has been the huge explosion in car travel. We travel further and more often than ever before. This has contributed to a growing awareness and interest by communities in the impact of transport on local air quality.

Bus services are already an environmentally beneficial mode of transport. Buses and coaches account for around 1% of kilometres travelled but are responsible for 6% of all passenger journeys. This is not surprising given that the average car occupancy for all trips is only 1.58 people. (source: Department of Transport 2002).

Nevertheless, buses are a source of air emissions and Go-Ahead recognises its responsibility to reduce its impact on the environment. Emissions are affected by a variety of factors - the type of fuel used, the passenger capacity, the nature of journey, maintenance of the vehicle, driving technique and how exhaust fumes are treated.

The main pollutants within exhaust emissions monitored by Go-Ahead are Carbon Dioxide (CO2), Nitrogen Oxide (NOx), Carbon Monoxide (CO), Particulate Matter (PM) and Volatile Organic Compounds (VOC).

This table shows the bus division emissions for each of these gases in tonnes.

See Performance Data for comprehensive data on environmental impact going back to 1998/9.

The main areas that are under the direct control of Go-Ahead are:

- Vehicle type
- Maintenance of vehicles
- Exhaust Treatment
- Types of fuel

In addition, see the section on training to learn about how the bus division invests in building the skills of our drivers.
4.6.2.1 Vehicle type

A key determinant of emissions is the engine used by the vehicle. At a European level, standards have been set with regard to the environmental efficiency of the engines sold. There have been three generations of engine and therefore vehicles can be powered by engines that are:

• Pre Euro
• Euro I
• Euro II
• Euro III

Generally pre-Euro are the least advanced whereas Euro III offers the best environmental emissions profile. The breakdown of the Go-Ahead fleet is as follows.

Go-Ahead has one of the most modern fleets within the industry as demonstrated by the average of the fleet of only 5.23 years against the Government guideline of 8 years. Go-Ahead continues with its programme of fleet renewal and during 2003/4, the company purchased over 260 new vehicles. New vehicles purchased come with the following fitted as standard:

• CRT (Continuously Regenerating Traps) or equivalent technology
• Euro III engines

Go-Ahead’s vehicle purchasing policy is to specify that all new vehicles must comply with the latest Euro standard in force at the time of the purchase and additionally, all new vehicles must be supplied with Continuously Regenerating Traps (CRTs) or equivalent technology fitted as standard.

In some instances there is a trade-off to be made between social and environmental benefits. Some vehicles carry air-conditioning to enhance passenger comfort, which adds to emissions via increased fuel consumption. Similarly, motor-powered ramps fitted to improve wheelchair access have environmental impacts for the same reason.

4.6.2.2 Maintenance of vehicles

Vehicle maintenance has a direct impact on our environmental performance. A poorly maintained vehicle is likely to operate below its best performance. This is bad for business as well as for the environment.

Go-Ahead has developed its own rigorous system for testing the performance of its vehicles, which is firmly based on the Vehicle and Operator Services Agency (VOSA) inspection manual. VOSA undertakes maintenance and emissions tests across the industry. And within the last year Go-Ahead again exceeded the industry average pass rate. See below for graphs of our performance.

4.6.2.3 Exhaust Treatment

Exhausts can be fitted with add-on technology to reduce emissions. The most significant of these technologies are Continuously Regenerating Traps (CRT). An example is Eminox CRT, a combination of a catalyst filter and a ceramic filter that virtually eliminates particulates as well as reducing a number of other gas emissions. There are a number of cost and health & safety issues with the on-going maintenance of CRTs and the company is investigating alternative technologies / systems to reduce exhaust gas emissions, include:

• Exhaust gas re-circulation
• Selective catalyst reduction via two catalyst units
• Introduction of a dosing agent (Ammonia or Urea) into the exhaust gas

CRTs are currently fitted as standard on all new bus purchases and operating companies are investing in upgrading the existing fleet to install this technology. This table demonstrates take-up by the Group.

Go-Ahead was the first bus company to pioneer the use of CRT through large scale trials in the UK.

4.6.2.4 Types of fuel

Go-Ahead has adopted Ultra Low Sulphur (ULS) diesel as the standard for use throughout our fleet. ULS has the benefit of reducing emissions of particulates by up to 40% along with reduced sulphur emissions. Go-Ahead continues to investigate the feasibility of alternative fuels. To date, the company has investigated:

• Bio-diesel. Go North East tested a mix of 95% ULS and 5% standard vegetable mineral oils. This found no significant improvement in emissions reduction
• Hybrid vehicles. London Central and London General plan to test up to 12 vehicles powered by a combination of diesel and electricity later this year
• Electric propulsion. Oxford Bus Company tested electric propulsion in the mid 1990s. Although this delivered an improved emission profile, the buses failed to meet reliability criteria
• LPG. Tests have been undertaken both within and outside London. At the time, the technology only delivered small improvements in emission performance at a significant extra cost

The company policy of using ULS is reviewed against the potential of these and other options on a regular basis.

4.6.3 Our approach to environmental reporting

Our key environmental impact is air emissions from our buses. In order to assess our impact, it is a requirement to understand the level of emissions for each type of vehicle we use.
In 2001, Go-Ahead commissioned Oxera Consulting, a specialists consultancy to develop an emissions model that would allow us to measure both our absolute vehicle emissions and an emission rate for the average journey taken by each passenger (the per passenger journey rate). The result was the GATE (Go-Ahead Transport Emissions) Model. This was based on a combination of test cycles conducted at the Millbrook test centre, together with test sheets for specific vehicle types where these were available, and generic tests for the small number of vehicles where specific tests were unavailable. The model provides standard emissions by bus type, engine type, fuel type and where a CRT is fitted.

The data presented by Go-Ahead under the model is an over estimate of actual impact. The main source of data is the test centre at Millbrook, which simulates Central London traffic. Buses operating in Central London generally have a higher level of fuel consumption due to the greater congestion on roads in the Capital. Most, but not all of our bus services are Urban and have similar characteristics.

Go-Ahead measures its impacts in absolute terms and per passenger journey. Data is benchmarked between companies within the bus division to help drive performance improvement. By increasing the number of passengers, we contribute to the eco-efficiency of our operations.

4.6.4 Site energy and water
The Go-Ahead Bus Division has in excess of 150 buildings. The majority of these are garages and depots. The company also some stand alone offices, travel shops and rest areas for our drivers. These building are users of energy and water.

Go-Ahead purchases all gas and electricity supplies for these premises through central group contracts to maximise purchasing economies and monitors and compares usage to identify potential opportunities to reduce consumption or improve energy efficiency. Over the reporting period the bus division achieved a reduction in electricity usage of over 10% on the previous year’s consumption.

The most significant use of water by the bus division is in cleaning vehicles. However there is also general usage by our employees for personal hygiene purposes. Usage in 2003/04 is 216,750m3, an increase of 7.3% on 2002/03 (202,060m3) due to the inclusion of consumption from Wilts & Dorset (acquired in 2003).

These wastes are subject to central contracts for collection, recycling and safe disposal. All companies have contracts in place to dispose of hazardous wastes generated by maintenance activities. All companies within the bus division have succeeded in reducing the amount of waste generated in the last year compared to the previous year, a reduction of more than 40%.

The second source of waste relates to materials such as newspapers, cans and bottles left on buses by passengers. This waste stream constitutes the majority of the waste generated and reported by the group. Managing it is largely beyond the control of the group as it has few means of reducing the waste and given the wide range of wastes left on buses by passengers, and the time and operational constraints involved, segregation and recycling is extremely difficult, which accounts for the relatively low recycling rates reported by most companies.

4.7 Key issue – community
Go-Ahead is a cornerstone of local communities. No high street or country road is complete without its local bus service. As part of the local community, Go-Ahead recognises its responsibility to contribute to the wider well being of communities.

An example of how the bus division gets involved in improving the fabric of local communities is Brighton & Hove. Roger French, the Managing Director of Brighton & Hove Bus Company explains the approach of the company.

Our bus operating companies are active participants in local communities. Our primary responsibility is to invest in improving our services. All our operating companies seek to work with partners to improve the transport infrastructure within the communities where they operate.

In addition, our operating companies offer a range of in-kind support to local charities. Examples of projects supported by the bus division include:
• Initiatives to tackle crime including partnerships with Local Authorities, schools and housing authorities
• Local regeneration, particularly relating to transport
• Provision of free transport for charitable causes
• Travel tickets for charity raffles
• Supporting causes linked to employees

We estimate that the value of this in-kind of support was worth £25,919 to local charities and forms part of a much wider commitment to community investment by the Go-Ahead Group of £213,907.

In 2004/5, the company plans a review of its charitable activity to assess the feasibility of a common approach for tackling youth crime on the buses.

CASE STUDY: Roger French
Working in partnership is the way to do business in the 21st century and no more so than when it comes to delivering first class public transport.

Even the best bus company in the world with the best customer service and the newest buses on the most frequent routes cannot deliver a service that attracts passengers if buses become stuck in grid-locked traffic and offer an unreliable service on which no-one can depend. The fact that increased bus use has been achieved in Brighton and Hove at the same time as car use has declined demonstrates the success of the transport policies adopted by the city council, working in partnership with us.
But policies to promote public transport, sometimes at the expense of road space allocated for the car, can be difficult to achieve politically, because they do not always command popular support. By working actively in the community and with business interests in the city, we have been able to understand people’s concerns and show them how a better transport system giving freedom of movement for everyone can be achieved. We can help create that climate to support investment and priority for public transport and make buses part of the fabric of the city.

4.8 Company reports
As Go-Ahead operates on a devolved management basis, each operating company is responsible for its own business performance, including the setting of relevant environmental and social targets. In line with this ethos each local operating company has its own tailored mini environmental and social report, and these can be viewed below.
4.8.1 Brighton and Hove

Brighton & Hove operates an intensive network of local bus routes serving the conurbation of Brighton and Hove from Shoreham through to Newhaven as well as longer distance routes to Eastbourne, Lewes and Tunbridge Wells.

The company operates a fleet of 251 buses and with around 950 employees, Brighton & Hove is one of the largest employers in the area. The company is headquartered in Hove and was acquired by Go-Ahead in 1993. The company operates three depots, two in Brighton and a third in Hove. The company also has two travel shops - one in the centre of Brighton and the second in Brighton rail station offering advice on all bus and rail ticket needs.

Brighton & Hove continues to receive awards in recognition of its leading role within the industry. This year, the company was Runner up in the 2003 Bus Industry Awards - "Buses for Pleasure Award" in conjunction with Brighton and Hove City Council for "Breeze up to the Downs". The campaign promoted leisure services from the City to three tourist destinations in the Downs.

This report covers the 12 month period to 30th June 2004. Reporting covers 100% of the company operations. See Performance and Data for a full picture of the performance of Brighton & Hove.

4.8.1.1 Stakeholder dialogue

Listening to people is central to informing and shaping the strategy across the Brighton & Hove’s operations. Stakeholders can provide ideas, support, challenge established thinking and raise dilemmas. Ultimately, it is by listening to and responding to stakeholders that our companies will be accepted within our local communities.

During 2003/4, the main ways that Brighton & Hove gained feedback from its stakeholder are as follows:

- **Employees.** Brighton & Hove carry out weekly feedback sessions for staff through the autumn/winter/spring season. This provides an opportunity for drivers and supervisors to raise issues and concerns on operational issues and on improving communication. In addition, the company recognises both the Transport & General Workers Union (TGWU) and the General Municipal and Boilermakers Union (GMB). Regular meetings are held between unions and company management to discuss strategy, future opportunities as well as employment conditions.

- **Passengers.** There is an active branch of the National Federation of Bus Users (NFBU) in the city of Brighton and Hove. The company meets with the NFBU Group on a regular basis to discuss service issues.

- **Local Authorities.** Brighton & Hove has built strong links with both the City Council and Regional Government bodies. The company has regular liaison meetings with officers of Brighton and Hove City Council and neighbouring Councils and is a member of Economic and Local Strategic Partnerships. An example is the Bus Aware campaign.

- **Non-Governmental Organisations.** Brighton is an exciting and vibrant city. It plays host to a range of special events ranging from the annual London to Brighton Bike Ride to the Pride Festival which attracted 100,000 people to Preston Park. Brighton & Hove has regular contact with organisations to plan for the extra influx of people as well as to continue to serve our regular passengers.

**Local Strategic Partnerships**

Local Strategic Partnerships (LSPs) are a single non-statutory, multi-agency body which matches local authority boundaries, and brings together representatives from the Local Authority, business, community and voluntary sectors. LSPs are designed to bring the community together to help tackle deep seated, multi-faceted problems, requiring a range of responses from different bodies. LSPs are shaping the future for the city and our company is an active participant in both the Brighton and Hove City Local Strategic Partnership (“2020 Community”) and the Adur Local Strategic Partnership (“Adur in Partnership”).

The 2020 Community Strategy sets out a vision for Brighton and Hove to become a City of Opportunities by the year 2020. This has involved working with partners across stakeholders including the public and private sectors, community and voluntary groups and neighbourhood networks to establish a common agenda for the City and Adur, culminating in an agreed Strategy that has been tested with residents.

The 2020 Brighton and Hove Community Strategy has identified eight priority areas and developed investment plans to tackle health, social, housing, employment and transport issues.

On transport, the vision is to put in place a co-ordinated transport system that balances the needs of all users and minimises damage to the environment. In particular, the partnership aims to:

- Increase the number of people using local bus services over the next 10 years
- Make sure public transport is fully accessible for disabled people as well as families with pushchairs
- Maintain the relatively fast rail travel time to London
- Maximise the effectiveness of public transport, via for example park & ride schemes and improved bus lanes

A target set by the partnership is to increase usage of the bus network from 30 million passenger journeys per year in 2000/1 to 36.9 million passenger journeys per year in 2004/5.

By being actively involved in this work and committing time and resources appropriately, we have been able to ensure that transport, and bus services in particular, are part of the fabric of the City and the neighbouring area.

4.8.1.2 Statement from the MD

We play a key role in the life of the City through our principal business activity of providing a comprehensive network of bus routes running at frequent intervals. The fact that consistently more and more passengers have travelled on our buses each year for over a decade demonstrates the effectiveness of our service and how this has benefited the wider community with less pollution and traffic congestion.

At the same time City Council surveys show car use has reduced in the city centre. We are pleased to commit significant resources to maintaining the highest environmental standards as well as playing a leading and active role in community, social and business activities throughout the Brighton and Hove conurbation. We are proud of our record in these areas and our commitment for the future.

4.8.1.3 Marketplace

Bus services outside London operate in a deregulated market. This means that once a company has an Operator’s Licence, it can register any route and operate it on a commercial basis. If a local authority believes that a social need is not being met by commercial services, then it can offer a contract to run such services, awarded by competitive tender.

The vast majority of the services run by Brighton & Hove are commercial. Brighton & Hove is the major provider of bus services in the conurbation. In 2003/4, the company:

- carried 34.70 million passengers
- travelled 14.60 million kilometres
- operated 99.41% of scheduled kilometres
4.8.1.4 Customer Service
In addition to the feedback methods described under the stakeholder dialogue section, the company also actively encourages complaints and comments on service. Brighton & Hove believes that this type of feedback is essential in planning and improving the service provided. These show that the most important issues for passengers are:
• Driver attitude
• Service reliability
• Not stopping at bus stop
The main reasons for cancelled or delayed services are traffic congestion, lack of vehicles and staff shortages.

4.8.1.5 Accessibility
Making sure public transport is fully accessible by disabled people as well as families with pushchairs is one of the aims of the Local Strategic Partnership for the Brighton and Hove conurbation. This aim is one that this company shares.

For Brighton & Hove, the area that is under our direct company control is enhancing the accessibility of our fleet of buses. A key criterion is increasing the proportion of low floor buses that meet the Disabled Persons Transport Action Committee requirement for wheelchair access. 150 of the fleet of 251 buses are low floor buses, 114 of which have ramps.

A low floor bus is only part of the solution for getting on and off a bus. A common problem is that existing bus stops have not been designed to make it easy for wheelchair users or parents with buggies. This is something we are working with the City Council and the Local Strategic Partnership to address.

4.8.1.6 Affordability
To make paying for bus travel as easy as possible, Brighton & Hove have a flat fare of £1.30 (as of 3rd July 2004) for all journeys throughout the Brighton and Hove conurbation regardless of distance travelled. Brighton & Hove offers a range of value-for-money fares both for the frequent and the not-so-frequent customer. Saver tickets provide significant discounts for travel during a day, a week, a month or longer.

The Company participates in the Sussex Countycard scheme offering concessory travel for those aged over 60 and those with disabilities as defined by the various local councils in the scheme.

Extensive discounts are offered to young people within the Company's award winning Bus ID scheme.

CASE STUDY: BUS ID and Bus ID+
Brighton & Hove Bus Company
Bus ID is a free identity card for all Under 16s. Bus ID is the passport to reduced fares and travel offers on all Brighton & Hove bus services. They are issued free subject to completion of an application form verified by your school.

Bus ID card holders can travel for 10p at all times with an accompanying fare paying adult (one per adult). After 6pm on school days and anytime at weekends and during specified school holidays, Bus ID card holders can travel for just 30p per single journey when travelling alone. Half price SAVER tickets are also available from all Brighton & Hove bus drivers and from our travel offices.

Brighton and Hove also offers Bus ID+, an Identity Card for all 16, 17 & 18 Year olds. This extends the benefits for two years and costs just £20.

4.8.1.7 Health & Safety
Safety of our passengers, staff and the general public is our first priority. Our Health & Safety Management System covers all our operations.

Our overall aim is to foster a health & safety culture whereby every individual takes personal responsibility for health & safety issues. Managers, supervisors and drivers are encouraged to raise issues and concerns on a day-to-day basis.

Health & safety issues are discussed as part of the regular meetings with senior drivers and supervisors to review issues, initiatives and performance. They are also discussed and reviewed with Trade Union representatives and health & safety is one of the first items discussed at board meetings. The company uses internal and external audits to assess performance.

Training is central to the company meeting its health & safety objectives. General training on health & safety issues is a major element in the induction of new staff. The company offers a range of courses for existing employees.

There were 17 physical assaults on our staff this year, representing 0.5 incidents for every million passenger journeys. This represents a reduction over 2002/3.

There were no health & safety enforcement notices served against the company during 2003/4.

4.8.1.8 Workplace
Brighton & Hove employs nearly 1,000 people and is one of the largest private sector employers in the conurbation. Customer feedback has shown that driver attitude has a direct influence on how our passengers view our services, and so the training, retention and communications with staff are significant issues. The measures that are important to us and our stakeholders are:
• Staff Turnover and Absenteeism
• Training
• Industrial Relations
• Diversity

Staff Turnover and Absenteeism
Two key measures that affect our ability to run services on time are current vacancies and absenteeism levels. They are also a useful indicator on levels of stress and job satisfaction within the workforce. The performance for Brighton & Hove is:
Staff Turnover: 17.3%
Absence: 5.1%
Average length of service: 7 years 8 months

Attraction and retention of staff is a challenging issue for the company. There is considerable local competition for employees from the tourism industry and the public sector. Our staff report that the company offers competitive rates of pay, job security and the opportunity to work flexible hours. The main reasons why employees leave us are to get a pay rise and, for drivers, the stress of driving and to move into a role that does not involve public contact.

Absence
Levels of absence are satisfactory for the industry. The main reasons for illness are colds and flu; stomach upset and stress. Initiatives to reduce stress are managed under the Health & Safety strategy and discussed as part of our weekly sessions described under Stakeholder dialogue.
Training
Training is vitally important whether this is for new recruits or refreshing the skills of longstanding employees. During 2003/4, the company spent an average of £41 across all its employees. Of the 244 people benefiting from training, the average spend was £160.

Employee Relations
Brighton & Hove recognises the TGWU and GMB for collective bargaining purposes. Around 71% of our employees are members of the union. See our section on Stakeholder dialogue to review how the company works with unions. No days were lost due to industrial action during the reporting period.

Diversity
The business case for diversity is based on common sense. We can serve our passengers better if our employees live locally and reflect the different groups that use our services.

At Brighton & Hove, we collect data relating to the age and gender of our staff.

4.8.1.9 Environment
Brighton & Hove can contribute to environmental improvement in a number of ways. The most significant are around local air quality and reducing local and global atmospheric pollution through the release of Greenhouse Gases. A company such as Brighton & Hove can contribute in two main ways:

- Minimising our own impact
- Enabling a shift from private to public transport through integrated travel

Our Own Impact
The key environmental performance measures for Brighton & Hove are:
- 72% of buses have Euro II or above engines
- 45% of the fleet is fitted with Continuously Regenerating Trap (CRT)
- Average age of fleet is 5.57 years (Government target is 8 years)
- Overall pass rate for Vehicle and Operator Services Agency (VOSA) Public Service Vehicle inspections of 97.06% (against an industry average of 82.7%)
- Emissions test pass rate for VOSA inspections of 99.16% (against an industry average of 99%)
- CO2 emissions 14.175 tonnes (Down 16%)

Emissions from our buses have a direct affect on local air quality. Go-Ahead has put environmental improvement at the heart of its business strategy and Brighton & Hove has responded enthusiastically to this challenge.

This year, CO2 emissions have been reduced by 16% on last year in absolute terms despite an increase in passenger journeys. The company has also recorded an absolute decrease in emissions of nitrogen oxide.

Waste
- 19,358m3 of water was used. Much of this was used for cleaning purposes and washing of buses.

- 233.5 tonnes of which 33 tonnes was recycled

The main waste recycled is tyres, aluminium and scrap metal and batteries. Brighton & Hove has arrangements in place for the safe removal of the small volumes of chemical waste produced by its operations. Other waste is predominantly material left on our buses by passengers.

4.8.1.10 Integrated transport
Feedback from passengers has shown that making it easy and simple to transfer from one form of public transport to another is an important factor in encouraging people to use public transport. Brighton & Hove has been pioneering in offering a range of services.

Brighton & Hove continues to lead the way in demonstrating how bus and rail can work effectively together. Brighton & Hove continues to co-ordinate bus times with trains where possible at Brighton, Hove and Shoreham stations making transfers easy and convenient.

CASE STUDY: Railbus
Brighton & Hove Buses works with Southern & Thameslink, the two Go-Ahead rail franchises that serve Brighton station. Tickets issued from all Southern and Thameslink Rail Stations can include free travel on all Brighton & Hove services for an extra £2 fee. Weekly and tickets for longer periods are also available. In addition, a £11 Thameslink SAVER ticket is available from all Brighton & Hove bus drivers and gives unlimited travel on all Brighton & Hove buses (as per a SAVER ticket) and a day return journey on Thameslink trains from Brighton, Preston Park or Burgess Hill stations to any other station served by Thameslink. (Not valid before 9.30am on Mondays to Fridays on Thameslink trains). These tickets and advice are available from the 1 Stop Travel Centre in Brighton Station.

4.8.1.11 Community
We describe in the section on stakeholders some of the ways that we work with our communities to improve the provision of services in our areas of operation. In addition, two areas are a particular focus for us:

- Bus in the Community
- Community Participation

Bus in the Community
Brighton & Hove is proud of its position in the community. The company helps people move quickly and conveniently across the conurbation. The METRO network of five core routes provides links across the central area of Brighton and Hove, with each route running every few minutes during the daytime.

Many people have commented that each bus is adorned with a famous name linked with the Brighton and Hove conurbation. A full list of the names, along with some background information is provided on the Brighton & Hove website. The initiative helps build interest and pride in the contribution that Brighton & Hove has made.

Community Participation
Brighton & Hove recognises the hard work of many local charities and organisations operating in the City. We help them through:

- Supporting their fundraising - raffle prizes of bus tickets and free coach hire
4.8.1.12 Performance and Data

How is Brighton & Hove Performing?

View the associated graphs to see how Brighton and Hove have been performing.

<table>
<thead>
<tr>
<th>General</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle kms travelled (million)</td>
<td>14.60</td>
</tr>
<tr>
<td>Passenger journeys (million)</td>
<td>34.70</td>
</tr>
<tr>
<td>Bus Fleet size</td>
<td>251</td>
</tr>
<tr>
<td>% of fleet with Euro II or above engines</td>
<td>72</td>
</tr>
<tr>
<td>% of fleet with CRT</td>
<td>45</td>
</tr>
<tr>
<td>Average age of fleet</td>
<td>5.57</td>
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<tr>
<td>% of fleet with low floor buses</td>
<td>60</td>
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<table>
<thead>
<tr>
<th>Environment</th>
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</thead>
<tbody>
<tr>
<td>Site electricity (kWh) (000)</td>
<td>1,242</td>
</tr>
<tr>
<td>Site gas (kWh) (000)</td>
<td>2,722</td>
</tr>
<tr>
<td>Fuel use (litres) (0000)</td>
<td>7,044</td>
</tr>
<tr>
<td>CO2 site (t)</td>
<td>1.052</td>
</tr>
<tr>
<td>CO2 transport (t) (cars and vans)</td>
<td>931.53</td>
</tr>
<tr>
<td>CO2 process (t) (buses, trains)</td>
<td>14174.67</td>
</tr>
<tr>
<td>CO2 ppj process (kg)</td>
<td>0.41</td>
</tr>
<tr>
<td>VOCs (HC) (t)</td>
<td>9.28</td>
</tr>
<tr>
<td>VOCs (HC) ppj (g)</td>
<td>0.27</td>
</tr>
<tr>
<td>CO (t)</td>
<td>16.81</td>
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<tr>
<td>CO ppj (g)</td>
<td>0.48</td>
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<tr>
<td>NOx (t)</td>
<td>147.51</td>
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<td>NOx ppj (g)</td>
<td>4.24</td>
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<td>PM (t)</td>
<td>2.66</td>
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<tr>
<td>PM ppj (g)</td>
<td>0.08</td>
</tr>
<tr>
<td>Water use (m3)</td>
<td>19,358</td>
</tr>
<tr>
<td>Water use (litres) ppj</td>
<td>1.33</td>
</tr>
<tr>
<td>Waste (t)</td>
<td>233.51</td>
</tr>
<tr>
<td>Waste (g) ppj</td>
<td>6.73</td>
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<tr>
<td>Recycled (t)</td>
<td>33.31</td>
</tr>
<tr>
<td>Vehicles reused and recycled</td>
<td>19</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Society</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled km operated (buses), services on time (trains) %</td>
<td>99.41</td>
</tr>
<tr>
<td>Complaints</td>
<td>4,503</td>
</tr>
<tr>
<td>Compliments</td>
<td>177</td>
</tr>
<tr>
<td>Women (number)</td>
<td>97</td>
</tr>
<tr>
<td>Men (number)</td>
<td>852</td>
</tr>
<tr>
<td>Average length of service (years and month)</td>
<td>7.7</td>
</tr>
<tr>
<td>Turnover rate %</td>
<td>17.3</td>
</tr>
<tr>
<td>Absence rate %</td>
<td>5.1</td>
</tr>
<tr>
<td>% of posts vacant</td>
<td>3.75</td>
</tr>
<tr>
<td>Accidents (responsible)</td>
<td>680</td>
</tr>
<tr>
<td>Accidents (not responsible)</td>
<td>634</td>
</tr>
<tr>
<td>3 day injury (staff) + RIDDOR</td>
<td>31</td>
</tr>
<tr>
<td>Attacks on staff</td>
<td>78</td>
</tr>
<tr>
<td>£ Charitable giving and investment</td>
<td>2,236</td>
</tr>
</tbody>
</table>

![Emissions per passenger journey graph](image1)

![Total emissions graph](image2)

![Total emissions - Carbon Dioxide graph](image3)
4.8.1.13 Targets

<table>
<thead>
<tr>
<th>Targets 2003/4</th>
<th>Outcome</th>
<th>Targets 2004/5</th>
</tr>
</thead>
<tbody>
<tr>
<td>To continue to play a leading role in the development of the City’s Community Strategy</td>
<td>Ongoing</td>
<td>To continue to play a leading role in the development of the City’s Community Strategy</td>
</tr>
<tr>
<td>Increase proportion of low-floor access vehicles to 62%</td>
<td>Achieved 60% (up from 40%)</td>
<td>Increase proportion of low-floor access vehicles to 60%</td>
</tr>
<tr>
<td>To continue development of real-time information system</td>
<td>Ongoing</td>
<td>To continue development of real-time information system, expanding availability to the Internet and Text Messaging</td>
</tr>
<tr>
<td>To fill in the disused fuel tanks at Lewes Road</td>
<td>Achieved</td>
<td></td>
</tr>
<tr>
<td>To upgrade water requirements as identified in a Southern Water audit</td>
<td>Continuing</td>
<td>Continue the upgrade of water requirements</td>
</tr>
<tr>
<td>To finalise a spillage contingency plan</td>
<td>Not Achieved</td>
<td>Finalise the spillage contingency plan</td>
</tr>
</tbody>
</table>

- Identify the priorities from the Environmental audit for implementation
- Reduce air pollution caused by company vehicles by reducing exhaust emissions (per passenger journey) by: 3% for hydrocarbons 12% for Particulate Matter
- Increase proportion of fleet fitted with CRT (or equivalent technology) by 5%
- Increase proportion of fleet with Euro II or above engines to 75%
4.8.2 Go North East

Go North East operates an intensive network of local and cross regional bus routes serving the north east of England. In addition to Go North East, the company operates under the banner of Go Gateshead, Go Wear and Go Northern. The company runs services in and around the centres of Newcastle upon Tyne, Durham, Gateshead, Sunderland and Darlington.

Go North East operates a fleet of over 750 buses and employs over 2,000 people making the company a significant employer in the region. The company is headquartered in Gateshead and is the original company that established the Go-Ahead Group.

This year, Go North East has been nominated by Gateshead Council and by Nexus, the regional passenger transport executive, for an award for outstanding partnership working. The company has also been nominated for the Innovation Award in the Bus Industry Awards for its real time information project.

This report covers the 12 month period to 30th June 2004. Reporting covers 100% of the company operations. See Performance and Data for a full picture of the performance of Go North East.

4.8.2.1 Stakeholder dialogue

Listening to people is central to informing and shaping the strategy across all Go-Ahead companies. Stakeholders can provide ideas, support, challenge established thinking and raise dilemmas. Ultimately, it is by listening to and responding to stakeholders that our companies will be accepted within our local communities.

During 2003/4, the main ways that Go North East got feedback from its stakeholders are as follows:

- **Employees.** Go North East Directors and Senior Managers hold regular informal feedback sessions with staff. This provides an opportunity for drivers and supervisors to raise issues and opportunities for operational improvement. These are supplemented by monthly divisional employee forums to discuss company strategy and employment conditions. The monthly forums form part of an Industrial Partnership agreement with the Transport & General Workers Union (TGWU). Findings from the forums are brought together in an end of year progress report. The company also recognises the Amalgamated Engineering and Electrical Union (AEEU) and Unison. There are regular meetings between unions and company management to discuss strategy, future opportunities as well as employment conditions.

- **Passengers.** Go North East use a wide range of tools to engage with passengers to discuss the performance of our business. At a Group level, the company is benchmarked against other bus companies in the Group through a Mystery Shopper exercise. At a local level, Go North East has a rolling programme of passenger surgeries in different communities across the region. These are held at 6 weekly intervals and are open meetings providing passengers with an opportunity to give their views on services and fares. These are supplemented with frequent meetings with resident groups to discuss transport issues. If the company is planning a major change to the services provided, passenger surgeries will be supplemented by written consultations and questionnaires. These forms of feedback have shaped our decisions on the services we provide. Last year, we committed to pilot a stakeholder board in Washington. The stakeholder board brings together a wide variety of people each of who has an interest in Go North East and/or the manner in which it conducts its business. The board meets quarterly and, along with senior managers, is made up of employees, passengers and representatives of large employers.

- **Local and Regional Authorities.** Go North East has built strong links with both Local Authorities and Regional Government bodies. The company has regular liaison meetings with officers from the various Councils and is a major contributor to regional and sub-regional initiatives covering both economic regeneration and transport improvement. Issues being discussed include ticketing, the development of a regional smartcard, real time traffic information and concessionary travel. See partnership table for a list. At a regional level, Go North East was instrumental in establishing a Regional Business Forum for the North East.

<table>
<thead>
<tr>
<th>Locality</th>
<th>Partnership</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tyne and Wear</td>
<td>Transport Alert&lt;br&gt;Supersite Quality Partnership&lt;br&gt;Local Transport Forum</td>
</tr>
<tr>
<td>County Durham</td>
<td>Agenda 21&lt;br&gt;Local Transport Forum&lt;br&gt;City of Durham Town Centre Forum and Evening Economy Group&lt;br&gt;City of Durham Evening Transport Strategy Group</td>
</tr>
<tr>
<td>Teesdale</td>
<td>Strategic Partnership Main Board</td>
</tr>
<tr>
<td>Wear Valley</td>
<td>Strategic Business Forum</td>
</tr>
<tr>
<td>North Tyneside</td>
<td>Strategic Partnership Transport and Environment Forum</td>
</tr>
<tr>
<td>Derwentside</td>
<td>Stanley Regeneration</td>
</tr>
<tr>
<td>Sunderland</td>
<td>City Centre Forum and Evening Economy Group</td>
</tr>
</tbody>
</table>

- **Non-Governmental Organisations.** Go North East has regular meetings with resident associations to discuss service issues. The company supports the safe routes to school initiative. Safe routes to schools projects are about working together as a community to make the school journey safer and healthier for everyone. The scheme encourages people to walk, cycle and use public transport for health and environmental reasons.

**Employee forums**

Employee Forums are opportunities for Go North East employees to get together to share views, information and ideas. The forums operate at divisional level and at each depot. The members include senior managers, Trade Union representatives and drivers.

The forums discuss both passenger experience and employment condition issues at both a strategic and an operational level. Issues covered include reviewing the corporate plan, safety improvements and training and development.

4.8.2.2 Statement from the MD

As an integral part of the communities we serve, we treat our social and environmental responsibilities very seriously. We constantly strive to be seen by external stakeholders as a key part of the solution to social and environmental issues within communities. Increasing efforts have been directed towards the positive social impacts of our business and we have during the year begun to develop more effective management structures to support the environmental policy.

Our aim is continuous improvement and we have set a number of goals for 2004/5 to further enhance our achievements in these areas.

4.8.2.3 Marketplace

Bus services outside London operate in a deregulated market. This means that once a company has an Operator’s Licence, it can register any route and operate it on a commercial basis. If a local authority believes that a social need is not being met by commercial services, then it can offer a contract to run such services, awarded by competitive tender.
The majority of the services run by Go North East are commercial. Go North East is the largest provider of bus services in the region. In 2003/4, the company:

- carried 73.59 million passengers
- travelled 60.89 million kilometres
- operated 98.60% of scheduled kilometres

### 4.8.2.4 Customer Service

In addition to the feedback methods described under the Stakeholder dialogue section, the company also actively encourages complaints and comments on service. The company believes that this type of feedback is essential to planning and improving the service provided. These show that the most important issues for passengers are:

- Driver attitude
- Service reliability
- Failure to stop at a bus stop

The main reasons for cancelled or delayed services are traffic congestion, vehicle breakdown and staffing shortages. Go North East is seeking to address these issues through:

- Changes to the driver rota to ease shortages
- Investment in new vehicles to replace older stock. 63 new vehicles were purchased in 2003/4
- Appointment of Operations Co-ordinator to assist with late running due to traffic congestion.

### 4.8.2.5 Accessibility

Making sure public transport is fully accessible for disabled people, as well as families with pushchairs, is a priority for Go North East.

Partnerships were set up 5 years ago involving all the local authorities across the north east, initially focusing on service corridors. Go North East and other bus operators invested in low floor vehicles while the local authority invested in bus stop design and improved passenger information.

In line with this plan, Go North East has been investing in enhancing the accessibility of our fleet of buses. A key criterion is increasing the proportion of low floor buses that meet the Disabled Persons Transport Action Committee requirement for wheelchair access. The company currently has 416 low floor buses, all of which have ramps. Local Transport Plan funding has provided raised kerbs and improved passenger facilities. The current focus is on the Nexus Superoute and the introduction of real time travel information for passengers.

### 4.8.2.6 Affordability

Go North East offers a range of value-for-money fares both for the frequent and the not-so-frequent customer. Concessionary travel is available for those aged over 60, those with disabilities as defined by the various local councils in the scheme and for young people.

### 4.8.2.7 Health & Safety

Safety of our passengers, staff and the general public is our first priority. Our Health & Safety Management System covers all our operations.

Our overall aim is to foster a health & safety culture whereby every individual takes personal responsibility for health & safety issues. Managers, supervisors and drivers are encouraged to raise issues and concerns on a day-to-day basis.

Health & safety issues are discussed as part of the regular meetings with senior drivers and supervisors to review issues, initiatives and performance. They are also discussed and reviewed with Trade Union representatives and health & safety is one of the first items discussed at board meetings. The company uses internal and external audits to assess performance.

Training is central to the company meeting its health & safety objectives. General training on health & safety issues is a 2-day element in the induction of new staff. A range of health & safety topics are covered including fire & evacuation and manual handling. The company offers a range of courses for existing employees based on a risk assessment of their role. There is a programme of certification based on courses offered by the Chartered Institute of Environmental Health Officers and the National Examination Board in Occupational Safety and Health.

There were 30 physical assaults on staff this year, representing 0.4 incidents for every million passenger journeys. This represents a significant reduction over 2002/3, the result of an increased focus on health & safety issues by the company.

See Health & Safety targets for 2003/4 for details of our performance against the commitments made last year and targets 2004/5 for our targets this year.

There were no health & safety enforcement notices served against the company during 2003/4.

### 4.8.2.8 Workplace

Go North East employs over 2,000 people and is a significant private sector employer in the North East. Customer feedback has shown that driver attitude has a direct influence on how our passengers view our services and so the training, retention and communication with staff are significant issues. The measures that are important to our stakeholders and us are:

- Staff Turnover and Absenteeism
- Training
- Industrial Relations
- Diversity

#### Staff Turnover and Absenteeism

Two key measures that affect our ability to run services on time are current vacancies and absenteeism levels. They are also a useful indicator on levels of stress and job satisfaction within the workforce.

The performance for Go North East is:

- **Staff Turnover:** 20.3%
- **Absence:** 5.4%
- **Average length of service:** 11 years 2 months

Our staff report that the company offers competitive rates of pay and pensions, job security and enjoyment of driving and public contact. The main reasons why employees leave us are the shift work, weekend working and a desire to move away from a public facing role.

Go North East has a strong record of keeping its staff. The company has the longest average length of service within the Go-Ahead Group. This reflects the effort placed into industrial and employee relations by Go North East. Further information on this is provided in the section on Stakeholder dialogue. Levels of unemployment for semi-skilled workers are also lower than in other communities where Go-Ahead operates.

#### Absence

Levels of absence are satisfactory for the industry. The main reasons for illness are colds and flu; stomach upset and back pain. Initiatives to reduce back pain are managed under the Health & Safety strategy and discussed as part of our Industrial Partnership with the TGWU described under Stakeholder dialogue.
Training
Training is vitally important whether this is for new recruits or refreshing the skills of longstanding employees. During 2003/4, the company spent an average of £457 across all its employees. Of the 430 people benefiting from training, the average spend was over £2,200.

Employee Relations
Go North East has entered into an Industrial Partnership with the Transport and General Workers Union (TGWU). It also recognises Unison and the Amalgamated Engineering and Electrical Union (AEEU) for collective bargaining purposes. Around 80% of our employees are members of a union. See our section on Stakeholder dialogue to review how the company works with its unions. No days were lost due to industrial action during the reporting period.

Diversity
The business case for diversity is based on common sense. We can serve our passengers better if our employees live locally and reflect the different groups that use our services.

At Go North East, we collect data relating to the age, gender and ethnicity of our staff.

4.8.2.9 Environment
Go North East can contribute to environmental improvement in a number of ways. The most significant are around local air quality and reducing local and global atmospheric pollution through the release of Greenhouses Gases. We contribute in two main ways:
• Minimising our own impact
• Enabling a shift from private to public transport through integrated travel

Managing Our Own Impact
The key environmental performance measures for Go North East are:
• 68% of buses have Euro II or above engines
• 44% of the fleet is fitted with Continuously Regenerating Trap (CRT)
• Average age of fleet is 6.63 years (Government target is 8 years)
• Overall pass rate for Vehicle and Operator Services Agency (VOSA) Public Service Vehicle inspections of 97.68% (against an industry average of 82.7%)
• Emissions test pass rate for VOSA inspections of 100% (against an industry average of 99%)
• CO2 emissions of 58,815 tonnes

Emissions from our buses have a direct affect on local air quality. Go-Ahead has put environmental improvement at the heart of its business strategy.

During the year, the company embarked on a significant programme to install Continuously Regenerating Trap to an additional 75 buses. This has had an impact on Hydrocarbon emissions which have been reduced by 24% and Particulate Matter by 29% in absolute terms.

In this year, carbon dioxide emissions have been reduced 16% on last year in absolute terms despite an increase in passenger journeys. The company has also recorded an absolute decrease in emissions of nitrogen oxide.

Water
• 50,615m³ of water was used. Much of this was used for cleaning purposes and washing of buses.

* For comparison, water figure for year 2002/3 should be 57,048m³, not 120,588m³ as previously reported. This overstatement was the result of ‘double counting’ by the water supplier and safeguards have now been put in place to prevent a recurrence.

4.8.2.10 Integrated transport
Feedback from passengers has shown that making it easy and simple to transfer from one form of public transport to another is an important factor in encouraging people to use public transport. Go North East is committed to developing new initiatives that improve access and information on services.

The Superoute Quality Bus Partnership is an example of this commitment in action.

CASE STUDY: Superoute Quality Bus Partnership
Go North East, Nexus
Bus Superoutes were first introduced in September 2002 to offer passengers high quality services across a number of major routes in Tyne and Wear in order to encourage greater use of public transport. Superoutes offer passengers a guaranteed level of service, including:
• Services operate Monday to Saturday between 7am and 11pm and Sundays between 9.30am and 11pm
• A minimum frequency of 30 minutes
• Easier access through the use of low floor buses
• Changes to the timetable are only made on an annual basis

In addition, the routes have well maintained bus stops and shelters, all buses are less than seven years old, every bus stop displays up to date timetable information and single, return and transfare tickets are available on all services.

Superoute Quality Bus Partnerships were launched in partnership with Nexus, the regional public transport body for the North East and other operators. Go North East provided 15 of the 17 phase one routes and 9 routes for phase 2.

Real Time Information (RTI) is at the heart of the project. The routes are benefiting from the largest and most sophisticated RTI project in the UK. The partnership has brought together County Durham, Northumberland, Tyne and Wear and Tees Valley Local Authorities and the bus operators in a single integrated system covering the North East.

4.8.2.11 Community
We describe in the section on stakeholders some of the ways that we work with our communities to improve the provision of services in our areas of operation. In addition, two areas are a particular focus for us:
• Bus in the Community
• Community Participation

Bus in the Community
Go North East is proud of its position in the community. The company helps people move quickly and conveniently across the region.

Community Participation
Go North East recognises the hard work of many local charities and organisations operating in the region. We have developed our Community Bus Miles scheme offering free travel to local young people and community groups.
Go North East provides a range of other support including:
• Transport and staff for days out
• Support for fundraising through the donation of prizes
• Highlighting local charities in the staff newsletter


CASE STUDY: Community Bus Miles
Go North East
Go North East has developed the Buses in the Community programme to provide support and assistance to the communities it serves. The support is targeted on helping local young people get access to sport and educational opportunities in the North East.

Our flagship programme is the Community Bus Miles scheme now in its second year. A bus miles account is opened for organisations whose work benefits local young people and the company donates free bus miles. This arrangement can help our partner organisations secure matched funding.

Currently, partnerships are in place with Newcastle Falcons Rugby Club and Gateshead City Learning Centre, Sunderland AFC and Durham County Cricket Club.

4.8.2.12 Performance and Data
How is Go North East Performing?

View the associated graphs to see how Go North East have been performing.

<table>
<thead>
<tr>
<th>Environment</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Site electricity (kWh) (000)</td>
<td>2,564</td>
</tr>
<tr>
<td>Site gas (kWh) (000)</td>
<td>6,370</td>
</tr>
<tr>
<td>Fuel use (litres) (000)</td>
<td>22,942</td>
</tr>
<tr>
<td>CO₂ site (t)</td>
<td>2,313</td>
</tr>
<tr>
<td>CO₂ transport (t) (cars and vans)</td>
<td>371.84</td>
</tr>
<tr>
<td>CO₂ process (t) (buses, trains)</td>
<td>58,815.37</td>
</tr>
<tr>
<td>CO₂ ppj process (kg)</td>
<td>0.80</td>
</tr>
<tr>
<td>VOCs (HC) (t)</td>
<td>49.88</td>
</tr>
<tr>
<td>VOCs (HC) ppj (g)</td>
<td>0.68</td>
</tr>
<tr>
<td>CO (t)</td>
<td>80.21</td>
</tr>
<tr>
<td>CO ppj (g)</td>
<td>1.10</td>
</tr>
<tr>
<td>NOₓ (t)</td>
<td>571.58</td>
</tr>
<tr>
<td>NOₓ ppj (g)</td>
<td>7.81</td>
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<tr>
<td>PM (t)</td>
<td>11.85</td>
</tr>
<tr>
<td>PM ppj (g)</td>
<td>0.16</td>
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<tr>
<td>Water use (m³)</td>
<td>50,615</td>
</tr>
<tr>
<td>Water use (litres) ppj</td>
<td>0.69</td>
</tr>
<tr>
<td>Waste (t)</td>
<td>2,138.48</td>
</tr>
<tr>
<td>Waste (g) ppj</td>
<td>29.06</td>
</tr>
<tr>
<td>Recycled (t)</td>
<td>136.90</td>
</tr>
<tr>
<td>Vehicles reused and recycled</td>
<td>31</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Society</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled km operated (buses), services on time (trains) %</td>
<td>98.60</td>
</tr>
<tr>
<td>Complaints</td>
<td>N/A</td>
</tr>
<tr>
<td>Compliments</td>
<td>N/A</td>
</tr>
<tr>
<td>Women (number)</td>
<td>186</td>
</tr>
<tr>
<td>Men (number)</td>
<td>1,891</td>
</tr>
<tr>
<td>Average length of service (years and month)</td>
<td>11.1</td>
</tr>
<tr>
<td>Turnover rate %</td>
<td>20.3</td>
</tr>
<tr>
<td>Absence rate %</td>
<td>5.4</td>
</tr>
<tr>
<td>% of posts vacant</td>
<td>6.48</td>
</tr>
<tr>
<td>Accidents (responsible)</td>
<td>789</td>
</tr>
<tr>
<td>Accidents (not responsible)</td>
<td>1,552</td>
</tr>
<tr>
<td>3 day injury (staff) + RIDDOR</td>
<td>40</td>
</tr>
<tr>
<td>Attacks on staff</td>
<td>34</td>
</tr>
<tr>
<td>£ Charitable giving and investment</td>
<td>10,074</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>General</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle kms travelled (million)</td>
<td>60.89</td>
</tr>
<tr>
<td>Passenger journeys (million)</td>
<td>73.59</td>
</tr>
<tr>
<td>Bus Fleet size</td>
<td>757</td>
</tr>
<tr>
<td>% of fleet with Euro II or above engines</td>
<td>67</td>
</tr>
<tr>
<td>% of fleet with CRT</td>
<td>44</td>
</tr>
<tr>
<td>Average age of fleet</td>
<td>6.63</td>
</tr>
<tr>
<td>% of fleet with low floor buses</td>
<td>55</td>
</tr>
</tbody>
</table>
4.8.2.13 Targets

Targets

<table>
<thead>
<tr>
<th>Targets 2003/4</th>
<th>Outcome</th>
<th>Targets 2004/5</th>
</tr>
</thead>
<tbody>
<tr>
<td>To establish monthly employee forums within each division</td>
<td>Allocated</td>
<td>Establish a new system to manage ongoing training and skills development needs of employees</td>
</tr>
<tr>
<td>To start up a staff newsletter (with significant staff input)</td>
<td>Achieved</td>
<td>Establish a new system to manage ongoing training and skills development needs of employees</td>
</tr>
<tr>
<td>To establish a Community Bus Miles scheme for each depot</td>
<td>Partial Achieved</td>
<td>Establish a new system to manage ongoing training and skills development needs of employees</td>
</tr>
<tr>
<td>To conclude sponsorship of Thomas Hepburn School</td>
<td>Achieved</td>
<td>Establish a new system to manage ongoing training and skills development needs of employees</td>
</tr>
<tr>
<td>To Introduce stakeholder panel in Washington</td>
<td>Achieved</td>
<td>Establish a new system to manage ongoing training and skills development needs of employees</td>
</tr>
<tr>
<td>To evaluate effectiveness of Bio-Diesel fuel</td>
<td>Trial to be completed in December 2004</td>
<td>Establish a new system to manage ongoing training and skills development needs of employees</td>
</tr>
<tr>
<td>To establish a vehicle management partnership with regional local authorities</td>
<td>Achieved</td>
<td>Establish a new system to manage ongoing training and skills development needs of employees</td>
</tr>
<tr>
<td>To review customer satisfaction through employee forums</td>
<td>Achieved</td>
<td>Establish a new system to manage ongoing training and skills development needs of employees</td>
</tr>
<tr>
<td>To undertake an employee attitude survey</td>
<td>Achieved</td>
<td>Establish a new system to manage ongoing training and skills development needs of employees</td>
</tr>
<tr>
<td>To grow the Travel Club</td>
<td>Achieved</td>
<td>Establish a new system to manage ongoing training and skills development needs of employees</td>
</tr>
<tr>
<td>Increase proportion of low-floor access vehicles to 60%</td>
<td>Achieved</td>
<td>Establish a new system to manage ongoing training and skills development needs of employees</td>
</tr>
<tr>
<td>Reduce air pollution caused by company vehicles (per passenger journey) by:</td>
<td>Achieved</td>
<td>Establish a new system to manage ongoing training and skills development needs of employees</td>
</tr>
<tr>
<td>- 2% for Hydrocarbons</td>
<td>Achieved</td>
<td>Establish a new system to manage ongoing training and skills development needs of employees</td>
</tr>
<tr>
<td>- 4% for Carbon Monoxide</td>
<td>Achieved</td>
<td>Establish a new system to manage ongoing training and skills development needs of employees</td>
</tr>
<tr>
<td>- 5% for Particulate Matter</td>
<td>Achieved</td>
<td>Establish a new system to manage ongoing training and skills development needs of employees</td>
</tr>
<tr>
<td>Increase proportion of fleet fitted with CRT (or equivalent technology) by 5%</td>
<td>Achieved</td>
<td>Establish a new system to manage ongoing training and skills development needs of employees</td>
</tr>
<tr>
<td>Increase proportion of fleet with Euro 8 or above engines to 70%</td>
<td>Achieved</td>
<td>Establish a new system to manage ongoing training and skills development needs of employees</td>
</tr>
</tbody>
</table>

**Health & Safety Targets**

<table>
<thead>
<tr>
<th>Division</th>
<th>Targets 2003/4</th>
<th>Outcome</th>
<th>Targets 2004/5</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td></td>
<td>Driver refresher training to incorporate health &amp; safety updates and manual handling assessments</td>
<td>Train internal risk assessor</td>
</tr>
<tr>
<td>Gateshead</td>
<td></td>
<td>Train 37 staff in general manual handling</td>
<td>Achieved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Train 32 engineering staff in manual handling</td>
<td>Achieved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>All new staff given health &amp; safety training as part of induction</td>
<td>Achieved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>To carry out a further 20 manual handling risk assessments and introduce a new system if working</td>
<td>Achieved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reduce number of responsible vehicle accidents by 5%</td>
<td>Achieved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Continue to reduce number of responsible vehicle accidents</td>
<td>Achieved</td>
</tr>
<tr>
<td>Northern</td>
<td></td>
<td>Continuous manual handling risk assessments for 34 members of staff</td>
<td>Achieved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Carry out 20 new risk assessments and 92 reviews</td>
<td>Achieved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Carry out training for a further 82 staff</td>
<td>Partially achieved. 12 left to train</td>
</tr>
<tr>
<td>Coastline (Now part of Wear)</td>
<td></td>
<td>Reduce number of responsible vehicle accidents</td>
<td>Achieved 11% reduction</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reduce number of employee personal injury accidents</td>
<td>Achieved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Carry out risk assessments, manual handling and training upgrades</td>
<td>Achieved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Introduce Local Manager Safety Policy Statement</td>
<td>Achieved</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Introduce route based risk assessments</td>
<td>Achieved</td>
</tr>
</tbody>
</table>
4.8.3 London Central and London General

London Central and London General operate a network of bus routes serving the southeast, the southwest and central London. The two companies together run a fleet of over 1300 buses representing around 15% of the London market, accounting for approximately 290 million bus journeys annually on about 100 day and night routes.


The London companies operate in a regulated environment under contract to Transport for London (TfL), with contracts being awarded for 5 or 7 years via a rolling tendering programme.

Our combined operation used to run the largest fleet of Routemasters in the country and, following the introduction of articulated buses as replacements for Routemasters, we have become the largest operator of artics in the UK.

This report covers the 12 month period to 30th June 2004. Reporting covers 100% of the company operations. See Performance and data for a full picture of the performance of London Central and London General.

4.8.3.1 Stakeholder dialogue

Listening to people is central to informing and shaping the strategy across all Go-Ahead companies. Stakeholders can provide ideas, support, challenge established thinking and raise dilemmas.

London Central and London General get feedback directly from stakeholders and through Transport for London (TfL). During 2003/4, the main ways stakeholders feedback was gained were as follows:

- **Employees.** London Central and London General Directors and Senior Managers use informal opportunities for drivers and supervisors to raise issues and opportunities for operational improvement. In addition, the company recognises both the Transport & General Workers Union (TGWU) and the Transport Salaried Staffs’ Association (TSSA). Each depot holds a regular meeting each quarter between union representatives and local management to discuss garage issues. Twice a year there are company meetings with TU reps to discuss wider issues such as strategy, financial and operational performance.

- **Passengers.** At a group level, the company is benchmarked against other Go-Ahead bus companies through a Mystery Shopper exercise. Transport for London (TfL) is committed to listening and responding to the transport needs of Londoners, the capital’s communities and businesses, and has set up a consultation programme on a variety of issues including bus services in the capital. London Central and London General benefit from quarterly reports from TfL on passenger perspectives. These findings are used to inform our strategy.

- **Local and Regional Authorities.** The bus market in London is regulated and services are provided under contract to Transport for London (TfL), the regional body responsible for public transport. As such, London Central and London General have regular and ongoing contact with TfL. The company also regularly meets with London Boroughs and Surrey County Council to discuss transport needs.

- **Non - Governmental Organisations.** London Central and London General have a particular interest in affordable housing in London, a major issue facing existing and prospective employees. The company is involved with the Peabody Trust and the Guardian Key Worker initiative.

4.8.3.2 Statement from the CEO - London

London Central and London General are very conscious of the environmental and social aspects of its operations. We believe that buses provide the solution to environmental issues. However we need to constantly reinforce this message. As such, for example, we ensure that we are at the forefront of initiatives to reduce emissions and experiment with alternative, more environmentally friendly fuels. We have also taken the lead in social initiatives which aim to reduce graffiti and vandalism. We must also never forget the involvement of our staff and ensure that we internalise good environmental awareness. We have, therefore embarked upon an “environmental competition” which will involve all groups of staff and raise environmental awareness.

4.8.3.3 Marketplace

Bus services in London are regulated by Transport for London (TfL). This means that bus services in the Capital are provided under contract to TfL, with contracts being awarded for 5 or 7 years via a rolling tendering programme. Contracts are based on services operated and not passenger usage.

London Central and London General operate around 15% of bus services in the capital. In 2003/4, the company:

- carried 289.32 million passengers
- travelled 72.75 million kilometres
- operated 97.94% of scheduled kilometres (i.e. bus journeys in the timetable)
- operated 99.45% of scheduled kilometres before traffic lost mileage

4.8.3.4 Customer Service

In addition to the feedback methods described under the Stakeholder dialogue section, the company also gets feedback from passengers, both directly and from TfL with complaints and comments on service. TfL has prime responsibility for providing the bus operators with this source of feedback. These show that the most important issues for passengers are:

- Driver attitude
- Inconsiderate Driving
- Failure to stop at a bus stop

The main reasons for cancelled or delayed services are traffic congestion and vehicle breakdown.

In 2004/5, TfL will be changing the complaints procedure to further encourage customer comment. TfL will be agreeing targets in areas such as expected wait times, long gaps and on-time measures for low frequency routes. Targets will be route specific.

Our passengers want a clean, reliable and efficient service. One problem common to many bus operators is that a small proportion of passengers see public transport as an opportunity for vandalism. This can range from graffiti and etching bus windows to more serious damage. Such vandalism is both unpleasant to look at and can result in a bus being withdrawn from service. London Central and London General have installed CCTV to contribute to both passenger and driver safety and as a deterrent to vandalism. The company decided to take its campaign further through its Shop a Yob bingo.

CASE STUDY: Shop a Yob Bingo

Vandalism is a particular problem for buses running out of the Bexleyheath Garage graffiti, window etching and more serious damage affects affecting the quality of service we can offer to our passengers. Images of the passengers responsible for acts of vandalism have been recorded on CCTV and this provided an opportunity for London...
Central and London General to bring the vandals to the attention of the local community. In partnership with a local newspaper, 84 pictures were featured with an award of a digital camera for anyone identifying three vandals. The response was overwhelming with 70 people identified in the first 2 days. The initiative has led to a number of successful prosecutions. The local community welcomed the initiative as many of the individuals were involved in other incidents of anti-social behaviour in the community.

### 4.8.3.5 Accessibility

Making sure public transport is fully accessible by disabled people as well as families with pushchairs is a priority for both TfL and London Central and London General. TfL policy is to have all bus services in London fully accessible by 2005.

Over the last few years, London Central and London General have invested in increasing the proportion of low floor buses. The company currently has 979 low floor buses, of which 914 have ramps. This represents three-quarters of the fleet - the second highest proportion of all Go-Ahead bus companies. London Central and London General have used links with local community groups to help inform the modifications to the low floor buses. Sutton Seniors Forum and the Kingston Passenger Group were both invited to Sutton Garage to see modifications to low floor buses following concerns about design.

One challenge for London Central and London General was having the largest fleet of heritage Routemaster vehicles which can prove difficult for passengers with specialist travel needs.

While updating the bus fleet is a part of the solution, we are also helping develop the customer service skills of our driving staff through a programme of BTEC training. A key component of the course is to raise disability awareness.

### 4.8.3.6 Affordability

Under the terms of the contract with Transport for London (TfL), all fares and ticketing policies are set by TfL as part of a consistent London wide fare policy. TfL offers reduced fares for students, schoolchildren, young people and the unemployed.

### 4.8.3.7 Health & Safety

Safety of our passengers, staff and the general public is our first priority. Our Health & Safety Management System covers all our operations.

Our overall aim is to foster a health & safety culture whereby every employee takes personal responsibility for health & safety issues. Managers, supervisors and drivers are encouraged to raise issues and concerns on a day-to-day basis.

Health & safety issues are discussed as part of the regular meetings with a cross section of staff to review issues, initiatives and performance. To increase staff engagement, London Central and London General ran a competition to identify risks. See the competition case study below for more information.

### Risk Competition

London Central and London General recognise that it is employees who are best placed to identify risk and to come up with practical solutions. As a way of raising awareness and interest, a risk competition was set up.

Each garage nominated a team to carry out an assessment of road safety risks. Entries were judged in partnership with the external consultancy used by Go-Ahead to manage health & safety performance. This year, a follow-up will take place to review progress on the many ideas generated and review environmental risk this year.

Health & safety matters are discussed and reviewed with Trade Union representatives and are one of the first items discussed at board meetings. The company uses internal and external audits to assess performance.

Training is central to the company meeting its health & safety objectives. General training on health & safety issues is a 1-day element of the induction of new staff. All existing drivers also benefit from a half day of training. The companies offer a range of courses for existing employees based on a risk assessment of their role. Topics covered include manual handling for instructors, first aid for appointed staff, environmental awareness for engineers and other specialist training.

During 2003/4, a problem with the pipework associated with the turbocharger and compressor resulted in three engine fires in the new articulated buses. All the vehicles were taken out of service until modifications were made by the manufacturer. No passengers were hurt in the fires, one of which happened in Park Lane and resulted in a bus being entirely gutted. All articulated bus drivers have been trained in evacuation procedures.

There were 275 physical assaults on staff this year, representing 0.95 incidents for every million passenger journeys. This represents an increase over 2002/3.

See our section on Health & Safety performance and data to view the performance of London Central and London General.

There were no health & safety enforcement notices served against the company during 2003/4.

### Health & Safety Targets

In 2003 / 4, London Central and London General introduced a new health & safety plan with a range of improvement targets for vehicle incidents, assaults and employee incidents. Key targets were:

- Reduce Vehicle incidence rate per 100,000 miles - Not Achieved
- Reduce Passenger incidence rate per 100,000 miles - Not Achieved

A safety plan is being produced for 2004/5 with a monthly safety focus to be promoted in garages.

### 4.8.3.8 Workplace

London Central and London General together employ over 4,000 people. An issue is that the London employment market is highly competitive and as such, recruitment and retention is an ongoing challenge. In addition affordable housing is an issue facing many of our employees, both existing and potential.

Customer feedback has shown that driver attitude has a direct influence on how our passengers view our services, and so the training, retention and communication with staff are significant issues. The measures that are important to us and our stakeholders are:

- Staff Turnover and Absenteeism
- Training
- Industrial Relations
- Diversity
**Staff Turnover and Absenteeism**
Two key measures that affect our ability to run services on time are current vacancies and absenteeism levels. They are also a useful indicator on levels of stress and job satisfaction within the workforce. The performance for London Central and London General are:

- **Staff Turnover:** 20.4%
- **Absence:** 5.1%
- **Average length of service:** 8 years 9 months

Our staff report that the company offers competitive rates of pay and pensions and job security. The main reasons why employees leave us are to avoid shift work, the cost of accommodation in London and traffic congestion.

London Central and London General have a strong record of retaining its staff. The company has the second longest average length of service within the Go-Ahead Group reflecting the effort placed into industrial and employee relations by the companies. Further information on this is provided in the section on Stakeholder dialogue.

**Absence**
The main reasons for absence are illness and travel delays.

**Training**
Training is vitally important whether this is for new recruits or refreshing the skills of longstanding employees. During 2003/4, the company focused on introducing BTEC training for all drivers. The curriculum covered driving skills, customer service as well as disability awareness training.

During 2003/4, an average of £767 was invested in training across all employees. Of the 2,576 people who benefited from training during the year, the average spend was over £1,250 per person.

**Employee Relations**
London Central and London General recognise the Transport & General Workers Union (TGWU) and the Transport Salaried Staffs’ Association (TSSA) for collective bargaining purposes. Around 81% of our employees are members of a union. See our section on Stakeholder dialogue to review how the company works with its unions. No days were lost due to industrial action during the reporting period.

**Diversity**
The business case for diversity is based on common sense. We can serve our passengers better if our employees live locally and reflect the different groups that use our services. In London, where recruitment and retention of staff is an ongoing issue, it is particularly important to ensure that the company is seen as an attractive employer to all the diverse communities.

At London Central and London General, we collect data relating to the age, gender and ethnicity of our staff. In 2003/4, over 50% of new employees recruited were non-white.

At present, only 8% of the workforce is female. The company is looking to increase this proportion and is part of a working group to address this issue. In 2003/4, 10% of new recruits were women. There is further to go and the company plans to set targets for improvement next year.

**4.8.3.9 Environment**
We can contribute to environmental improvement in a number of ways. The most significant are around local air quality and reducing local and global atmosphere pollution through the release of Greenhouses Gases. London Central and London General can therefore contribute in two main ways:

- Minimising our own impact
- Enabling a shift from private to public transport through integrated travel

**Managing Our Own Impact**
The key environmental performance measures for London Central and London General are:

- 90% of buses have Euro II or above engines
- 89% of the fleet are fitted with Continuously Regenerating Trap (CRT)
- Average age of fleet is 3.2 years (Government target is 8 years)
- Overall pass rate for Vehicle and Operator Services Agency (VOSA) Public Service Vehicle inspections of 99.24% (against an industry average of 82.7%)
- Emissions test pass rate for VOSA inspections of 100% (against an industry average of 99%)
- Process emissions 82,974 tonnes of CO2

Emissions from our buses have a direct affect on local air quality. Go-Ahead has put environmental improvement at the heart of its business strategy and London Central and London General have enthusiastically responded to this challenge.

Over the last few years, the company has embarked on a significant programme to renew the fleet and to install Continuously Regenerating Traps. Once again, the company has reduced its absolute emissions across the range of gases monitored in absolute terms. This is despite an 8% increase in vehicle kilometres travelled. See our environmental performance table for the full picture.

Operating within an already crowded city, London Central and London General believe it has a responsibility to reduce its impact on local air quality. This result continues a proud record of environmental improvement already achieved by the companies.

**Water**
- 84,436m3 of water was used. Much of this was used for cleaning purposes and washing of buses. Water is recycled at all depots except Waterloo.

**Waste**
- 679.3 tonnes of which 73 tonnes is recycled. The main waste recycled is tyres, aluminium and scrap metal and batteries. London Central and London General have arrangements in place for the safe removal of the small volumes of chemical waste produced from its operations.

**4.8.3.10 Integrated transport**
Feedback from passengers has shown that making it easy and simple to transfer from one mode of transport to another is an important factor in encouraging people to use public transport. London Central and London General are committed to developing new initiatives that improve access and information on services.

A particular focus has been on improving rail replacement service. London Central and London General meet with Southern (a Go-Ahead rail franchise) on a monthly basis to review and improve the operation of the rail replacement service. One example of the improvement is the ‘Where To’ board panels that provides co-ordinated information for bus and rail staff to use to update passengers.

**4.8.3.11 Community**
We describe in the section on stakeholders some of the ways that we work with our communities to improve the provision of services in our areas of operation. In addition, we provide support for fundraising through the donation of prizes.
4.8.3.12 Performance and Data
How are London General and London Central performing?

View the associated graphs to see how London General and London Central have been performing.

### General
- Vehicle kms travelled (million): 72.75
- Passenger journeys (million): 289.32
- Bus Fleet size: 1,302
- % of fleet with Euro II or above engines: 90
- % of fleet with CRT: 89
- Average age of fleet: 3.25
- % of fleet with low floor buses: 75

### Environment
- Site electricity (kWh) (000): 5,922
- Site gas (kWh) (000): 10,581
- Fuel use (litres) (000): 40,296
- CO2 site (t): 4,557
- CO2 transport (t) (cars and vans): 117.69
- CO2 process (t) (buses, trains): 82,974.40
- CO2 ppj process (kg): 0.29
- VOCs (HC) (t): 13.50
- VOCs (HC) ppj (g): 0.05
- CO (t): 29.50
- NOx (t): 701
- NOx ppj (g): 2.42
- PM (t): 2.50
- PM ppj (g): 0.01
- Water use (m3): 84,436

### Society
- Scheduled km operated (buses), services on time (trains) %: 97.94
- Complaints: 3,973
- Compliments: 95
- Women (number): 321
- Men (number): 3,930
- Average length of service (years and month): 8.8
- Turnover rate %: 20.4
- Absence rate %: 5.1
- % of posts vacant: 2.56
- Accidents (responsible): 2,213
- Accidents (not responsible): 1,649
- 3 day injury (staff) + RIDDOR: 60
- Attacks on staff: 370
- £ Charitable giving and investment: 3,250
4.8.3.13 Targets

**Targets**

<table>
<thead>
<tr>
<th>Targets 2003/4</th>
<th>Outcome</th>
<th>Targets 2004/5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduce health &amp; safety plan with targets for vehicle incident, assault and employee incident reduction</td>
<td>Achieved</td>
<td>Reduce Vehicle incidence rate per 100,000 miles. Reduce Passenger incidence rate per 100,000 miles</td>
</tr>
<tr>
<td>Accredited environmental training for Head Office/Garage Depots</td>
<td>Achieved</td>
<td>To introduce a new safety plan</td>
</tr>
<tr>
<td>Review of waste disposal procedures</td>
<td>Achieved in 2 depots</td>
<td>To promote monthly focus on safety in each garage</td>
</tr>
<tr>
<td>Review of oil and fuel storage facilities</td>
<td>Achieved in 2 depots</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>To run an environmental risk identification competition</td>
</tr>
<tr>
<td></td>
<td></td>
<td>To set a strategy to increase recruitment of women</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase proportion of low-floor access vehicles to 60%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Maintain existing low levels of exhaust emissions per passenger journey</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase proportion of fleet fitted with CRT (or equivalent technology) by 5%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase proportion of fleet with Euro II or above engines to 99%</td>
</tr>
</tbody>
</table>
4.8.4 Meteor

Meteor is a leading car park, security and transport provider and is part of the Aviation Division of Go-Ahead. The company positioning within the Aviation Division reflects the main focus of the business - the provision of parking services at airports. Meteor is also increasing its business in the non-aviation sector providing services at railway stations, hospitals and shopping centres. At each airport, Meteor services can include:

- Manage car parks (Usually a mix of mid-stay and long-stay)
- Provide security for the car park
- Transport people to/from airport terminal buildings

In total, Meteor manages over 70,000 parking spaces across 30 sites and is the third largest operator of off street parking in the UK. The company operates under a number of brands including Pink Elephant, EParking and Park One.

A major element of the operations for Meteor is to transport people by bus between car parks and airport terminal buildings. As such, Meteor shares many of the characteristics of the companies within the bus division. For environmental and social reporting purposes, the bus element of Meteor operations is included within the bus division. This report does not include the impacts from managing car parks or the security business, although this will be reviewed for 2004/5.

This report covers the 12 month period to 30th June 2004. See Performance and data for a full picture of the performance of the company.

4.8.4.1 Stakeholder dialogue

The services provided by Meteor form part of a much wider integrated transport solution. Its impacts are a small part of the wider impacts that an airport or a shopping centre may have on the wider community. The company does not have direct contact with local communities.

Senior Management in the company hold regular informal feedback sessions with staff. This provides an opportunity for drivers and supervisors to raise issues and opportunities for operational improvement. The company created the post of Operational Director with a specific remit to undertake site visits and to facilitate sharing of ideas between centres.

4.8.4.2 Statement from the MD

Some progress has been made during the year and we consider that we manage our transport fleet and energy consumption appropriately given our contractual and operating parameters.

During the year we have focused on the people dimension of the business, through the introduction of staff forums, a company-wide newsletter and a charity campaign.

The manager meetings have been well received, providing a forum for communication of new processes, training schemes and business development. All managers are encouraged to conduct regular staff forums.

The Wear it Pink charity collection was enthusiastically undertaken by staff across the country and, apart from its obvious purpose, joined staff together in a spirit of co-operation as well as competition. It has spawned suggestions of other charities and events that Meteor could support, which are appropriate to its business and which help demonstrate an increased level of social awareness at all levels. We therefore expect to take part in more such activity in the coming year.

There continues to be room for improvement in all areas and it is encouraging that as both managers and staff become more aware of the environmental and social responsibilities of the company, there is an increasing willingness to help deliver them. We expect to demonstrate further progress next year.

4.8.4.3 Marketplace

The majority of Meteor services are provided under a franchise, awarded by competitive tender. Franchises might be awarded by an airport operator, a train operating company or management of a shopping centre. The franchise will often stipulate the frequency of bus services where relevant, together with the fees that can be charged for parking services.

Users of our car parks often pay a fee that includes both car parking and transport to and from a location, such as an airport terminal.

Meteor is subject to a range of performance measures such as frequency and reliability of service. Monitoring the performance of the company under the terms of the contract is the main focus of the company. Meteor receives feedback from its contract providers on its performance.

As a car park, security and transport provider, Meteor has a range of impacts. This report mainly focuses on the role of the company as a transport provider linking car parks to airport terminals. In 2003/4, the company:

- carried 4.6 million passengers
- travelled 3.5 million kilometres

As a parking provider, transport provision is only part of the service provided. For Meteor, the key measures are:

- Number of cars parked
- Frequency of bus service

With no reliable method of tracking the number of occupants per car, the number of passengers carried is an estimate rather than an audited figure.

Security is an issue of growing importance across the Group. As such, further consideration will be given next year on developing the reporting for Meteor to better capture its key issues relating to parking and security.

4.8.4.4 Health & Safety

Safety of our passengers, staff and the general public is our first priority. Our Health & Safety Management System covers all our operations.

Our overall aim is to foster a health & safety culture whereby every individual takes personal responsibility for health & safety issues. All our people are encouraged to raise issues and concerns on a day-to-day basis.

Health & safety issues are discussed as part of the regular staff meetings to review issues, initiatives and performance. The company uses internal and external audits to assess performance.

Training is central to the company meeting its health & safety objectives. General training on health & safety issues is a 1 day element in the induction of new staff, while existing staff benefit from a half day of training. A range of health & safety topics are covered including fire & evacuation and manual handling.

See Health & Safety ‘targets 2003/4’ for details of our performance against the commitments made last year and ‘targets 2004/5’ for our targets this year.
There were no physical assaults on staff this year.

There were no health & safety enforcement notices served against the company during 2003/4

**Targets 2003/4**

- Comply with all Health & Safety legislation - Achieved
- Promote Health & Safety issues with all staff - Achieved

**Targets 2004/5**

- Hold workshop on Health & Safety with Site Managers

### 4.8.4.5 Workplace

Meteor employs 685 people in its sites across the country. This section reviews our performance on:
- Staff Turnover and Absenteeism
- Training
- Industrial Relations
- Diversity

#### Staff Turnover and Absenteeism

Two key measures that affect our ability to run services on time are current vacancies and absenteeism rates. They are also a useful indicator on levels of stress and job satisfaction within the workforce.

**The performance for Meteor is:**

- **Staff Turnover:** 32.1%
- **Absence:** 5%
- **Average length of service:** 2 years 6 months

Meteor is a relatively small employer in a highly competitive labour market. Some of its operations run 24 hours. As such, staff retention and recruitment are a challenge for the company. During the year, the company has held a number of recruitment open days to attract new recruits.

**Absence**

Levels of absence are satisfactory for the industry. The main reasons for illness are colds and flu and back pain. Initiatives to reduce back pain are managed under the Health & Safety strategy.

#### Training

Training is important both for new recruits and for refreshing the skills of long-standing employees. During 2003/4, the company spent an average of £100 across all its employees. Of the 449 people benefiting from training, the average spend was over £150.

#### Employee Relations

The company does not recognise a union for collective bargaining purposes. No days were lost due to industrial action during the reporting period.

#### Diversity

The business case for diversity is based on common sense. We can serve our passengers better if our employees live locally and reflect the different groups that use our services.

At Meteor, we collect data relating to the age, gender and ethnicity of our staff.

#### 4.8.4.6 Environment

The bus operations of Meteor can contribute to environmental improvement in a number of ways. The most significant are around local air quality and reducing local and global atmosphere pollution through the release of Greenhouses Gases. We can:

- Minimise our own impact
- Enable a shift from private to public transport through integrated travel

#### Managing Our Own Impact

The key environmental performance measures for Meteor are:
- 96% of buses have Euro II or above engines
- 52% of the fleet are fitted with Continuously Regenerating Trap (CRT)
- Average age of fleet is 4.46 years (Government target is 8 years)
- Overall pass rate for Vehicle and Operator Services Agency (VOSA) Public Service Vehicle inspections of 65.52% (against an industry average of 82.7%)
- Emissions test pass rate for VOSA inspections of 96.56% (against an industry average of 99%)
- Bus Process emissions 3,129 tonnes of CO2

Emissions from our buses have a direct affect on local air quality. Go-Ahead has put environmental improvement at the heart of its business strategy. Meteor has invested in upgrading its fleet reflected in the average age.

During the year, the company has reduced its hydrocarbon and Carbon monoxide emissions.

#### Water

- 3,034m³ of water is used for cleaning purposes and washing buses.

#### Waste

- Waste data is not collected

#### 4.8.4.7 Integrated transport

Meteor is an essential part of the integrated transport jigsaw. It provides the gateway connecting the private car owner to public transport, whether that is at an airport or a Southern railway station. Confidence that a car will be secure when parked at a station is a factor that affects usage of public transport.

Meteor also has a growing security business. A partnership with Southern has seen the introduction of security guards onto train services. Security is a growing issue for both passengers and staff on trains and as such, a security presence on certain train services provides reassurance. As part of the training programme, Meteor provides its security guards with training to handle physical and verbal abuse.

#### 4.8.4.8 Community

Meteor is developing its community policy for its sites with significant numbers of staff. In 2003/4, the company raised funds for the Breast Cancer Campaign by participating in the Wear it Pink day. Over 20 staff raised funds from passengers during the day.

#### 4.8.4.8 Performance and Data

**How is Meteor performing?**

View the associated graphs to see how Meteor has been performing.

<table>
<thead>
<tr>
<th>General</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle kms travelled (million)</td>
<td>3.5</td>
</tr>
<tr>
<td>Passenger journeys (million)</td>
<td>4.6</td>
</tr>
<tr>
<td>Bus Fleet size</td>
<td>78</td>
</tr>
<tr>
<td>% of fleet with Euro II or above engines</td>
<td>96</td>
</tr>
<tr>
<td>% of fleet with CRT</td>
<td>67</td>
</tr>
<tr>
<td>Average age of fleet</td>
<td>4.46</td>
</tr>
<tr>
<td>% of fleet with low floor buses</td>
<td>71</td>
</tr>
</tbody>
</table>
### Environment

- **Site electricity (kWh) (000)**: 2,688.8
- **Fuel use (litres) (000)**: 1,160
- **CO2 site (t)**: 1,156.19
- **CO2 transport (t) (cars and vans)**: 79.12
- **CO2 process (t) (buses, trains)**: 3,198.18
- **CO2 ppj process (kg)**: 0.68
- **VOCs (HC) (t)**: 0.70
- **VOCs (HC) ppj (g)**: 0.15
- **CO (t)**: 2.81
- **CO ppj (g)**: 0.61
- **NOx (t)**: 27.15
- **NOx ppj (g)**: 5.87
- **PM (t)**: 0.18
- **PM ppj (g)**: 0.04
- **Water use (m3)**: 3,034
- **Water use (litres) ppj**: 0.66

### Society

- **Complaints**: N/A
- **Compliments**: N/A
- **Women (number)**: 108
- **Men (number)**: 577
- **Average length of service (years and month)**: 2.5
- **Turnover rate %**: 32.1
- **Absence rate %**: 5
- **% of posts vacant**: 3.15
- **Accidents (responsible)**: 14
- **Accidents (not responsible)**: 33
- **3 day injury (staff) + RIDDOR**: 0
- **Attacks on staff**: N/A
- **£ Charitable giving and investment**: N/A
4.8.4.10 Targets

**Targets**

<table>
<thead>
<tr>
<th>Targets 2003/04</th>
<th>Outcomes</th>
<th>Targets 2004/05</th>
</tr>
</thead>
<tbody>
<tr>
<td>Comply with all Health &amp; Safety legislation</td>
<td>Achieved</td>
<td>Hold workshop on Health &amp; Safety with Site Managers</td>
</tr>
<tr>
<td>Promote Health &amp; Safety issues with all staff</td>
<td>Achieved</td>
<td>Meet to investigate a reporting procedure / measure based on employee numbers</td>
</tr>
<tr>
<td>Reduce number of non service journeys made by vehicles</td>
<td>Not Achieved due to business expansion</td>
<td></td>
</tr>
<tr>
<td>Evaluate a trial of a vehicle tracking system</td>
<td>Evaluated but not trialed as no significant business benefit identified</td>
<td></td>
</tr>
<tr>
<td>Reintroduce company newsletter</td>
<td>Achieved</td>
<td></td>
</tr>
<tr>
<td>Increased staff involvement in the community</td>
<td>Achieved</td>
<td>Develop a new Charity partnership</td>
</tr>
<tr>
<td>Ensure operational staff have the opportunity to be involved in monthly management meetings, promoting two-way communication</td>
<td>Achieved</td>
<td>Maintain existing levels of exhaust emissions per passenger journey</td>
</tr>
</tbody>
</table>
4.8.5 Metrobus

Metrobus operates in parts of Kent, Surrey and South East London serving Orpington, Crawley and Gatwick.

The company operates a fleet of 333 buses and employs nearly 1,100 people. Metrobus is headquartered in Crawley and was acquired by Go-Ahead in 1999. The company has three bus depots in Crawley, Godstone and Orpington.

This report covers the 12-month period to 30th June 2004. Reporting covers all of Metrobus operations. See Performance and data for a full picture of the performance of Metrobus.

4.8.5.1 Stakeholder dialogue

Running a successful bus company requires close involvement with the local community. During the period, we undertook the following programmes:

- **Employees.** The Directors of Metrobus held depot meetings with staff on a wide range of customer service and employment conditions issues. In addition, Metrobus recognises the Transport & General Workers Union (TGWU). Up to 12 union meetings per year are held at our depots with any issues raised referred to the Joint Consultative Committee (JCC).

- **Passengers.** The company has regular liaison meetings with transport groups representing the relevant London Boroughs and County Councils where Metrobus has operations.

- **Local Authorities.** Metrobus has a close relationship with Local Authorities. During the period consultation has covered service specifications, bus design, infrastructure facilities and financial support. Metrobus was one of the founding partners in the Fastway project.

4.8.5.2 Statement from the MD

Metrobus understands it has both a social and ethical responsibility towards the environment and is currently working closely with the Group Environmental Projects Manager to ensure a thorough environmental audit of all its sites is completed. The company intends to incorporate the recommendations from the subsequent report to ensure best practice can be sought.

The company recognises the importance of providing reliable, quality and affordable services that satisfy the aspirations of its passengers. The company will continue to strive towards achieving this whilst also aiming to ensure the detrimental effect on the environment is minimised.

4.8.5.3 Marketplace

All bus operations, except those in the greater London area are deregulated. Metrobus operates a mix of services. Its services in London are regulated and provided under contract for Transport for London (TfL). The rest of its services are deregulated which means that Metrobus sets the timetable in consultation with local stakeholders. In 2003/4, the company:

- carried 39.42 million passengers
- travelled 26.8 million kilometres
- operated 98.73% of scheduled kilometres

4.8.5.4 Customer Service

In addition to the feedback methods described under the Stakeholder dialogue section, the company also monitors complaints at Head Office as well as getting feedback from the Group run mystery traveller programme. These show that the most important issues for passengers are:

- customer handling skills of drivers
- driving standards
- reliability of services - cancelled services or buses failing to stop.

At 98.73%, Metrobus fell short of the industry average of 99.5% of scheduled kilometres operated. The main reasons for cancelled or delayed services are traffic congestion, vehicle breakdowns, staffing shortages and traffic congestion. This is particularly the case in the town centre of Crawley as there has been significant construction road works in preparing for the Fastway bus service.

4.8.5.5 Accessibility

Increasing access to public transport is a goal common to all Go-Ahead bus division companies. A particular focus for Metrobus has been the opportunities presented by the Fastway project.

In February 2002, Metrobus invited potential Fastway passengers to give their views on the choice of vehicle for Fastway. This feedback helped Metrobus decide on the best possible vehicle for the Fastway fleet with easy access coming through as an important priority. The vehicle selected has:

- low-floor, level boarding for ease of access
- space for wheelchairs and pushchairs
- a centre exit to reduce dwell times at stops, and improve access for wheelchair users
- easy to read illuminated electronic destination displays on the front, side and rear of the buses

Metrobus has prioritised increasing the proportion of low floor buses that meet the Disabled Persons Transport Action Committee requirement for wheelchair access. 80% (268) of the company fleet is made up of low floor buses, 248 of which have ramps.

Metrobus worked closely with relevant Local Authorities and Gatwick airport to plan a programme to install raised kerbs and to improve access to bus stops when getting on and off the bus. Also, see Affordability for the Metrobus half fare pass for people with disabilities.

4.8.5.6 Affordability

Metrobus participates in a range of schemes to encourage bus usage.

Freedom passes are valid for free or reduced rate travel on services run on behalf of Transport for London and on other routes operated by the company. Freedom passes are available for elderly and disabled passengers. Metrobus also offers half fare pass for disabled in conjunction with Local Authorities.

Metrobus offers a range of season tickets known as Metroriders - they are available weekly, monthly or annually and offer discounted travel on services within particular areas that Metrobus operates.

4.8.5.7 Health & Safety

Safety of our passengers, staff and the general public is our first priority. The Metrobus Health & Safety Management System covers all of our operations. Managers, supervisors and drivers are encouraged to raise issues and concerns on a day-to-day basis. In addition, we have regular meetings at our depots to review health & safety issues and performance. Health & safety forms an agenda item from management meetings all the way through to board meetings.

This year, Metrobus has introduced internal health & safety performance targets for our managers.

Training is central to the company meeting its health & safety objectives. General training on health & safety issues is a major element in the induction of new staff. The company offers health & safety courses run by IOSH (the professional body for safety and health practitioners), on First Aid and fire.
here were 39 physical assaults on staff this year, representing 1 incident for every million passenger journeys. This represents an increase over 2002/3.

There were no health & safety enforcement notices served against the company during the reporting period.

### 4.8.5.8 Workplace

Metrobus employs just under 1,100 people. Performance measures that are important to us and our stakeholders are:

- Staff Turnover and Absenteeism
- Training
- Industrial Relations
- Diversity

#### Staff Turnover and Absence

Two key measures that affect our ability to run services on time are current vacancies and absenteeism levels. They are also a useful indicator on levels of stress and job satisfaction within the workforce.

- **The performance for Metrobus is:**
  - **Staff Turnover:** 21.7%
  - **Absence:** 7.9%
  - **Average length of service:** 2 years 4 months

Attraction and retention of staff is a challenging issue for Metrobus. There is considerable local competition for with Gatwick airport a major local employer. Our staff report that the main attractions for working for Metrobus are being part of a successful expanding company, the autonomy, competitive pay and flexible working practices. The main negative aspects are unsocialable hours of work, stress associated with driving in congested areas and a perception that the industry is relatively poorly paid.

Metrobus undertook a recruitment drive this year.

Levels of absence are an area that Metrobus is looking to reduce. The main reasons for illness are sickness, lower back pain and stress. Initiatives to reduce lower back pain and stress are managed under the Health & Safety strategy. Metrobus introduced new policies on long-term absence in 2002/3 following consultation on these with the TGWU. The company reviews patterns of absence and is building its understanding of this issue. A key problem for all bus companies is that there is no "light" alternative to being a bus driver in order to ease the return to work.

#### Training

Training is vitally important, whether this is for new recruits or refreshing the skills of longstanding employees. During 2003/4, the company spent an average of £2,450 per employee, benefiting 400 people.

#### Employee Relations

Metrobus recognises the Transport & General Workers Union (TGWU). Just under 60% of our employees are members of the union. See our section on Stakeholder dialogue to review how the company works with the TGWU.

#### Diversity

The business case for diversity is based on common sense. We can serve our passengers better if our employees live locally and reflect the different groups that use our services. Metrobus operates in a highly competitive employment market and as such we need to recruit from the widest possible pool of prospective employees. To date we have had only limited success in attracting women into this field of employment, with females representing less than 7% of our new recruits last year.

At Metrobus, we monitor data relating to the age, ethnicity and gender of our staff.

### 4.8.5.9 Environment

 Metrobus can contribute to environmental improvement by minimising our own impact and enabling a shift from private to public transport through integrated travel. Reducing local and global atmosphere pollution through minimising the release of Greenhouses Gases improves air quality.

The key environmental performance measures for Metrobus are:

- 87% of buses have Euro II or above engines
- 42% of buses have a Continuously Regenerating Trap (CRT) fitted
- Average age of fleet is 3.9 years (Government target is 8 years)
- Overall pass rate for Vehicle and Operator Services Agency (VOSA) Public Service Vehicle inspections of 97.54% (against an industry average of 82.7%)
- Emissions test pass rate for VOSA inspections of 99.65% (against an industry average of 99%)
- Process emissions 21,912 tonnes of CO2

Emissions from our buses affect local air quality in the communities where we operate services as well as playing a role in Climate Change. Go-Ahead has put environmental improvement at the heart of its business strategy. Metrobus has responded positively to this challenge and invested in upgrading its fleet. The results have been beneficial for our environmental performance. See our performance table for the full picture of the Metrobus achievements, but highlights include:

- Overall process emissions (CO2) down 15% on last year despite an 8% increase in the size of the Metrobus fleet
- Nitrogen Oxide (NOx) emissions down 22%
- Hydrocarbons (HC) released, down 56%

Metrobus has completed its current phase of expansion and is not expecting any significant change in performance.

#### Water

- 15,828m3 of water was used by Metrobus. A significant use of water for Metrobus is to clean the buses. Cleaning water is recycled at the Orpington depot.

#### Waste

- 366 tonnes of which 28 tonnes is recycled. The main waste recycled is mixed waste and specialist waste. The recycle rate is likely to underestimate actual levels achieved as responsibility is managed by a third party contractor.

### 4.8.5.10 Integrated transport

Metrobus operates in South East London, West Sussex, Surrey and Kent. As such, Metrobus works closely with Southern (a sister Go-Ahead company) which provides rail services to the area. Metrobus timetables are set to maintain connections between buses and trains, particularly for the low frequency services.

Metrobus area of operation is complementary to those of Brighton & Hove and London General and London Central. As such, the company works with these companies where opportunities present themselves.

The main feature of the Metrobus operating area is the presence of Gatwick airport. Gatwick is both a major employer and a transport hub of national importance. Through the Fastway project, Metrobus has developed one of the most innovative new bus services in the UK providing 24 hour connections between the Airport and local rail services.
4.8.5.11 Community
We describe in the section on stakeholders some of the ways that we work with our communities to improve the provision of services in our areas of operation. Two areas are a particular focus for us:
• Integrated Transport
• Community Participation

Community Participation
Metrobus is active in helping shape the transport needs of the local community. See the section on Stakeholder dialogue for more information.

4.8.5.12 Performance and Data
How is Metrobus performing?

View the associated graphs to see how Metrobus has been performing.

<table>
<thead>
<tr>
<th>General</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle kms travelled (million)</td>
<td>26.80</td>
</tr>
<tr>
<td>Passenger journeys (million)</td>
<td>39.42</td>
</tr>
<tr>
<td>Bus Fleet size</td>
<td>333</td>
</tr>
<tr>
<td>% of fleet with Euro II or above engines</td>
<td>87</td>
</tr>
<tr>
<td>% of fleet with CRT</td>
<td>42</td>
</tr>
<tr>
<td>Average age of fleet</td>
<td>3.90</td>
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<tr>
<td>% of fleet with low floor buses</td>
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<table>
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<tr>
<th>Environment</th>
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<tbody>
<tr>
<td>Site electricity (kWh) (000)</td>
<td>478</td>
</tr>
<tr>
<td>Site gas (kWh) (000)</td>
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<tr>
<td>Fuel use (litres) (000)</td>
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<tr>
<td>CO2 site (t)</td>
<td>625</td>
</tr>
<tr>
<td>CO2 transport (t) (cars and vans)</td>
<td>198.85</td>
</tr>
<tr>
<td>CO2 process (t) (buses, trains)</td>
<td>21,912.60</td>
</tr>
<tr>
<td>CO2 ppj process (kg)</td>
<td>0.56</td>
</tr>
<tr>
<td>VOCs (HC) (t)</td>
<td>10.99</td>
</tr>
<tr>
<td>VOCs (HC) ppj (g)</td>
<td>0.28</td>
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<tr>
<td>CO (t)</td>
<td>29.17</td>
</tr>
<tr>
<td>CO ppj (g)</td>
<td>0.74</td>
</tr>
<tr>
<td>NOx (t)</td>
<td>197.30</td>
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<tr>
<td>NOx ppj (g)</td>
<td>5.01</td>
</tr>
<tr>
<td>PM (t)</td>
<td>3.05</td>
</tr>
<tr>
<td>PM ppj (g)</td>
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<tr>
<td>Water use (m3)</td>
<td>15,828</td>
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<td>Water use (litres) ppj</td>
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<td>Waste (t)</td>
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<td>Waste (g) ppj</td>
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<tr>
<td>Recycled (t)</td>
<td>27.91</td>
</tr>
<tr>
<td>Vehicles reused and recycled</td>
<td>55</td>
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<table>
<thead>
<tr>
<th>Society</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled km operated (buses), services on time (trains) %</td>
<td>98.73</td>
</tr>
<tr>
<td>Complaints</td>
<td>1,084</td>
</tr>
<tr>
<td>Compliments</td>
<td>72</td>
</tr>
<tr>
<td>Women (number)</td>
<td>94</td>
</tr>
<tr>
<td>Men (number)</td>
<td>1,003</td>
</tr>
<tr>
<td>Average length of service (years and month)</td>
<td>2.4</td>
</tr>
<tr>
<td>Turnover rate %</td>
<td>21.7</td>
</tr>
<tr>
<td>Absence rate %</td>
<td>7.9</td>
</tr>
<tr>
<td>% of posts vacant</td>
<td>5.1</td>
</tr>
<tr>
<td>Accidents (responsible)</td>
<td>286</td>
</tr>
<tr>
<td>Accidents (not responsible)</td>
<td>571</td>
</tr>
<tr>
<td>3 day injury (staff) + RIDOR</td>
<td>16</td>
</tr>
<tr>
<td>Attacks on staff</td>
<td>67</td>
</tr>
<tr>
<td>Charitable giving and investment</td>
<td>N/A</td>
</tr>
</tbody>
</table>

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![Graphs and tables showing performance data]
## 4.8.5.13 Targets

### Targets

<table>
<thead>
<tr>
<th>Targets 2003/4</th>
<th>Outcome</th>
<th>Targets 2004/5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce vehicle accidents compared with 2002/3</td>
<td>Not Achieved</td>
<td>Reduce incidents based on following performance targets:</td>
</tr>
<tr>
<td>Reduce health &amp; safety incidents</td>
<td>Not Achieved</td>
<td>• 0.44 accidents per million passenger journeys</td>
</tr>
<tr>
<td>Introduce measurable benchmarks on health and</td>
<td>Achieved</td>
<td>• 0.13 assaults per million passenger journeys</td>
</tr>
<tr>
<td>safety performance</td>
<td></td>
<td>• 2.6 RIDDOR per 1000 employees</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 55 Road Traffic Accidents per million miles</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 14 passenger injuries per million miles</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 2 non passenger injuries per million miles</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• 19 events of serious vandalism per million miles</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase proportion of low-floor access vehicles to 65%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Reduce air pollution caused by company vehicles (per passenger journey) by: 10% for Hydrocarbon, 3% for Carbon Monoxide, 12% for Particulate Matter</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase proportion of fleet fitted with CRT (or equivalent technology) to exceed 45%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Increase proportion of fleet with Euro II or above engines to 90%</td>
</tr>
</tbody>
</table>
4.8.6 Oxford Bus Company

The Oxford Bus Company operates a fleet of 164 buses and coaches and runs a variety of services in and around Oxford as well as express coach services:
- Local Bus: an intensive network of local bus routes in Oxford and the surrounding areas of Kidlington, Abingdon and Didcot
- Park & Ride bus connections between the city centre and each of the five Park & Ride sites around the edge of Oxford
- Oxford to Heathrow and Gatwick airports
- Oxford express, a frequent, high quality coach service from Oxford to central London

With over 550 employees, the Oxford Bus Company is one of the largest employers in the City. The company is headquartered in Oxford and was acquired by Go-Ahead in 1994. The company operated from a single site in Cowley Road and moved to a new purpose-built depot on the Oxford ringroad in September 2004. The company also has a rest room for its drivers in the centre of the city.

This report covers the 12 month period to 30th June 2004. Reporting covers 100% of the company operations. See Performance and data for a full picture of the performance of Oxford Bus Company.

4.8.6.1 Stakeholder dialogue

Listening to people is central to informing and shaping the strategy across the Oxford's operations. Stakeholders can provide ideas, support, challenge established thinking and raise dilemmas. Ultimately, it is by listening to and responding to stakeholders that our companies will be accepted within our local communities. The Oxford Bus Company is a pioneer among the Group in developing new methods of consulting local communities. It was Oxford Bus Company that first introduced the concept of the Stakeholder Board, a model adopted elsewhere within Go-Ahead and by other companies in the sector.

CASE STUDY: The OBC Stakeholder Board

The Stakeholder Board brings together a wide variety of people, each of whom has an interest in the Oxford Bus Company and/or the manner in which it conducts its business.

The aim of the Stakeholder Board is to improve the company's understanding of, and responsiveness to, the needs of customers, employees and members of the wider community. It is made up of employees, passengers and representatives from large employers, and meets every two months.

The Board monitors company activity and makes suggestions as to how services can be improved. It can also be asked by the company to give opinions on various issues that may affect the company's business. By having a wide range of interests available in a single forum, issues can be fully debated and the combination of views expressed results in better decision making.

During 2003/4, the main ways that Oxford gained feedback from its stakeholders are as follows:
- Employees. The Directors of Oxford Bus Company hold monthly sessions with senior drivers, with a separate monthly session for supervisors, to get feedback on a wide range of customer service and employment condition issues. In addition, the company recognises the Transport & General Workers Union (TGWU). Regular meetings are held with company management to discuss strategy and future opportunities, as well as employment conditions.
- Passengers. In addition to the Stakeholder Board, Oxford has an active branch of the National Federation of Bus Users (NFBU). The company meets with the NFBU Committee on a quarterly basis to discuss service issues and once a year holds a passenger forum.
- Local Authorities. The Oxford Bus Company has built strong links with both the City and the County Council. The relationship has been built on the Bus Quality Partnership in central Oxford. Both authorities promote a pro-public transport policy and have introduced traffic management measures which give buses priority in the urban area. Working together, we have achieved a remarkable result - 44% of people travelling to and from central Oxford use buses. The Oxford Bus Company is working with Oxfordshire County Council on piloting real-time displays at bus stops on the bus service in the Banbury Road area of the city. The company is also a stakeholder in the Local Transport Forum run by the Local Authority, as well as holding the position of Deputy Chair of a company seeking to develop a guided busway in the Oxford area.
- Non-Governmental Organisations. People travelling into and around the City of Oxford are the core business for the company. Consequently the Oxford Bus Company has taken an active role in OX1 (Oxford City Centre Management Company) supporting its aim of making central Oxford better for business and visitors. Similarly, the company Managing Director is Chair of the Chamber of Commerce Transport Group.
- Business Community. The Oxford Bus Company is a member of the Bank of England Oxfordshire Panel which meets quarterly to share good practice relating to local ethnic minority employment. We are also active in the Confederation of Passenger Transport, the industry trade association where our Commercial Director sits on the Journey Solutions committee.
- Other. The Oxford Bus Company is a member of the Bank of England Oxfordshire Panel which meets quarterly to take the temperature of the local economy.

4.8.6.2 Statement from the MD

Oxford Bus Company takes its responsibility to the community very seriously - both its customers and those upon whom its business impacts.

We continue to offer a comprehensive network of services in and around Oxford, for 364 days each year. We work with local authorities to achieve modal shift away from private cars towards more environmentally friendly modes. In the area of vehicle emissions, we have led the bus industry in the installation of Continuous Regenerating Traps (CRT) and we hope to complete this project in 2005, to the benefit of Oxford and its inhabitants.

Our Stakeholder Board goes from strength to strength, providing us with advice on which to base our business decisions, and ensuring that we implement and maintain our ambitious social responsibility agenda.

4.8.6.3 Marketplace

Bus services outside London operate in a deregulated market. This means that once a company has an Operator’s Licence, it can register any route and operate it on a commercial basis. If a local authority believes that a social need is not being met by commercial services, then it can offer a contract to run such services, awarded by competitive tender.

The vast majority of the services run by the Oxford Bus Company are commercial. The company receives subsidy payments from Oxfordshire County Council relating to the operation of services for less than 2% of our network.

The Oxford Bus Company provides around half of the bus services in the Oxford area. In 2003/4, the company:
- carried 19.36 million passengers
- travelled 15.08 million kilometres
- operated 98.96% of scheduled kilometres
4.8.6.4 Customer Service
In addition to the feedback methods described under the Stakeholder dialogue section, the company also monitors complaints at Head Office. These show that the most important issues for passengers are:
• Driver attitude
• Driving standards
• Service reliability

The main reasons for cancelled or delayed services are traffic congestion, vehicle breakdowns and staffing shortages.

The Oxford Bus Company introduced new engineering procedures and training for front-line and supervisory staff to reduce incidence of vehicle breakdowns.

4.8.6.5 Accessibility
Making it as easy as possible for people to use our buses is a priority for us. As a company, the area that is under our direct control is enhancing the accessibility of our fleet of buses. A key criterion is increasing the proportion of low floor buses that meet the Disabled Persons Transport Action Committee requirement for wheelchair access. The company currently has 68 low floor buses, all of which have ramps.

A low floor bus is only part of the solution for getting on and off a bus. A common problem is that existing bus stops have not been designed to make it easy for wheelchair users or parents with buggies. The Oxford Bus Company works closely with the City and County Councils to help solve this problem. For example, as part of the Premium Routes Network in the County, Oxfordshire County Council is to invest in ramps and is installing raised kerbs at bus stops to assist boarding and alighting from vehicles.

4.8.6.6 Affordability
The Oxford Bus Company offers a range of value-for-money fares. In addition to the single and return fares offered by the driver, there is a wide range of fare deals for the frequent and not-so-frequent customer. In 2004, The Oxford Bus Company is changing its ticketing system. A new ‘smartcard’ system will offer a new dimension to the way that passengers pay for bus travel.

4.8.6.7 Health & Safety
Safety of our passengers, staff and the general public is our first priority. Our Health & Safety Management System covers all our operations.

Our overall aim is to foster a health & safety culture whereby every employee takes personal responsibility for health & safety issues. Managers, supervisors and drivers are encouraged to raise issues and concerns on a day-to-day basis.

Health & safety issues are discussed as part of the monthly meetings with senior drivers and supervisors to review issues, initiatives and performance. They are also discussed and reviewed with Trade Union representatives and health & safety is one of the first items discussed at board meetings.

Training is central to the company meeting its health & safety objectives. General training on health & safety issues is a major two day element in the induction of new staff. The company offers courses in First Aid, Fire Marshal Training and provides access to specialist training for engineering staff likely to be involved with hazardous substances as well as specialist health & safety training. On average, every employee benefits from one day of training relating to health & safety each year.

A major initiative for the Oxford Bus Company is the Digital CCTV initiative improving both bus and passenger safety.

There were 16 physical assaults on staff this year, representing 0.82 incidents for every million passenger journeys. This represents an increase over 2002/3.

There were no health & safety enforcement notices served against the company during 2003/4.

View our Targets section for information on our health & safety performance. Health & safety objectives are to continue to raise employee health & safety awareness through training, plan health & safety requirements for planned relocation to Watlington Road and continued installation of CCTV on vehicles.

CASE STUDY: Digital CCTV
When passengers ride with us they expect to travel safely. Our drivers and passengers do not expect to be intimidated by the behaviour of other passengers. CCTV is an active deterrent that helps improve the travelling experience. On-bus signage highlighting that there is Digital CCTV on board has had a positive effect on passenger behaviour and gives a greater sense of security for drivers and customers. In the event of a motor accident or a personal injury claim, Digital CCTV helps identify responsibility which leads to quick settlement of claims. It also helps deter spurious personal injury claims.

How it works
Onboard digital CCTV recorders are replacing the old-fashioned video analogue system. Each recorder has a removable hard drive that can store up to 3 weeks of activity recording simultaneously through cameras (6 or 7 on single deckers, 9 on double deckers) capturing the vehicle on the move. Once an incident has been reported the hard drive from that vehicle is interrogated and appropriate files are then burned to a CD.

With cameras recording the road ahead, front and rear passengers sections, all doors and the near and off sides of the moving vehicle it is possible to see clearly the circumstances of a particular incident. Virtually the whole fleet is now equipped with this system. The CCTV team have analysed over 900 incidents since Oxford Bus Company initiated the programme.

Value to the business and the community
Digital CCTV represents a significant investment for the company and is unique in Oxford to the Oxford Bus Company. CCTV brings many benefits, helping passengers by acting as an active deterrent against inappropriate behaviour. This has fed through into a reduced number of incidents.

CCTV has become a useful aid to recruitment and the retention of staff. Drivers feel safer and are confident that if an incident does occur liability can be established and individuals identified. Prosecutions are pursued on the basis of CCTV evidence with results/sentences fed back to staff through newsletters.

Police have welcomed the system and the willingness to share information. CCTV footage is a useful tool for the Thames Valley Police in identifying and prosecuting criminals and tackling anti-social behaviour.

How can it be used elsewhere?
Oxford Bus has developed servicing and administrative experience that can be shared across Go-Ahead bus operations.
4.8.6.8 Workplace
The Oxford Bus Company employs around 550 people and is one of the largest private sector employers in the City. Customer feedback has shown that driver attitude has a direct influence on how our passengers view our services and so the training and retention of, and communication with, staff are significant issues. The measures that are important to us and our stakeholders are:
- Staff Turnover and Absenteeism
- Training
- Industrial Relations
- Diversity

Staff Turnover and Absenteeism
Two key measures that affect our ability to run services on time are current vacancies and absenteeism levels. They are also a useful indicator on levels of stress and job satisfaction within the workforce. The performance for the Oxford Bus Company is:
- Staff Turnover: 26.5%
- Absentee: 6.1%
- Average length of service: 6 years 10 months

Attraction and retention of staff is a challenging issue for the company. There is considerable local competition for employees from the car industry and the public sector. Our staff report that the company offers competitive rates of pay, they enjoy driving and providing a service for people.

Absenteeism
Absenteeism levels are satisfactory for the industry. The main reasons for illness are lower back pain and other musculoskeletal problems. Initiatives to reduce these are managed under the Health & Safety strategy.

Training
Training is vitally important, whether for new recruits or refreshing the skills of longstanding employees. During 2003/4, the company spent an average of £342 per employee on training benefiting 293 people. This spend includes external training and the operating costs of the in-house training school.

Employee Relations
The Oxford Bus Company recognises the Transport and General Workers Union (TGWU) for collective bargaining purposes. Around 61% of our employees are members of the union. See our section on Stakeholder dialogue to review how the company works with the TGWU. No days were lost due to industrial action during the reporting period.

Diversity
The business case for diversity is based on common sense. We can serve our passengers better if our employees live locally and reflect the different groups that use our services.

At Oxford Bus Company, we collect data relating to the age, gender and ethnicity of our staff. A particular focus for the company has been to better reflect the mix of local ethnic minority groups within our workforce. We are an active member of the Oxfordshire Employers Race Equality Network and this focus is proving successful. In 2003/4, 19% of all new recruits taken-on by the Oxford Bus Company were non-white. This compares to 13%* for the population of Oxford and 11% for the Oxford Bus Company.

*National Statistics Census 2001

4.8.6.9 Environment
The Oxford Bus Company can contribute to environmental improvement in a number of ways. The most significant are around local air quality and reducing local and global atmosphere pollution through the release of Greenhouses Gases. A company such as Oxford Bus Company can contribute in two main ways:
- Minimising our own impact
- Enabling a shift from private to public transport through integrated travel

Our Own Impact
The key environmental performance measures for Oxford Bus Company are:
- 88% of buses have Euro II or above engines
- 68% of the fleet are fitted with Continuously Regenerating Trap (CRT)
- Average age of fleet is 5.32 years (Government target is 8 years)
- Overall pass rate for Vehicle and Operator Services Agency (VOSA) Public Service Vehicle inspections of 97.8% (against an industry average of 82.7%)
- Emissions test pass rate for VOSA inspections of 100% (against an industry average of 99%)
- Process emissions 13,433 tonnes of CO2

Emissions from our buses have a direct affect on local air quality. Go-Ahead has put environmental improvement at the heart of its business strategy and the Oxford Bus Company has responded enthusiastically to this challenge.

The company has again significantly reduced all its emissions in absolute terms and per passenger journey. The company has found that the use of CRTs on the fleet plays a particularly important role in reducing emissions. Oxford Bus Company already has the second highest percentage of the fleet with CRT fitted and has an objective to continue with the installation programme this year.

This will continue to produce reduced process emissions next year.

Water
- 24,778m3 of water was used. Much of this was used for cleaning purposes and washing of buses.

Waste
- 144.4 tonnes of which 44.3 tonnes is recycled. The main waste recycled is tyres, aluminium and scrap metal and batteries. The Oxford Bus Company has arrangements in place for the safe removal of the small volumes of chemical waste produced by its operations.

4.8.6.10 Integrated transport
Our consultation with existing and potential bus users has shown that making it easy and simple to transfer from one form of public transport to another is an important factor in encouraging people to use public transport. The Oxford Bus Company has been pioneering in offering a range of services.

For example, the Oxford Bus offers a family of integrated travel cards which are available for purchase from bus drivers. The magnetic cards can be used in certain applications on the services of other bus operators (“Plus+Pax”) or as part of a multi-modal “Travelcard” involving rail travel and London Underground. This means it is possible to travel from the centre of Oxford to the centre of London on a single ticket.

In recognition of the company expertise in this area developed over the many years that the scheme has been offered, the Oxford Bus Commercial Director is currently working on the industry-wide “Journey Solutions” initiative to bring this type of product to other companies.
The company also operates the Oxford express service, a frequent, high quality coach service from central Oxford to central London calling at a number of stops in Oxford, including the Thornhill park & ride, and provides connections to most London Underground routes by calling at the stations of Hillingdon, Baker Street, Marble Arch and Victoria.

Finally, the Oxford Bus Company runs the Park & Ride service for Oxford. This initiative is designed to reduce congestion in the City Centre. For more information visit the website at www.parkandride.net/oxford/html/oxford_frameset.html.

4.8.6.11 Community
We describe in the section on Stakeholders some of the ways that we work with our communities to improve the provision of services in our areas of operation.

The Oxford Bus Company values its position in the community. We recognise the hard work of many local charities and organisations. We help them through:
• Sponsoring events including charity football matches and free travel to and from events.
• We support the fundraising efforts of the Oxford Children’s Hospital through offering Explorer Tickets as raffle prizes.

4.8.6.12 Performance and Data
How is the Oxford Bus Company performing?

View the associated graphs to see how the Oxford Bus Company has been performing.

<table>
<thead>
<tr>
<th>Environment</th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Site electricity (kWh) (000)</td>
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<tr>
<td>CO2 process (t) (buses, trains)</td>
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<td>CO2 ppj process (kg)</td>
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<tr>
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<td>PM ppj (g)</td>
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<tr>
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<td>1,258</td>
</tr>
<tr>
<td>Compliments</td>
<td>108</td>
</tr>
<tr>
<td>Women (number)</td>
<td>52</td>
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<tr>
<td>Men (number)</td>
<td>502</td>
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<tr>
<td>Average length of service (years and month)</td>
<td>6.9</td>
</tr>
<tr>
<td>Turnover rate %</td>
<td>26.5</td>
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<tr>
<td>Absence rate %</td>
<td>6.1</td>
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<td>% of posts vacant</td>
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<tr>
<td>Accidents (responsible)</td>
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<td>Accidents (not responsible)</td>
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<td>3 day injury (staff) + RIDDOR</td>
<td>23</td>
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<tr>
<td>Attacks on staff</td>
<td>19</td>
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<tr>
<td>£ Charitable giving and investment</td>
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<table>
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<td>Passenger journeys (million)</td>
<td>73.59</td>
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<td>Bus Fleet size</td>
<td>757</td>
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<tr>
<td>% of fleet with Euro II or above engines</td>
<td>67</td>
</tr>
<tr>
<td>% of fleet with CRT</td>
<td>44</td>
</tr>
<tr>
<td>Average age of fleet</td>
<td>6.63</td>
</tr>
<tr>
<td>% of fleet with low floor buses</td>
<td>55</td>
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</table>
4.8.6.13 Targets

Targets

<table>
<thead>
<tr>
<th>2003/4</th>
<th>Outcome</th>
<th>2004/5</th>
</tr>
</thead>
<tbody>
<tr>
<td>To continue to develop work with Oxfordshire Employees Race Equality Network</td>
<td>Ongoing</td>
<td>To continue to develop work with Oxfordshire Employees Race Equality Network</td>
</tr>
<tr>
<td>To continue to work on integrated transport initiatives</td>
<td>Ongoing</td>
<td>To continue to work on integrated transport initiatives</td>
</tr>
<tr>
<td>Undertake advanced training for senior managers on health &amp; safety</td>
<td>Partly Achieved</td>
<td>Complete advanced training for senior managers on health &amp; safety</td>
</tr>
<tr>
<td>Undertake advanced training for tram drivers on manual handling</td>
<td>Achieved</td>
<td>Raise employee Health &amp; Safety awareness</td>
</tr>
<tr>
<td>Retrofit 90% of the fleet with CRT</td>
<td>Up 8%</td>
<td>Achieve 90% target for CRTs (or equate to technology) by 2007/8</td>
</tr>
<tr>
<td>Plan Health &amp; Safety requirements for planned relocation to Wellesley Road</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Installation of CCTV on 100% of fleet</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trial Selective Catalytic Reducer and impact in reducing emissions of Nitrogen Oxide</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maintain existing levels of exhaust emissions</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.8.7 Wilts & Dorset

Wilts & Dorset Bus Company Limited (Wilts & Dorset) operates in Dorset, Wiltshire and South West Hampshire serving the local conurbations of Bournemouth, Poole and Salisbury as well as running longer distance routes throughout surrounding areas.

The company operates a fleet of 365 buses and employs over 700 people. The company is headquartered in Poole and was acquired by Go-Ahead in August 2003.

This report covers the 12 month period to 30th June 2004. Reporting covers around 85% of the company operations. Data for Tourist Coaches Limited and Damory Coaches is not included. See Performance and data for a full picture of the performance of the company.

Under Go-Ahead ownership, Wilts & Dorset is planning an investment programme in its fleet to raise standards of accessibility and environmental performance to levels comparable to the rest of the Group. Wilts & Dorset has developed some interesting partnerships to help tackle anti-social behaviour on its services. This experience will prove useful to other operating companies within the Group.

4.8.7.1 Stakeholder dialogue

Listening to people is central to informing and shaping our strategy for the Wilts & Dorset bus company. Stakeholders can provide ideas, support, challenge established thinking and raise dilemmas. Ultimately, it is by listening to and responding to stakeholders that we will be accepted within our local communities. During 2003/4, we undertook the following programmes:

- **Employees.** The Directors of Wilts & Dorset held “feed in” sessions with staff on a wide range of customer service and employment conditions issues. In addition, the company recognises the National Union of Rail, Maritime and Transport Workers (RMT) union. Up to 3 union meetings per year are held at our locations with any issues referred to the Central Negotiating Committee (CNC). The company management has two “Policy Review” meetings each year with union representatives to discuss strategy and future opportunities.

- **Passengers.** The company held a “passenger surgery” in Bournemouth during the period to discuss service performance. This will be repeated in other communities during the coming year. This is in addition to transport access groups convened by local authorities.

- **Local Authorities.** Wilts & Dorset has strong links with local authorities. The company is represented on a number of transport forums and access groups run by local authorities. Priorities vary, but issues discussed include raised kerbs, transport facilities at hospitals and bus shelter improvements. Typically, such groups meet quarterly. Wilts & Dorset is a partner with Poole Borough Council and Wiltshire County Council on a steering group looking to introduce real-time bus services in Poole and Salisbury. Stage one in Poole was introduced into the Canford Heath area in August 2003. More widely, the District Manager is a member of the Poole Business Forum, a group set up by the Poole District Council to get business input into Council policies.

- **Non-Governmental Organisations.** The World Heritage Transport Group is seeking to address and improve accessibility of the Dorset Coastline between Swanage and Lyme Regis. Public transport is seen as important to alleviate pressure on the local roads. Wilts & Dorset, along with First Group, are involved in the group with a range of initiatives under consideration including information kiosks and park & ride facilities.

4.8.7.2 Statement from the MD

Wilts & Dorset is in its first year as part of the Go-Ahead Group and as such, its performance does not meet the environmental and social standards set by the group across all areas of operation.

The responses indicate a high degree of responsibility on the part of the Company in its relations with its employees, its customers and the public at large. In certain areas where data is lacking there is no evidence of unacceptable practice, but we do need to improve our monitoring procedures. We have, however, tried to respond to the challenge as far as current management systems, experience and expertise permit. The exercise has been of great value, both in prompting the companies in the Wilts & Dorset Group to take an in-depth look at our performance and in identifying those areas where we need to improve our reporting procedures.

4.8.7.3 Marketplace

All bus operations, except those in the greater London area, are deregulated. This means that Wilts & Dorset is able to directly respond to market need by providing bus services in the communities where it has operations.

Wilts & Dorset is the largest provider of bus services in the areas of Dorset, Wiltshire and South West Hampshire. In 2003/4, the company:

- carried 16.69 million passengers
- travelled 21.72 million kilometres
- operated 99.7% of scheduled kilometres

4.8.7.4 Customer Service

In addition to the feedback methods described under the Stakeholder dialogue section, the company also monitors complaints at Head Office. These show that the most important issues for passengers are:

- friendliness of drivers
- cancelled services or buses failing to stop

Wilts & Dorset already exceeds the industry average of 99.5% of scheduled kilometres operated. The main reasons for cancelled or delayed services are traffic congestion, vehicle breakdowns and staffing shortages. The company is responding with the following additional initiatives to further improve performance:

1. Studying individual routes to examine opportunities to amend driver duties to reduce the impact of late running on one journey causing delays on subsequent operations.
2. Simplification of the fares system and introduction of multi-journey “Rider” tickets to minimise delays caused by cash processing/ change giving.
3. Ongoing progress to implement real time and satellite tracking technology in Poole and Salisbury for more accurate monitoring of journeys.
4. All major service changes to include a more detailed study of traffic conditions, with extra running time added where needed.

4.8.7.5 Accessibility

Widening access to public transport is a Wilts & Dorset goal. The company is investing in enhancing its fleet. A key criterion is increasing the proportion of low floor buses that meet the Disabled Persons Transport Action Committee requirement for wheelchair access and the company currently has 133 low floor buses, 97 of which have ramps.

In addition to the bus fleet, the company works with relevant Local Authorities in Bournemouth and Poole to install raised kerbs at bus stops to ease access from the pavement to the bus.
4.8.7.6 Affordability
Wilts & Dorset operates a range of tickets to encourage usage. In November, the company introduced its off peak and regular user tickets:
- **Dayrider** - for £3 passengers can travel anywhere and as often as they like on Wilts & Dorset buses in the Poole, Bournemouth and Christchurch areas on the day of issue
- **Nightrider** is only £2 and is available after 6.30pm. It gives the same freedom of travel as the dayrider, but during the evening only. It aims to let passengers enjoy a night out without driving
- **Five-for-a-Fiver** - Any group of five people travelling together can go anywhere they wish in the Poole, Bournemouth and Christchurch area (as detailed below) for just £5
- In addition to concessionary travel schemes offered by Local Authorities for Senior Citizens, Wilts & Dorset provides company-wide half single fare travel for eligible passengers

Wilts & Dorset also operates two new schemes aimed at young people:

- **NEW DEAL CONCESSIONARY TRAVEL SCHEME.** This is a scheme for unemployed people aged 18 and above who have been in receipt of Job Seeker's Allowance for six months. The Employment Service issues a two-part pass to entitled participants. This incorporates a photograph of the holder, a serial number and "valid from" and "valid to" date stamps. The holder of the pass is entitled to travel on any local bus service at any time of day, seven days a week at the child single fare. Child return fares are available after 0900 on Mondays to Fridays, and at all times on Saturdays and Sundays. A pass holder may also purchase Explorer tickets at the child price, but child rates are not available on other multi-journey tickets offered by Wilts & Dorset
- **RED BUS CARD.** for 15 and 16 year olds who would otherwise have to pay full fare. The card is valid for the month of August, priced at 40p, and can be used to travel at half price (single or return) on Wilts & Dorset buses, anywhere, any time, any day. The holder presents the card to the driver when purchasing his/her ticket. Half single fares are not available after 22.30, but half return fares purchased with Red Bus cards remain valid until close of service on the day of issue.

4.8.7.7 Health & Safety
Safety of our passengers, staff and the general public is our first priority. At Wilts & Dorset, we have an established Health & Safety Management System with 100% coverage of our operations.

Our overall aim is to foster a health & safety culture whereby every individual takes personal responsibility for health & safety issues. Managers, supervisors and drivers are encouraged to raise issues and concerns on a day-to-day basis.

The company has a health & safety manager. Each of the Wilts & Dorset locations has three formal health & safety meetings each year to review issues, initiatives and performance. These meetings are attended by the health & safety manager, location managers and safety representatives. Meeting minutes are openly circulated to all staff.

These minutes are reviewed by the Central Health & Safety Committee which also meets three times each year. The members of this central committee are the Engineering Director, the health & safety manager, Trade Union representatives, senior managers and safety representatives from all depots and garages. The meetings review safety inspections, accident monitoring, training in health & safety issues, fire precautions and compliance. Wilts & Dorset locations and the services run from them are audited internally and externally. Health & safety is one of the first items discussed at board meetings.

Training is central to the company meeting its health & safety objectives. General training on health & safety issues is a major element in the induction of new staff. The company offers courses with Dorset Ambulance and St John Ambulance in First Aid, provides release for TUC health & safety courses for RMT safety representatives, and specialist training for engineering staff likely to be involved with hazardous substances. All engineering employees attend a one day course leading to a basic health & safety certificate, awarded by the Chartered Institute of Environmental Health.

One example of a health & safety initiative is the Poole Anti Social Behaviour Working Group.

There were 16 physical assaults on staff this year, representing just less than 1 incident for every million passenger journeys.

There were no health & safety enforcement notices served against the company during 2003/4.

4.8.7.8 Workplace
Wilts & Dorset employs over 700 people in our areas of operation. Happy and friendly employees have a direct impact on the experience of our passengers and so the training and retention of, and communication with, staff are significant issues. The measures that are important to us and our stakeholders are:

- **Staff Turnover and Absenteeism**
- **Training**
- **Industrial Relations**
- **Diversity**

Staff Turnover and Absence
Two key measures that affect our ability to run services on time are current vacancies and absenteeism levels. They are also a useful indicator on levels of stress and job satisfaction within the workforce. The performance for Wilts & Dorset is:

- **Staff Turnover:** 24.9%
- **Absence:** 5.4%
- **Average length of service:** 8 years 3 months

Attraction and retention of staff is a challenging issue for Wilts & Dorset. There is considerable local competition for employees, particularly from the tourism industry. Our staff report that the company offers competitive rates of pay and an attractive final salary pension scheme as well as a mix of skills. The main negative aspects are unsocial hours, stress and limited opportunities for advancement.

The company is targeting a significant reduction in rates of staff turnover with planned initiatives including staff education and learning opportunities.

The company has taken action to recruit new drivers in Poole and Salisbury. The company ran open days in both cities. Local managers and driving instructors oversaw a supervised opportunity for members of the public to drive a bus. At Salisbury, 76 people took up the challenge of which 49 took away application forms.

Absenteeism
Absenteeism levels are satisfactory for the industry. The main reasons for illness are colds, low back pain and stress. Initiatives to reduce lower back pain and stress are managed under the health & safety strategy.
Training
Training is vitally important, whether for new recruits or refreshing the skills of longstanding employees. The company has a training and development policy and during 2003/4 the company spent an average of £950 per employee on training, benefiting 160 people.

Employee Relations
Wilts & Dorset recognises the National Union of Rail & Maritime and Transport Workers (RMT). Around 71% of our employees are members of the union. See our section on Stakeholder dialogue to review how the company works with the RMT.

Diversity
The business case for diversity is based on common sense. We can serve our passengers better if our employees live locally and reflect the different groups that use our services.

At Wilts & Dorset, we monitor data relating to the age and gender of our staff. We do not collect data relating to ethnicity.

4.8.7.9 Environment
Wilts & Dorset can contribute to environmental improvement in a number of ways. The most significant are around local air quality and reducing local and global atmospheric pollution through the release of Greenhouses Gases.

Air Quality and Climate Change
The key environmental performance measures for Wilts & Dorset are:
• 43% of buses have Euro II or above engines
• 5% of the fleet is fitted with Continuously Regenerating Trap (CRT)
• Average age of fleet is 9.38 years (Government target is 8 years)
• Overall pass rate for Vehicle and Operator Services Agency (VOSA) Public Service Vehicle inspections of 97.47% (against an industry average of 82.7%)
• Emissions test pass rate for VOSA inspections of 99.75% (against an industry average of 99%)
• Process emissions 20,460 tonnes of CO2

Emissions from our buses affect local air quality in the communities where we operate services as well as playing a role in Climate Change. Go-Ahead has put environmental improvement at the heart of its business strategy.

Wilts & Dorset is a relatively new member to the group. As such, the average age of the fleet is older than the norm for the rest of the bus division. A capital investment programme has been agreed and 43 buses with Euro III engine are to be acquired during 2004/5. This will likely lead to reduced process emissions over the coming years.

Water
• 21,735m3 of water was used (of which 5,502 m3 was used for cleaning purposes and washing of buses)

Waste
• 100.1 tonnes of which 16.1 tonnes is recycled. The main waste recycled is oil and lubricants. The recycle rate likely under estimates actual level achieved as responsibility is managed by third party contractor.

4.8.7.10 Community
We describe in the section on stakeholders some of the ways that we work with our communities to improve the provision of services in our areas of operation. In addition, two areas are a particular focus for us:
• Anti-Social Behaviour
• Community Participation

Community Participation
Wilts & Dorset values its position in the community. We recognise the hard work of many local charities and organisations and help them through:
• Supporting their fundraising - offering Explorer Tickets as raffle prizes
• Vehicle & driver for Marie Curie Foundation

Wilts & Dorset competed for and won the Shorefield Charity Quiz Cup a bi-annual event involving 23 local businesses to raise funds for local charities.

CASE STUDY: Poole Anti Social Behaviour Working Group
Providing bus services can be challenging. Wilts & Dorset had a particular concern with running services in one area of Poole. Complaints from passengers and drivers related to intoxicated passengers, missiles being thrown at early evening and night buses by some local young people and wider harassment of drivers.

Only a small minority were causing a nuisance within the community, but their actions were putting the entire service at risk. Wilts & Dorset acted by bringing together partners to tackle the problems.

The working group involved Poole Borough Councillors and Officers, youth groups, the Police and representatives from Poole Housing. The group has implemented a range of practical measures that have brought about a significant fall in the number of incidents including the introduction of CCTV in vehicles by Wilts & Dorset.

The success of this initiative has led the company to initiate a new initiative, in partnership with Poole Borough Council, to tackle problems linked to school bus journey routes. Materials for use in schools are under discussion.

4.8.7.11 Performance and Data
How is Wilts & Dorset performing?

View the associated graphs to see how Wilts & Dorset has been performing.

<table>
<thead>
<tr>
<th>General</th>
<th></th>
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</thead>
<tbody>
<tr>
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<td>Passenger journeys</td>
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<td>Bus Fleet size</td>
<td>365</td>
</tr>
<tr>
<td>% of fleet with Euro II</td>
<td>43</td>
</tr>
<tr>
<td>% of fleet with CRT</td>
<td>5</td>
</tr>
<tr>
<td>Average age of fleet</td>
<td>9.38</td>
</tr>
<tr>
<td>% of fleet with low floor</td>
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### Environment

<table>
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<th>Value</th>
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<td>CO2 process (t) (buses, trains)</td>
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<td>CO2 ppm process (kg)</td>
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<td>VOCs (HC) (t)</td>
<td>25.20</td>
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<td>VOCs (HC) ppm (g)</td>
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<td>CO (t)</td>
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<td>Recycled (t)</td>
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<td>Vehicles reused and recycled</td>
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### Society

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<tr>
<th>Metric</th>
<th>Value</th>
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</thead>
<tbody>
<tr>
<td>Scheduled km operated (buses), services on time (trains) %</td>
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<td>Complaints</td>
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<td>Compliments</td>
<td>N/A</td>
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<tr>
<td>Women (number)</td>
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<tr>
<td>Men (number)</td>
<td>618</td>
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<td>Average length of service (years and month)</td>
<td>8.3</td>
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<tr>
<td>Turnover rate %</td>
<td>24.9</td>
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<tr>
<td>Absence rate %</td>
<td>5.4</td>
</tr>
<tr>
<td>% of posts vacant</td>
<td>3.17</td>
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<td>Accidents (not responsible)</td>
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<td>22</td>
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<td>Attacks on staff</td>
<td>30</td>
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<td>£ Charitable giving and investment</td>
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**Staff Age Range**

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<td>16-44</td>
<td>150</td>
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<td>45-60</td>
<td>120</td>
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<tr>
<td>61+</td>
<td>90</td>
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**Staff Service**

<table>
<thead>
<tr>
<th>Average years of service</th>
<th>Number of Staff</th>
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<tbody>
<tr>
<td>1-3</td>
<td>100</td>
</tr>
<tr>
<td>4-6</td>
<td>80</td>
</tr>
<tr>
<td>7-9</td>
<td>60</td>
</tr>
<tr>
<td>10-12</td>
<td>40</td>
</tr>
<tr>
<td>13+</td>
<td>20</td>
</tr>
</tbody>
</table>

**Staff Diversity (Male/Female)**

<table>
<thead>
<tr>
<th>Category</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrative</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>Manual</td>
<td>20</td>
<td>10</td>
</tr>
<tr>
<td>Skilled and semi-skilled</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td>Managerial and Supervisors</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Drivers</td>
<td>10</td>
<td>5</td>
</tr>
</tbody>
</table>
### 4.8.7.12 Targets

#### Company targets

<table>
<thead>
<tr>
<th>Targets 2003/4</th>
<th>Outcome</th>
<th>Targets 2004/5</th>
</tr>
</thead>
</table>
| Not acquired until August 2003, so therefore not included within the 2003/04 reporting process | To improve communication of the services on offer. Action to achieve this will include:  
- Availability of clear and comprehensive information to all users, current and potential, via freely available and distributed printed material and the internet  
- Extension of real time information systems within main urban areas served. This provides information at bus stops, including the length of time to next service, while on-board information will identify the ‘next stop’. |  
To achieve 45% of fleet to comprise easy access low floor vehicles by June 2005.  
To improve security for staff and passengers, equipping one-third of the fleet with CCTV systems by the end of June 2005.  
To make available to staff, education and learning opportunities, through the established programme, which is a joint venture with the RMT Union. Provision of a mobile classroom will make courses available to staff at all locations and address issues of shift patterns.  
To maintain, develop and enlarge the contacts with Local Authorities and community groups/organisations.  
To reduce staff turnover rate by 10% by end June 2005.  
To introduce new travel tickets aimed at reducing travel costs for young people.  
Reduce air pollution caused by company vehicles (per passenger journey) by reducing exhaust emissions by:  
- 13% for Hydrocarbons  
- 10% for carbon monoxide  
- 5% for carbon dioxide  
- 6% for nitrogen oxide  
- 16% for Particulate Matter |  
Increase proportion of fleet fitted with CRT (or equivalent technology) by 10%  
Increase proportion of fleet with Euro II or above engines to 50% |
5. Rail Division

Britain has a long history of railway innovation dating back to the pioneering first ever railway journey. Rail still accounts for one out of three of all journeys made on public transport and for nearly 40 billion passenger kilometres. Of these, Go-Ahead accounts for over 150 million passenger kilometres. Go-Ahead operates the train franchises for Thameslink and Southern in the South East of England.

5.1 Regulation

The rail industry is radically different from 20 years ago. At that time, the company was publicly owned and integrated. Today, the structure is very different. Network Rail, a not for profit company is responsible for operating the railway network and a series of franchise contracts have been awarded for differing terms to operate the trains and manage some stations.

The Department for Transport (DfT) has announced a proposed new structure for regulation of the industry. This will see the DfT assume regulatory responsibilities currently carried out by the Strategic Rail Authority. The diagram below prepared by the DfT shows how the new system for the regulation of passenger services will be structured:

<table>
<thead>
<tr>
<th>Department for Transport</th>
</tr>
</thead>
<tbody>
<tr>
<td>Franchise contracts</td>
</tr>
<tr>
<td>Arrangements covering what NR will deliver in terms of performance and capacity for a price set by OFTR</td>
</tr>
<tr>
<td>Network Rail (Responsibility for operating the network)</td>
</tr>
<tr>
<td>Rail Companies</td>
</tr>
<tr>
<td>NR Routes</td>
</tr>
<tr>
<td>Joint working at local level</td>
</tr>
</tbody>
</table>

5.2 Responsibilities

Consultation with our internal and external stakeholders confirmed that our primary responsibility is to increase the use of public transport. The issues identified by stakeholders as being the most important factors in our control that influence take-up are:

- Providing services that are convenient, reliable and run at times people want
- Affordability for people on low incomes
- Accessibility for all, particularly people with disabilities
- Safety and security both on trains and at stations
- Happy, fulfilled employees

At the same time, our stakeholders expect us to manage the negative impact of running our services, the most important impacts being:

- Climate Change and Local Air Pollution
- Noise and Congestion

We are also expected to play an active role in our local communities. It is through dialogue with our stakeholders, Local Authorities, Regional Transport bodies and the UK Government that we can improve the opportunity to increase the role that public transport plays in our society.

This section describes the challenges we face and how we respond to our responsibilities associated with each of these issues. See attached issues table for more information on how Go-Ahead responds to its key issues.

You can find detailed information about how Go-Ahead responds to each of these issues in the following sections of the Website:

- **Marketplace**: Accessibility, Affordability, Safety
- **Workplace**: As an employer
- **Community**: Links with local communities
- **Environment**: Climate Change / Air Quality

Our section on performance and data outlines our key performance indicators used to assess progress against our key issues.

<table>
<thead>
<tr>
<th>Issues Map</th>
<th>Responsibility</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reliability, convenience and punctuality of services</td>
<td>Our responsibility is to run our services on time and ensure that passengers have a positive journey experience</td>
<td>Our aim is to satisfy our passengers every time they travel with us. All our businesses have metrics to measure our performance. It is not possible to get it right all of the time, so each of our companies has a complaints procedure in place</td>
</tr>
<tr>
<td>Affordability for people on low incomes</td>
<td>Our responsibility is to help as many people as possible to use our services</td>
<td>Our companies run a range of schemes that offer reduced rate services for particular groups—elder people, off-peak travellers and, young people and passengers with disabilities</td>
</tr>
<tr>
<td>Accessibility for all, particularly people with disabilities</td>
<td>Our responsibility is to help as many people as possible to use our services</td>
<td>When our companies invest in new trains, we make sure that the design takes into account ease of access for everyone. We train our employees to be a practical help to people in need of assistance</td>
</tr>
<tr>
<td>Safety and security</td>
<td>Our responsibility is to ensure the safety and security of passengers, our employees, and the public</td>
<td>Safety and security is a board issue for every operating company. We are committed to deter any physical or verbal abuse of passengers or staff. We have invested in technology (e.g. CCTV), we train our staff to deal with incidents and employ the expertise of our own security guard business (Metrolog). We are prepared for major incidents such as an act of terrorism</td>
</tr>
<tr>
<td>As an employer</td>
<td>Our responsibility is to provide a positive work environment conducive to the recruitment and retention of staff</td>
<td>We are committed to being seen as a good employer. We treat people fairly regardless of gender, race, age or where practical, disability. We have invested in recruitment, personal development and training opportunities</td>
</tr>
<tr>
<td>Improving our environmental performance</td>
<td>Our responsibility is to minimise the environmental impact of our trains. This includes emissions and noise</td>
<td>We have invested heavily in new trains to reduce emissions. Maintenance of our vehicles is a priority for us</td>
</tr>
<tr>
<td>Strong relationships with local communities</td>
<td>Understanding and support from stakeholders is a basic requirement for running and expanding our services</td>
<td>We are active participants in local communities. We contribute to and invest in developing an improved transport infrastructure. We seek opportunities to ease congestion by working with partners on local initiatives. Our operating companies offer in-kind support to local charities</td>
</tr>
</tbody>
</table>

5.3 Performance and data

Described below are the most important measures of performance for each issue as confirmed by our programme of stakeholder consultation. The performance data, progress and achievements relate to both Southern and Thameslink. In addition, each operating company report on their individual progress and achievements on this Website.

<table>
<thead>
<tr>
<th>Reliability, convenience and punctuality of services</th>
<th>Performance Measure</th>
<th>Scheduled Kms operated / PPM</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress and achievement</td>
<td>38.1m; Public Performance Measure (PPM): Thameslink: 74% (2002/3: 73.1%) Southern: 80.1% (2002/3: 77.2%)</td>
<td></td>
</tr>
<tr>
<td>Priorities for next year</td>
<td>1. Continue to monitor reliability and punctuality via Public Performance and Passenger Charter targets</td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. Investigate common systems for complaints management</td>
<td></td>
</tr>
</tbody>
</table>

- **Marketplace**: Accessibility, Affordability, Safety
- **Workplace**: As an employer
- **Community**: Links with local communities
- **Environment**: Climate Change / Air Quality

Our section on performance and data outlines our key performance indicators used to assess progress against our key issues.
Our aim is to provide reliable, convenient and efficient services for the communities in which we operate. Consultation with our internal and external stakeholders identified the key issues that we need to address. These are:

- **Customer Service**
- **Accessibility**
- **Affordability**
- **Safety and Security**
- **Integrated transport**

### 5.4.1 Key Issue – Accessibility

A responsible transport provider considers the needs of all its passengers. A wide diversity of people can benefit from help in travelling on our railways - they may be old or infirm, be travelling with small children, carrying heavy shopping or luggage or be a wheelchair user.

Responding to passengers with special needs requires action in three areas:

1. **Train design**
2. **Access at stations**
3. **Employee training**

#### As an employer

<table>
<thead>
<tr>
<th>Performance Measure</th>
<th>Staff turnover</th>
<th>Absence rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress and achievement</td>
<td>11.7%</td>
<td>3.45%</td>
</tr>
<tr>
<td>Priorities for next year</td>
<td>6. Reduce staff turnover by 10% by operating company</td>
<td>7. Reduce absenteeism by 5% overall</td>
</tr>
<tr>
<td></td>
<td>8. Review impact of staff diversity on passenger satisfaction</td>
<td></td>
</tr>
</tbody>
</table>

### 5.4.1.1 Train design

Traditionally, train design was geared towards the able bodied and climbing on or off a train was difficult or impossible for some passengers. This is a particular issue for the “slam-door” carriages on the Southern Railway network. Southern took over the former Connex franchise in August 2001 and as part of its renewal plans has announced a major upgrade of the fleet used.

A working group was set up to oversee the purchase of the new trains. A key objective in enhancing the fleet was to ensure that all new trains were designed and built to meet the needs of passengers with mobility problems and also complying with the standards required by the Rail Vehicle Accessibility Regulations. The Southern report provides full information on the many features of the new trains that will help passengers with special needs. These include:

- Clear information displays and announcements
- Wider entrance sliding doorways than existing sliding door trains, stepboards are closer to platforms and wider aisles
- A large toilet suitable for use by passengers in wheelchairs
- Use of Braille and a warning beeper gives notice of impending door closure
- Interior fittings are well lit and the decor is colour-contrasting
- Two dedicated wheelchair spaces and ramps
5.4.1.2 Access at stations
New trains are only part of the answer. Many of train stations are over 100 years old and can present real barriers to rail use, particularly for people in wheelchairs.

We have a rolling programme of improvement of the stations we manage and all improvement work at stations is carried out to make sure that access meets the standards of the Disability Discrimination Act. However, not all stations are accessible. We make sure that information on access is easily available to passengers so that they can plan their journey with confidence. Passengers can find information:
- By phone or textphone
- At stations, where leaflets and posters are made available
- On the Web through dedicated sections on accessibility

Through these means passengers with mobility problems can find out which stations offer wheelchair access, ramps and fewer steps as well as those that are not suitable for wheelchair passengers. Accessibility of services such as toilets, parking and waiting rooms are also described.

Thameslink has been preparing for a programme of construction around St Pancras and Kings Cross stations. The company will provide a special service for passengers with mobility problems during the period of construction.

5.4.1.3 Employee training
Helping people with mobility difficulties is a key part of customer service. All our employees are given training to help them deal sympathetically with the needs of passengers with mobility difficulties. In addition specialist training is given to appropriate staff in the use of wheelchairs, wheelchair ramps and induction loops. Our rail companies report on training courses and the number of staff trained to the Strategic Rail Authority annually.

5.4.2 Key Issue – Affordability
As we get richer, we tend to travel further and more often. With the growing prevalence of car ownership, patterns of employment and living have changed requiring all of us to travel further. Together, these factors explain the importance of public transport as an issue in social exclusion. Public transport offers benefits to those on low incomes providing a means of travel without capital investment.

Southern and Thameslink play an important role in tackling exclusion, particularly as both provide Commuter Services into and through the Capital. Integrated travel helps further by making bus and rail interchangeable.

For Go-Ahead, our operations are predominantly in urban communities with high density usage. As such, the company responds in two ways:
- By operating schemes that target the needs of particular groups
- By understanding the wider needs of passengers

5.4.2.1 Targeted schemes
Discount schemes for the railways are developed at a national level. Railcard discounts for young people and older people are valid on Go-Ahead services in common with other Train Operating Companies. Southern also offers a special student fare in conjunction with local education authorities on the network who subsidise the cost. Tickets are sold at below a third of the normal price for 16-18 year old students in Further Education. Partners in the scheme include East and West Sussex County Council and Brighton and Hove Council.

5.4.2.2 Understanding the needs of passengers
Each of the rail companies has active and diverse means for understanding the transport needs of their communities. The best way to serve communities is to have services in place that people use and value. The section on Stakeholder Dialogue explains some of the ways that we engage with our local communities. One initiative that was pioneered by the Go-Ahead Group and since taken up by other public transport providers is the Stakeholder Board. This initiative brings together senior management, employees and passengers together to discuss common issues that affect the community. For an example of the Stakeholder Board in action from the rail division, see Southern Stakeholder Advisory Board case study.

5.4.3 Key Issue – Health, safety and Security
Safety of our passengers, staff and the general public is a priority for all companies within the Go-Ahead Group. Each of the companies within the rail division has a health & safety management system in place that involves both employees and union representatives.

The issues for companies within the rail division are:
- Safety at stations
- Safety on trains
- Work related injuries

5.4.3.1 Safety at stations
Go-Ahead manages almost 200 stations and serves a further 80+ managed by other train operating companies or by Network Rail. Most of the stations operated by Go-Ahead serve passengers commuting to and from London together with some rural communities in the South East.

By their nature, commuter services are intensive during early morning and early evening and so at off-peak times stations can be empty. It is also uneconomic to man stations at all times. Government research has shown that public transport passengers are most concerned when waiting at stations.

To combat this, the rail division has adopted a range of strategies including:
- Seeking Secure Station status. Thameslink was the first train operating company to achieve this independent accreditation across all its stations
- Risk assessments for stations. This has resulted in the installation of CCTV cameras, Help Points and lighting to reduce risks
- Information. The rail division provides information on those stations which are unmanned

5.4.3.2 Safety on trains
Passenger safety is the primary concern for the rail industry. There are a range of issues that fall within passenger concerns including:
- Accident avoidance
- Personal Safety and Terrorism

Safety on trains is regulated by Network Rail together with the Health & Safety Executive. Information on incidents is shared across the industry to ensure that trends are identified and best practice shared.

There were 138 assaults involving physical attacks on staff within the rail division this year, representing 0.87 incidents for every million passenger journeys. This represents an increase over the 2002/3 period.
Accident Avoidance
Go-Ahead rail companies respond to this challenge through:
• Ongoing maintenance of the fleet
• Investment in training for new drivers and refresher training for existing drivers - safety is central to training
• Investment in CCTV as an essential tool to assess incidents and to learn lessons
• Reviewing safety performance by route
• Monitoring and internal reporting of safety performance measures

In reviewing its performance, Go-Ahead monitors:
• Signals Passed at Danger (SPADs)
• Fatalities and Major Injuries (Staff and Passengers)
• Minor injuries (Staff only)

During 2003/4, each incident of a Signal Passed at Danger was thoroughly investigated and strategies put in place to reduce the impact for the future. Overall, the rate of Signals Passed at Danger for both Southern and Thameslink was significantly below the industry average. See performance and data for the detail.

Personal Safety and Terrorism
In the current climate, all of us are aware of the terrorist threat and public transport has been a target in the recent past.

Go-Ahead has invested heavily in its security operations. The company has established a dedicated unit to develop strategy for all personal safety on trains including terrorism. This is based on a close relationship with the British Transport Police (BTP) and other security forces. In addition, Southern has supplemented the BTP with specialist security advice from Go-Ahead operating company Meteor, a relationship that includes the provision of security guards on certain services. This initiative is helping combat passenger assaults and robberies affecting both staff and other passengers.

With regard to terrorism, the company undertakes scenario planning covering the identification of risk, co-ordination, information and evacuation. The company is in ongoing dialogue with all bodies involved to ensure a co-ordinated approach. A dilemma facing all those involved in this area is the degree to which this subject is communicated to passengers. A balance is required between informing and preparing as against causing undue concern. We work closely on this issue with the relevant authorities.

5.4.3.3 Work related injuries
The key work related injuries for the rail division is:
• Manual handling, particularly for the engineering staff
• Stress relating to driving

These two areas figure strongly in the health & safety programmes for each Go-Ahead company.

5.4.4 Integrated transport
Feedback from passengers has shown that making it easy and simple to transfer from one mode of transport to another is an important factor in encouraging people to use public transport. Thameslink and Southern connect with:
• Five central London stations
• Seventeen London Underground stations
• Nine London Underground lines
• Two airports at London Luton and Gatwick
• London Waterloo and Ashford International interchange for Eurostar services
• Ferry services at Portsmouth, Southampton and Newhaven

Integrated bus and rail tickets are available at Brighton Station offered in partnership with Brighton & Hove Bus Company and at over 20 other stations. Thameslink and Southern are also partners in the Overground Network, an off-peak rail network initiative guaranteeing set standards of service and information.

We also provide information on local bus and taxi service as well as accessibility information.

Cycle storage facilities are being added or increased at many stations.

5.4.5 Key Issue – Customer service
One of the most important responsibilities of the rail division is the experience of passengers. Go-Ahead companies use a range of methods to engage stakeholders in shaping its services. Some of these are described under the stakeholder dialogue section. In addition, the company uses customer satisfaction surveys to assess performance as well as monitoring customer comment.

We know that the key issues are reliability, punctuality, overcrowding and safety and security. We monitor performance across these issues. See the performance and data section for more information. Passenger feedback is used to inform planning and in improving the service provided.

Read a passenger’s story for a personal perspective on rail travel using Go-Ahead services.

CASE STUDY: Alessandra McConville: A personal perspective of a train commuter
"What I value most is punctuality, cleanliness and safety. A clean and safe station is as important as a clean and safe train"
Alessandra McConville
Southern Railway Stakeholder Advisory Board

Alessandra is one of the 250,000 commuters who travel in and out of London with Southern Railway every working day. Alessandra travels from a busy South London metro station into Central London. Here, she describes her personal experience as a passenger on Southern Railway.

"My views about the train service have been formed over many years of travelling in and out of London at peak time on my way to work. I’ve always travelled by train to do my shopping and for going out, and I’ve continued to do so since my daughter was born 5 years ago.

What I value most is punctuality, cleanliness and safety. A clean and safe station is as important as a clean and safe train. Getting a seat is less of an issue for me as I live quite close to the centre of London. In any case, I have noticed increased usage as the congestion charge begins to have an effect.

It is hard to put my finger on what feeling safe at a station means. My station is suburban. In the middle of the day and at night there is no-one around and you can feel quite isolated. Recently, there have been one or two incidents locally and that makes you feel less safe. A helpful point has been installed and perhaps more could be done to raise awareness - a few more posters around. It would be great if more activity could be encouraged both in and around the station. More activity would make people feel safer during non-peak hours.

Cleanliness is definitely improving; a real achievement given that each train typically only has a 5 minute turnaround time. We still have slam door trains on my line but are due to have refurbished trains. The first few refurbished trains have been introduced and are a big improvement - cleaner, brighter and with better provision for people with disabilities and those with buggies."
I also think punctuality is steadily improving. There is more that can be done. Communication is a particular problem. It is not always clear whether the trains are going to be delayed for a few minutes or if there are severe delays. Platform attendants at Victoria often don’t know either. It would be great if there could be early announcements of severe problems so I can make contingency plans. Text messages, e-mail alerts or announcements on the tube would be great.

At the weekend, my needs are different. Travelling is much easier now that my daughter can walk. When she was smaller it could be quite a challenge as there are very few ramps or lifts in our Victorian stations. Buses have gone much further than trains in making travel accessible.

As I work at an environmental agency, I am acutely aware of the wider responsibilities that companies should have. The major issue is climate change, something that Network Rail controls rather than the Train Operating Companies such as Southern. What I do expect to see is a commitment to integrated transport. Both Southern and Thameslink have developed some good partnerships in this area. Integrated ticketing is very important to integrated transport and there have been some good initiatives across Go-Ahead. More could be done in Suburban areas. Lots of people drive to their nearest railway stations, finding parking in local streets. I would look to see more partnerships to provide alternatives to the informal park-and-rides that spring up.

Caring for employees is similarly important. The Southern Pathway to Learning programme is a good example of going beyond the core business.

But overall, a good service for me is a clean, punctual and safe service. Much has got better but there is more to do*.

5.5 Workplace

Key Issue - As an employer

The rail division of Go-Ahead employs over 4,300 people contributing to the well being of the local community by providing a source of employment.

Attraction and retention of staff is a significant issue for our rail operating companies. As they run services in the South East of England, there is considerable local competition for employees both from other train operating companies and from other employers. Working for a rail company has its rewards - job satisfaction, benefits and travel facilities. Others find shift working difficult, seek higher pay from new employers and do not always enjoy the stress involved with dealing with the public.

Key indicators used by the company to assess performance are:

• Average length of service
• Staff turnover
• Absence from work

Overall, Go-Ahead has again reduced the group staff turnover rate to less than 20%. This reflects a range of initiatives run by operating companies. Our rail division has achieved a staff turnover rate of 12%. The average length of service is typically about seven years. The absence rate across the group has fallen to 4.1% for Thameslink and 2.8% for Southern.

In addition, Go-Ahead has identified the key issues in attracting, retaining and motivating staff. These are as follows:

• Training & Development
• Employee Relations
• Diversity

5.5.1 Training and development

Our employees are made up of drivers, station staff, office staff, guards on trains, carriage cleaning and other grades. Drivers and station staff are the largest proportion of our employers.

Much of the training & development investment by companies in the rail division relates to developing driving skills both for new recruits and existing employees. All drivers follow a structured training programme that lasts about 12 months. Drivers benefit from extensive training covering rail traction, signalling, driving theory and practice as well as health & safety. To find out more about life as a driver, read A Train Drivers Story.

In addition, Go-Ahead companies provide training on issues including disability awareness, customer service, conflict resolution and ticket training for all staff.

Health, Safety and Security is a significant training priority for Go-Ahead. Training programmes are developed in line with the roles and responsibilities of the individual. Engineering staff responsible for vehicle maintenance benefit from more intensive training. Where appropriate, Go-Ahead encourages qualification linked training.

Go-Ahead operates a Graduate Management Training programme - a fast track insight into the operations of Go-Ahead. Graduates spend 18-months with companies across all three division, developing management skills that are transferable across bus, rail, parking and aviation. Within this programme graduate trainees follow two external qualifications in the Certificate in Management Studies and the Diploma in Management Studies.

CASE STUDY: Jane Harvey: A train driver’s story
"Safety is drummed into you from day one of the induction"

Jane Harvey
Train Driver
Southern Railway

Juggling the responsibilities of work and home is never easy, so how does Southern train driver, Jane Harvey, manage? "Years of experience" says Jane - "I have always worked shifts, first as a nurse and now as a train driver. I have adapted to shift working with my husband so there is always someone there for the kids."

"What helps with our planning is that there is a master roster of shifts - I have a pretty good idea where I will be in 8 weeks time." Although being a train driver does have erratic working patterns, drivers can negotiate with colleagues to do a mutual swap. What suits Jane best is an early or late start. "My next shift," says Jane, "is a late and will start at 13.53pm and finish at 23.10pm."

Jane is relatively new to the railway world having joined Southern in December 2001. One of the challenges of a change in workplace is the training. "It was initially a shock to the system" says Jane "as I had not been in a classroom for quite a while. It was all pretty intense, but I enjoyed learning about signalling systems, railway operations, professional driving and the safe working of trains. Safety is drummed into you from day one of the induction."

Jane qualified in September 2002 and would not go back to nursing. Southern covers a vast area and Jane enjoys being out and about. "The more experience I have, the more I love my job. I am learning to adapt
my technique to provide a more pleasurable ride for passengers - you see every train unit is different and you have to vary the braking speeds on gradients. The introduction of new trains in Southern is a whole new challenge from getting used to the computer to getting a feel for the new units."

Jane is a bit of a trailblazer. Out of 1,500 train drivers in Southern, only around 20 are women. "I am very comfortable at work", says Jane, "I am treated as one of the lads. Train driving does not suit everybody because the working patterns of the job make bringing up school age children hard without a flexible partner at home to help."

If Jane would like to change one thing - it would be communication. "If something goes wrong on the line, the driver is the last person to know about the problems." The railways are complex, but Jane feels for the passengers and wants to keep them updated on any delays. "Train driving has been great for me" says Jane. "I like new challenges, meeting people and being out and about. I would recommend it."

5.5.2 Employee relations
Our station staff and guards are the public face of the Go-Ahead's rail companies. As such, a positive working environment is a vitally important ingredient in the success of our business.

All our companies recognise Trade Unions and work closely with them. The companies within the rail division recognise the Associated Society of Locomotive Engineers and Firemen (ASLEF), the National Union of Rail, Maritime and Transport Workers (RMT) and the transport Salaried Staffs' Association (TSSA). All have regular meeting to discuss employee conditions as well as company strategy. Southern has developed an interesting partnership with its unions on employee development.

No days were lost due to industrial action by any of the companies in the rail division.

5.5.3 Diversity
The business case for diversity is based on common sense. We can serve our passengers better if our employees live locally and reflect the different groups that use our services.

This table shows the number of our people who are women, have declared themselves from an ethnic minority or have declared a disability.

<table>
<thead>
<tr>
<th>Performance Data</th>
<th>Managers and Supervisors Rail Division</th>
<th>All Go-Ahead Rail Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial year</td>
<td>2002/3</td>
<td>2003/4</td>
</tr>
<tr>
<td>Women</td>
<td>61</td>
<td>68</td>
</tr>
<tr>
<td>Ethnic minority</td>
<td>38</td>
<td>38</td>
</tr>
<tr>
<td>Disability</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

The transport sector has traditionally been a male dominated sector, particularly among drivers. This is reflected in the relatively small proportion of women employed by the Group. There are a number of reasons for this including shift working and security issues.

A significant number of people in our society have disabilities. Very few of our employees have declared themselves to have a disability. This is partly due to the nature of safe driving jobs within the industry. See Performance Data for comprehensive data on diversity going back to 2002.
5.6 Environment

Public transport has a clear impact on the environment. We believe that we have a duty to manage this and to report on our performance - as we have done since the mid 1990s.

In this section, we explain:
• Our approach to environment management
• How we promote integrated transport

There were no environmental prosecutions this year.

5.6.1 Environmental management

Our main environmental impact is the contribution to climate change associated with the electricity consumed by operating trains over the rail network. The majority of the Go-Ahead fleet is electric and as such, the company uses significant amounts of electricity for traction purposes. Because of the large amount of electricity used and the consequent contribution to such an important global environmental impact, electricity consumed for traction is reported on as it is a key indicator of environmental performance.

However, the scope for management and control of traction electricity consumed by Train Operating Companies is minimal. Although TOCs have direct control over the trains they run on the network, Network Rail has ownership of the network and infrastructure, including that used to supply traction power to trains. At present, it is not possible to determine exactly how much power any individual train is consuming because there is no system of measuring this. Because trains from a variety of TOCs operate on the same parts of the network, the amount of electricity consumed by each train and cumulatively by each individual TOC is calculated by Network Rail by apportioning a share of total consumption within large areas of the network to each TOC based on the number of trains operated, the type of trains, the number of journeys made, etc... It is these figures for consumption of traction electricity by the group rail companies that are reported because they are the best and only figures available.

However, as a means of measuring environmental performance, the figures are virtually meaningless. For example this year both Thameslink and Southern reported increased traction use on reduced kilometres travelled. The way the figures are calculated also means that any reductions made in consumption by individual TOCs by reducing mileage to reduce consumption, improving energy efficiency by coasting where possible or switching off non-essential on-board equipment as soon as it is no longer required, will not be reflected in any measurable reduction in consumption.

Despite these difficulties, this year Southern has invested heavily in renewing its fleet.

5.6.2 Site energy and water

The rail division operates from numerous buildings and locations. The majority of these are stations and a few large engineering depots. The company also has some stand alone offices and travel shops. These buildings are users of energy and water.

Go-Ahead purchases all gas and electricity supplies for these premises through central group contracts to maximise purchasing economies and monitors and compares usage to identify potential opportunities to reduce consumption or improve energy efficiency. Over the reporting period site electricity consumption within the rail division was 32,202,160kWh - a 3% reduction on the previous year’s consumption. The most significant use of water by the rail division is in cleaning vehicles, although there is also general usage by our employees for personal hygiene purposes. The usage in 2003/04 is 590,768 m3.

5.6.3 Waste

During 2003/04 the rail division produced a total of 4,148 tonnes of waste. Waste is generated from two main sources for Go-Ahead’s rail division:
• Directly generated waste from maintenance and administrative activities
• Passenger generated waste removed from vehicles and generated at stations for which the group is responsible for disposal

Regular maintenance ensures that a train is operating at an optimum performance level. This is cost effective, maximises environmental efficiency and is an essential part of a safety regime. As part of maintenance, it is necessary to replace a range of items including oils, filters, anti-freeze and batteries. These wastes are subject to central contracts for collection, recycling and safe disposal. All companies have contracts in place to dispose of hazardous wastes generated by maintenance activities.

The second source of waste relates to materials such as newspapers, cans and bottles left on trains or disposed of by in litter bins at stations. This waste stream constitutes the overwhelming majority of the waste generated and reported by the group. Managing it is largely beyond the control of the group as it has no means of reducing the waste and given the wide range of wastes and the time and operational constraints involved, segregation and recycling is extremely difficult, which accounts for the relatively low recycling rates reported by most companies. Collection of waste data continues to be a challenge. Southern has reported a considerable increase due to improved data collection.

5.7 Key issue – community

Go-Ahead is a cornerstone of local communities. Rail services bring people together and help many people access work. Go-Ahead recognises its responsibility to contribute to the wider well being of communities and sees the opportunity for using community engagement to reduce vandalism and crime at its stations and on its trains.

Our primary responsibility is to invest in improving our services. All our operating companies seek to work with partners to improve the transport infrastructure within the communities where they operate.

In addition, both Thameslink and Southern provide in-kind support to local schools and charities. The company gets involved in:
• Initiatives to tackle crime including partnerships with Local Authorities, Schools and Housing Authorities
• Local regeneration, particularly relating to transport
• Provision of free transport for charitable causes
• Travel tickets for charity raffles
• Supporting causes linked to employees

In 2003/4, the total value of our community investment was £213,907 as a combination of both cash and in kind charitable support. We estimate that the value of the support provided by the rail division was £3,900. However, we believe that this figure does not capture the actual level of activity.

In 2004/5, the company plans a review of its charitable approach to assess the feasibility of a common approach with regard to young people.
5.8 Company reports

As Go-Ahead operates on a devolved management basis, each operating company is responsible for its own business performance, including the setting of relevant environmental and social targets. In line with this ethos each local operating company has its own tailored mini environmental and social report, and these can be viewed below.

5.8.1 Southern Railway

Southern Railway operates a passenger rail service connecting London, Surrey, Sussex and parts of Kent and Hampshire.

The main routes operated by Southern are the Brighton Main Line, the East and West Coastway linking Ashford in Kent to Southampton, the Arun Valley, the Mole Valley, the Wealden Line and the Gatwick Main Line.

Southern operates 160 stations as well as serving many more owned by other train operating companies.

Southern carries nearly 120 million passengers each year and its trains travel 27 million kilometres. Southern, formerly known as South Central, took over the Connex franchise in August 2001 and last year negotiated a seven year franchise with the Strategic Rail Authority that will run until December 2009. Southern employs nearly 3,500 people and is headquartered in Croydon.

This report covers the 12 month period to 30th June 2004. Reporting covers 100% of the company operations. See Performance and data for a full picture of the performance of Southern.

5.8.1.1 Stakeholder dialogue

Listening to people is central to informing and shaping the strategy across all Go-Ahead companies. Stakeholders can provide ideas, support, challenge established thinking and raise dilemmas. Ultimately, it is by listening to and responding to stakeholders that our companies will be accepted within our local communities. As a result of stakeholder feedback, Southern has made changes to the way it operates its service.

During 2003/4, the main ways that Southern gained feedback from its stakeholders are as follows:

- **Employees.** Southern Senior Management hold regular informal feedback sessions with staff. This provides an opportunity for drivers and station staff to raise issues and opportunities for operational improvement. Southern recognises the National Union of Maritime and Transport Workers (RMT), the Associated Society of Locomotive Engineers and Fireman (ASLEF) and the Transport Salaried Staffs’ Association (TSSA) for collective bargaining purposes. Regular meetings are held between the unions and company management to discuss strategy, future opportunities as well as employment conditions. In addition, Southern has established a Stakeholder Advisory Board to help shape its strategy.

- **Passengers.** Southern uses a wide range of approaches to engage with passengers to discuss the performance of our business. Southern holds passenger surgeries every four weeks at our main London termini (Victoria, London Bridge and London Charing Cross). The managing director and other key directors talk with passengers about the issues that concern travellers most. Southern also maintains close contact with the passenger representative groups by attending their meetings and through correspondence. Passenger groups have a direct line to Southern so they can easily raise issues on behalf of their members. Passenger groups are consulted on the timetable, and are kept informed via a monthly newsletter.

- **Local and Regional Authorities.** Southern maintains regular contact with all local authorities in its area of operations, advising and consulting on its operations. A new position has been created to focus specifically on partnership work with local authorities. Local Authorities are consulted on timetable changes. A particular focus this year has been improved secure cycle facilities at stations.

- **Regulators.** Southern has regular meetings with the Strategic Rail Authority (SRA) and the Office of the Rail Regulator.

- **Non-Governmental Organisations.** Southern is currently working with the East Sussex Transport Partnership to establish Community Rail Partnerships on three rural lines.

**CASE STUDY: Southern Stakeholder Advisory Board**

The Stakeholder Advisory Board brings together a wide variety of people who share an interest in Southern Railway and/or the manner in which it conducts its business.

The aim of the Stakeholder Advisory Board is to improve the company’s understanding of, and responsiveness to, the needs of customers, employees and members of the wider community. It is made up of employees, passengers and representatives from large local employers and meets every two months.

The Board monitors company activity, and makes suggestions as to how services can be improved. It can also be asked by the company to give opinions on various issues that may affect the company's service. By having a wide range of interests available in a single forum, issues can be fully debated and the combination of views expressed results in better decision making. So far the Board has reviewed and contributed to:

- The train staff announcement handbook
- The staff excellence award scheme
- The complaints handling procedures
- Staff training
- Train performance (0>5 Campaign)
- National Passenger Survey results
- New high visibility vests for frontline staff

In the coming year the Board will focus on issues such as:

- Study on the utilisation of the London-Brighton route
- Customer service improvements
- Train performance improvements
- Anti-social behaviour on trains and graffiti issues

5.8.1.2 Statement from the MD

Southern is committed to building strong relationships with the local community, our passengers and other stakeholders. Our values are to be honest, friendly, flexible, professional and safe in everything that we do including the consideration of environmental and social issues.

As part of the £1.2bn regeneration of Southern, we are upgrading and improving all our stations, trains and depots. We are also investing heavily in the people who work for us with programmes to develop the leadership qualities of our management team and the skills of all our employees.

As a highly significant transport provider in the area that we serve and as an employer, we aim to ensure that we play a full part in improving the quality of life of everyone who comes into contact with our organisation.

Our company objectives of safety & security, improving performance, delivering customer satisfaction, developing & securing good performance from staff as well as profitability, reflect our focus on the needs and concerns of our stakeholders.
We sum up what we are seeking to achieve in our company vision, which is to be a company where everyone ‘thinks like a passenger’. In other words, a place where people deliver service by standing in the shoes of those who receive it.

5.8.1.3 Marketplace
Southern, formerly known as South Central, took over the Connex franchise in August 2001 and has now negotiated a seven year franchise with the Strategic Rail Authority that will run until December 2009. Southern is a wholly owned subsidiary of GoVia, a joint venture company majority owned (65%) by Go-Ahead, with the balance owned by French transport group Keolis. In 2003/4, the company:
• travelled 26.8 million kilometres
• carried 116.8 million passengers

5.8.1.4 Customer service
Under the previous Connex management South Central was synonymous with poor customer service. delays and cancellations and dirty slam-door trains. The franchise required considerable investment to raise standards to the levels expected by our passengers. As part of the franchise conditions, Southern agreed to invest over £1 billion in:
• 700 new ‘Electrostar’ carriages
• 42 new ‘Turbostar’ diesel carriages
• £100m private investment in depots at six sites to support the new trains
• A rolling programme of refurbishment for Class 455 (metro) trains to improve comfort and reliability of all 184 carriages

South Central has also been given a new branding as Southern Railways. The new branding marks a new beginning in the rebirth of the franchise.

Southern uses a range of feedback methods to shape its services. Some of these are described under the Stakeholder dialogue section. The company carries out customer satisfaction surveys every quarter. These provide feedback on a range of performance measures.

Southern also actively encourages passenger feedback on its services to inform planning and improving the service provided. These show that the most important issues for passengers are:
• Train Service Performance (Punctuality)
• Administration of refunds

Our staff were praised for being helpful, the speed of reply to customer service enquiries and improved train performance.

Southern monitors the reasons for cancelled or delayed services. The reasons can involve:
• Network Rail Infrastructure failure
• Failures caused by other Train Operators
• Failures caused by Southern

Of the delays faced by Southern passengers, 49.7% are due to Southern actions. For cancellations, Southern is responsible for 68% of the total.

The introduction of new carriages and engines represents major change as our drivers and our engineering staff learn and develop new skills. Southern focused staff attention on improving performance through its 0>5 campaign to reduce delays.

CASE STUDY: 0>5 Campaign
Southern and Thameslink, Network Rail, AMEC and SP
The 0>5 Campaign campaign began in June 2003. In addition to Southern and Thameslink, the partners in the initiative include Network Rail, AMEC and SPIE Rail.

The purpose of the campaign is to improve punctuality and provide a safe service. Punctuality means that a train on time (0) is much better than a train that is 5 minutes late, hence 0 is greater than 5.

The campaign was designed to give frontline staff (drivers, signallers and train crew) with a voice for ideas on where changes can be made to improve performance. A suggestion scheme was set up using both fax and e-mail supported by local delivery groups. Information packs were sent to everyone at home explaining the campaign and its targets.

Real improvements have resulted, particularly in the Metro (South London) area, with more than 400 action items and suggestions considered by local delivery groups. Ideas include providing platform staff at Clapham Junction with local radios to help them keep in touch at busy periods, to the installation of a radio controlled clock at Eastbourne station.

5.8.1.5 Accessibility
Making sure public transport is accessible by people with mobility problems is a priority for Southern. There are a range of sources of information available for passengers:
• A dedicated Assisted Travel Helpline number 0845 123 7770 (local rates apply) open 24 hours daily or Textphone (01233 617621)
• Leaflets distributed at Stations, to passenger groups and disability groups
• By staff at stations
• Through the publication of the Southern policy on access, available in a variety of formats, free of charge upon request.
• ‘Welcome to Station’ posters, displayed at every station, which include the address from which the Disabled People’s Protection Policy (DPPP) can be obtained.

For example, the dedicated section on accessibility on the Southern Website provides a wealth of information for passengers with mobility problems. It indicates which stations offer wheelchair access, ramps and fewer steps as well as those that are not suitable for wheelchair passengers. Accessibility of services such as toilets, parking and waiting rooms are also described. All improvement work at stations is carried out to make sure that access meets the standards of the Disability Discrimination Act.

Infrastructure is part of the answer, but Southern is also committed to disability awareness training for all staff, including those based at the head offices. All new Southern staff benefit from this training as part of their induction to the company. This includes senior and key line managers, facilities managers, and where appropriate contractors who are employed by us on a regular basis. In addition specialist training is given to appropriate staff in the use of wheelchairs, wheelchair ramps, and induction loops. Southern reports on training courses and the number of staff trained to the Strategic Rail Authority annually.

The disability awareness training is designed to ensure that Southern staff will provide assistance wherever possible, which may include the following:
• Meeting disabled people on arrival at the station,
• Assistance in purchasing a ticket, or other items for the journey,
• Assistance in boarding a train, and finding a seat.
• Southern staff may carry luggage on request, free of charge

Carrying luggage is at personal discretion of staff based on any concern over a risk of personal injury in so doing. This is in compliance with Manual Handling regulations, and is stated in the Conditions of Carriage. There are luggage trolleys available at East Croydon and Brighton stations, but they are not available elsewhere on Southern stations for safety reasons.

The company is investing in enhancing its fleet. All new trains are designed and built to the standards required by the Rail Vehicle

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Accessibility Regulations, and incorporate many features facilitating use by passengers with special needs. These include:
• Clear information displays adjacent to entrance doors confirming destination information
• Entrance sliding doorways are wider than existing sliding door trains and stepboards are closer to platforms
• Entrance Doors operate by illuminated low-force buttons inside and out
• A large toilet suitable for use by passengers in wheelchairs
• Braille on the train doors and at the entry to and inside the disabled toilet
• A warning beeper gives notice of impending door closure
• Internal doors between carriages operate by illuminated low-force buttons and sensor beams
• Interior fittings are colour-contrasting
• Two dedicated wheelchair spaces are available in each unit, with ramp access from the platform (ramp carried on train) and adjacent to an accessible toilet
• Up-to-date communication equipment allows the driver to be alerted to and to speak with a passenger in difficulty
• Wide aisles permit easier access to seats
• Priority seats provide more room and easy access for passengers with special needs
• Automated announcements to advise on station calling points
• Automated announcements are shown on clear visual displays within carriages
• Manual announcements can be made by train crew, for instance where delays greater than 10 minutes are experienced

5.8.1.6 Affordability
Southern offers a range of value-for-money fares both for the frequent and the not-so-frequent customer. Railcard discounts for young people and older people are valid on Southern services in common with other Train Operating Companies.

Southern also offers a special student fare in conjunction with local education authorities on the network who subsidise the cost. Tickets are sold at below a third of the normal price to 16-18 year olds in Further Education. The partners in the scheme include East and West Sussex County Council and Brighton and Hove Council.

5.8.1.7 Health & Safety

• Signals Passed at Danger – 22
  (0.87 SPADs per million train miles)
  (Target 03-04 = 0.94 SPADs per million train miles)
  (Target 04-05 = 0.81 SPADs per million train miles)
• Physical Attacks on Staff – 91
  (representing 0.78 incidents for every million passenger journeys, an increase on 2002/3)

Safety and security of our passengers, staff and the general public is our first priority. Our Health & Safety Management System covers all our operations.

Our overall aim is to foster a health & safety culture whereby every individual takes personal responsibility for health & safety issues. All employees are encouraged to raise issues and concerns on a day-to-day basis.

Rail safety is regulated by Network Rail and the Health & Safety Executive. Southern has a dedicated Safety Case Manager who is responsible for managing the health & safety system and monitoring performance.

Health & safety issues are discussed as part of the regular meetings with senior drivers and supervisors to review issues, initiatives and performance. They are also discussed and reviewed with Trade Union representatives and health & safety is one of the first items discussed at board meetings. The company uses internal and external audits to assess performance.

Southern prepares a Safety and Environmental Plan. The last plan was prepared in March 2003 and runs to 31 December 2004. This plan supports the Safety and Environmental Plan issued by the Rail Safety & Standards Board and sets various objectives including:
• Attain ISO 9001 accreditation for Engineering Depots - Achieved
• Implement control measures to reduce the number of open door incidents - Achieved.
  (Announcements, vigilance by staff, posters/signage and introduction of the new train fleet has reduced the number of slam door incidents. Unfortunately the reduction has not been as low as our projected target.)
• Identify and reduce slips, trips and falling hazards at stations. Work has taken place on analysing data for the top ten stations for slips, trips and falls. Work undertaken to address problems include the application of a non-slip coating to concourse at Eastbourne and ramps replaced at East Croydon, the number of accidents relating to slips, trips and falls have reduced as a result.
• Deter anti-social behaviour. (Covert security surveillance has been introduced along with a task force. This has almost eliminated on-board train problems in areas of deployment and resulted in the removal of 102 people from trains. Graffiti and vandalism have been significantly reduced at train berthing sites.)
• Reduce the number of assaults on staff. (Trends and hotspots have been identified. Conflict management training and security booklets have been provided to staff. CCTV has been introduced at stations and on the new train fleet. Staff assaults have been reduced by 38% over 2 years.)
• Review and analyse SPADs occurring on Southern. Revised procedures implemented for the investigation of Signals Passed at Danger. All SPADs reviewed, analysed for trends and recommendations implemented. The Southern SPAD Focus Group meets monthly and discusses all incidents. Human Factors are looked at, particularly fatigue.
• Review and implement competency standards for operational staff. New standards introduced 1st April 2003 encompassing Assessment and Competence and Fitness for Safety Critical Operational Staff. At present this covers areas such as Assessment, Competence, Monitoring, Medical Fitness, Drivers Care and Support. This area is still being developed and will cover all safety critical staff.

As part of the initiatives to meet these targets, Southern has:
• Installed New floor surfaces at Eastbourne and East Croydon to reduce slips, trips and falls, and action plans prepared for other locations.
• Established the Southern Task Force in June 2004. The team comprises 10 Security and Southern Revenue staff and a police officer and is developing initiatives to tackle crime and disorder.
• Introduced a new training package for 'conflict avoidance training'.

• Review and implement competency standards for operational staff. New standards introduced 1st April 2003 encompassing Assessment and Competence and Fitness for Safety Critical Operational Staff. At present this covers areas such as Assessment, Competence, Monitoring, Medical Fitness, Drivers Care and Support. This area is still being developed and will cover all safety critical staff.
Training is central to the company meeting its health & safety objectives. For all new entrants, health & safety forms 1 day out of a 5 day induction course. The day provides an introduction to general safety, fire and first aid training. A training and development programme is tailored to the needs of both existing staff and new entrants and in addition to basic induction it can include:

- Fire Refresher Training - 1 day course. A programme is currently in place to ensure that all staff have recent attendance for this course.
- Fire Precautions Manager - 2 day course. Provided to station, depot and office managers.
- Risk Assessment - 4 day course. For middle and senior managers.
- Safety Foundation - 4 day course. For middle and senior managers.
- Root Cause Analysis - 4 day course. For managers whose responsibilities can include accident investigations.
- Personal Track Safety - 2 day course and 1 day refresher. Provided to staff who go on or about the track.
- Train evacuation - 1 day course. A programme is currently in place to ensure all staff are trained in the emergency evacuation of trains. This training is centred on a live scenario using a carriage at the Selhurst depot.
- Train driver/signaller communications training - 1 day course.

5.8.1.8 Workplace
Southern employs 3,460 people. Drivers make up 25% of the workforce with the balance made up of station, office, revenue protection, carriage cleaning and managerial staff. Conductors (12.5%) and Station Staff (17%) make a significant contribution to safety, and are the principal customer-facing roles.

Customer feedback has shown that friendliness has a direct influence on how our passengers view our services. The measures that are important to us and our stakeholders are:

- Staff Turnover and Absenteeism
- Training
- Industrial Relations
- Diversity

Staff Turnover and Absenteeism
Three key measures that affect our ability to operate efficiently are staff turnover, absenteeism levels and length of service. They are also a useful indicator on levels of stress and job satisfaction within the workforce. The performance for Southern is:

- Staff Turnover: 10.8%
- Absence: 2.8%
- Average length of service: 7 years

Our staff report that the company offers good employee development.

Absenteeism
Absenteeism levels are among the lowest for the Go-Ahead Group. The main reasons for illness are colds and flu and sickness.

Training
Training is vitally important whether this is for new recruits or refreshing the skills of longstanding employees. During 2003/4, the company spent an average of £375 per employee. Southern has identified employee development as an important tool to retain and motivate staff. The company has developed its Passport 2 Learning initiative to develop individual skills and interests.

Employee Relations
Southern recognises the RMT, ASLEF and the TSSA for collective bargaining purposes. We do not monitor what proportion of employees are members of a union but estimate around 60%. See our section on Stakeholder dialogue to review how the company works with its unions. No days were lost due to industrial action during the reporting period.

Diversity and Recruitment
The business case for diversity is based on common sense. We can serve our passengers better if our employees live locally and reflect the different groups that use our services.

At Southern, we collect data relating to the age, gender and ethnicity of our staff.

During 2003/4, Southern recruited over 600 people including 60 people for a new maintenance depot at Bedford.

5.8.1.9 Environment
Southern can contribute to environmental improvement in a range of ways. We can:

- Manage our own impact
- Increase the use of public transport particularly through integrated travel

Managing Our Own Impact
- Process emissions 135,001 tonnes of CO2

Our main impact is through operating trains over the rail network. The majority of the Southern fleet is electric and as such, the company uses electricity for traction purposes. The company operates the following electric fleet (totals as at 30 June 2004):

<table>
<thead>
<tr>
<th>Class</th>
<th>EMU/units</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class 319</td>
<td>EMU - 4-car units</td>
<td>20</td>
</tr>
<tr>
<td>Class 375</td>
<td>EMU - 3-car units</td>
<td>28</td>
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<tr>
<td>Class 377</td>
<td>EMU - 4-car units</td>
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<tr>
<td>Class 421 &amp; 423</td>
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<td>Class 466</td>
<td>EMU - 4-car units</td>
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<tr>
<td>Class 468</td>
<td>EMU - 2-car units</td>
<td>24</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>296</td>
</tr>
</tbody>
</table>

Class 421 & 423 are the slam-door trains being replaced by new Class 377 trains.

In addition, Southern has 19 diesel 2 and 3-car units. The first twelve of forty-two new diesel carriages were delivered in 2003, with the remaining sets due by April 2005. These will give lower diesel emissions levels and fuel usage compared with the elderly units they are designed to replace.

Network Rail is responsible for the railway infrastructure and can demonstrate environmental improvement in performance. Southern has no control over this aspect of its environmental performance. Further details on this issue can be found in the Environmental section of our rail division report.

Water
- 467,057m3 of water was used. Much of this was used for cleaning purposes and washing of trains. Water data is based on estimates, a target for 2004/5 is to improve the reliability of this figure. However during 2003/4 the cost figures for water have been reduced by 2%, so with inflation being taken into consideration, it would be expected that the quantity of water used would have decreased by more than 2%.

Waste
- 3,464.4 tonnes, of which 138.5 tonnes is recycled. The increase in amount of waste is due to an improvement in data collection however as this figure is still not 100% reliable, the establishment of a reliable baseline figure has been set as a target for 2004/5.
Southern generates waste in two ways. Firstly, on-going maintenance requires us to replace a range of items including oils, filters, anti-freeze and batteries. Where possible these wastes are recycled. Secondly, passengers leave a variety of waste on trains, typically newspapers and empty cartons - these materials are not recycled.

5.8.1.10 Integrated transport
Feedback from passengers has shown that making it easy and simple to transfer from one mode of transport to another is an important factor in encouraging people to use public transport. Southern connects with:
- Four major central London stations
- Seventeen London Underground stations
- Nine London Underground lines
- London Gatwick airport
- London Waterloo and Ashford International interchange for Eurostar services
- Ferry services at Portsmouth, Southampton and Newhaven

Integrated bus and rail tickets are available at over 20 stations, including at Brighton Station offered in partnership with Brighton & Hove Bus Company.

Cycle storage facilities are being added or increased at many stations, at a rate of about 14 locations per year.As at the end of June, 75 out of a total 160 stations operated by Southern have cycle racks and/or shelters. A particular initiative being run by Southern is The Overground Network.

The Southern Website provides information on local bus and taxi service as well as accessibility information.

CASE STUDY: Overground Network
The Overground Network (ON) was launched in conjunction with Transport for London, Thameslink and other Train Operating Companies.

The ON pilot aims to encourage passengers to make more use of London’s off-peak train services. It promotes consistent standards for service frequency, passenger information and station security and brings investment to upgrade station facilities. ON was developed in response to passenger feedback and the Mayor’s objective of promoting metro-style services across the Capital.

The scheme covers four key South London routes including Victoria to East and West Croydon operated by Southern. This scheme guarantees an off peak service of four trains an hour at Metro stations. The campaign includes clearer information at stations - e.g. maps, and new help points, also local signage at stations.
http://www.overgroundnetwork.com/

5.8.1.11 Performance and data
How is Southern performing?

View the associated graphs to see how Southern has been performing.

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<tr>
<td>Vehicle kms travelled (million)</td>
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<td>Passenger journeys (million)</td>
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<td>Site electricity (kWh) (000)</td>
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<td>Site gas (kWh) (000)</td>
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<td>Fuel use (litres) (000)</td>
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<td>Electricity usage for traction power (000)</td>
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<tr>
<td>Women (number)</td>
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</tr>
<tr>
<td>Men (number)</td>
<td>754</td>
</tr>
<tr>
<td>Average length of service (years and month)</td>
<td>7.6</td>
</tr>
<tr>
<td>Turnover rate %</td>
<td>12.6</td>
</tr>
<tr>
<td>Absence rate %</td>
<td>4.1</td>
</tr>
<tr>
<td>% of posts vacant</td>
<td>1.1</td>
</tr>
<tr>
<td>3 day injury (staff) + RIDDOR</td>
<td>8</td>
</tr>
<tr>
<td>Attacks on staff</td>
<td>58</td>
</tr>
</tbody>
</table>
5.8.1.12 Targets

Targets

<table>
<thead>
<tr>
<th>Targets 2003/4</th>
<th>Outcome</th>
<th>Targets 2004/5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce amount of waste to landfill by 5%</td>
<td>Not Achieved - Baseline Unreliable</td>
<td>Establish reliable baseline data for waste and recycling levels.</td>
</tr>
<tr>
<td>Increase amount of recycled by 5%</td>
<td>Not Achieved - Baseline Unreliable</td>
<td>Establish reliable baseline data for waste and recycling levels.</td>
</tr>
<tr>
<td>Improve ways of reporting waste</td>
<td>Not Achieved</td>
<td>Establish reliable baseline data for waste and recycling levels.</td>
</tr>
<tr>
<td>Improve SPAD investigations</td>
<td>Not Achieved</td>
<td>Develop energy saving booklet for staff.</td>
</tr>
<tr>
<td>Reduce number of staff and passenger major injuries</td>
<td>Achieved</td>
<td>Reduce number of staff and passenger major injuries</td>
</tr>
<tr>
<td>Reduce number of assaults on staff and work injuries</td>
<td>Not Achieved</td>
<td>Reduce number of assaults on staff and work injuries</td>
</tr>
<tr>
<td>Achieve ISO9001 certification for engineering departments</td>
<td>Achieved</td>
<td></td>
</tr>
</tbody>
</table>
5.8.2 Thameslink
Thameslink operates a cross-London passenger rail service. The core route links Bedford to Brighton serving both Luton and Gatwick Airports and calling at the central London stations of Kings Cross and St Pancras. Thameslink is a franchise run by Go-Ahead, won the right to operate the Thameslink franchise in March 1997. GoVia, a joint venture company majority owned (65%) by Go-Ahead, won the right to operate the Thameslink franchise in partnership with French transport group Keolis.

During the reporting period, Thameslink has been preparing for a programme of construction works in connection with the Channel Tunnel Rail Link around St Pancras and Kings Cross stations. Between September 2004 and the Spring of 2005, Thameslink trains from the North will end at St Pancras and most trains travelling from the South of London will terminate at Kings Cross Thameslink. There will be no through service between Kentish Town and Kings Cross Thameslink during the construction period.

Thameslink employs 900 people with headquarters in London. This report covers the 12 month period to 30th June 2004. Reporting covers 100% of the company operations. See Performance and data for a full picture of the performance of Thameslink.

5.8.2.1 Stakeholder dialogue
Listening to people is central to informing and shaping the strategy across all Go-Ahead companies. Stakeholders can provide ideas, support, challenge established thinking and raise dilemmas. Ultimately, it is by listening to and responding to stakeholders that our companies will be accepted within our local communities. Thameslink has consulted widely on the forthcoming construction work in the Kings Cross area.

During 2003/4, the main ways that Thameslink gained feedback from its stakeholders are as follows:

- **Employees.** Thameslink Senior Management hold regular informal feedback sessions with staff. This provides an opportunity for drivers and station staff to raise issues and opportunities for operational improvement. Thameslink recognises the National Union of Rail, Maritime and Transport Workers (RMT), the Associated Society of Locomotive Engineers and Firemen (ASLEF) and the Transport Salaried Staffs’ Association (TSSA) for collective bargaining purposes. Regular meetings are held between the unions and company management to discuss strategy, future opportunities and employment conditions.

- **Passengers.** Thameslink uses a wide range of approaches to engage with passengers to discuss the performance of our business. Thameslink has a rolling programme of passenger surgeries at its principal stations along its routes. These are held between 4 and 6 times a year and are open meetings providing passengers with an opportunity to give their views on our services. Thameslink also has regular discussions with transport user groups such as the Sutton Rail User Group, Bedford Commuters Association, Reigate and Redhill Users Association, London Transport Users Committee and the Brighton Line Commuters Association.

- **Local and Regional Authorities.** Thameslink has strong links with District and County Council and the relevant London Boroughs. Thameslink has regular liaison meetings with these authorities and Regional Government bodies. The company also has regular meetings to discuss strategic transport issues with regional Government bodies.

- **Regulators.** Thameslink has regular meetings with the Strategic Rail Authority and the Office of the Rail Regulator.

- **Non-Governmental Organisations.** Thameslink has linked with a number of organisations to raise awareness of the facilities offered at our stations. The company is also active in promoting walking buses - helping groups of children walk safely to schools.

**CASE STUDY: Stakeholder Roadshows**
The major topic for consultation for Thameslink is the forthcoming programme of construction around St Pancras and Kings Cross stations. This will result in a temporary halt to through services on the main Bedford to Brighton Thameslink route.

Thameslink held six Stakeholder roadshows over the last 12 months in Bedford, Luton, St Albans, Brighton, Lambeth and Sutton. Organisations invited included Local Authorities, Rail Passenger Groups, Schools, Businesses and Rail Regulatory bodies. The principal purpose of the roadshows was to discuss the forthcoming blockade. Thameslink also visited 10 MPs at the House of Commons to discuss the issue.

The roadshows were part of a wider programme of communication that included a stakeholder newsletter sent in May 2004 and regular briefings throughout the year.

Based on the consultation, Thameslink has prepared a programme of communication to keep passengers informed with regard to travel alternatives during the construction work. Leaflets advise on alternatives and whether tickets are valid. Thameslink has also put in place a dedicated Assisted Travel shuttle for people with mobility difficulties.

5.8.2.2 Statement from the MD
As Managing Director I can confirm that Thameslink is committed to the principle of social and environmental responsibility. We were delighted that our commitment was recognised in the Network Rail Environmental Awards 2003 where we prevailed in the Train Operators category.

I publish annually a policy statement on environmental issues. This statement forms part of our annual Safety Plan in which I include safety and environmental objectives.

5.8.2.3 Marketplace
Thameslink operated as part of British Rail until being privatised in March 1997. GoVia, a joint venture company majority owned (65%) by Go-Ahead, won the right to operate the Thameslink franchise in partnership with French transport group Keolis.

The franchise will be held by Thameslink until 31st March 2006. At that time, a new and enlarged franchise is expected to be offered.

In 2003/4, the company:

- carried 42.5 million passengers
- travelled 11.3 million kilometres
- paid a premium to the Strategic Rail Authority of £34.58m
5.8.2.4 Customer service

In addition to the feedback methods described under the Stakeholder dialogue section, Thameslink also actively encourages passenger feedback on its services. The company believes that this type of feedback is essential to planning and improving the services provided. These show that the most important issues for passengers are:

- Service performance (Punctuality)
- Train cleanliness
- Information on trains and at stations

Thameslink monitors the reasons for cancelled or delayed services. The main reasons are:

- Network Rail Infrastructure failure
- Failures caused by other Train Operators
- Breakdown of Thameslink fleet

Of the delays faced by Thameslink passengers, only 26% are due to Thameslink itself. For cancellations, Thameslink is responsible for 47% of the total. Thameslink was a partner in the 0 > 5 Campaign to reduce delays and cancellations.

5.8.2.5 Accessibility

Making sure public transport is accessible by people with mobility problems is a priority for Thameslink.

As part of the communications plan surrounding the forthcoming construction work, Thameslink has developed a dedicated Website, leaflets and posters to explain the impact of this on its service. Thameslink has put in place special plans for those people with mobility difficulties. An Assisted Travel Shuttle is available for people with disabilities, older people and those travelling with small children or heavy luggage.

The shuttle service will operate every 20 minutes between 7am and 11pm connecting St Pancras to City Thameslink.

The dedicated website (www.travelbuddy.info) provides a wealth of information for passengers with mobility problems. It indicates which stations offer wheelchair access, ramps and fewer steps as well as those that are not suitable for wheelchair passengers.

For passengers who may need help getting into or leaving a station, travellers can call the Assisted Travel Helpline and give 24 hour notice to arrange assistance.

The main Thameslink site has been awarded the See it Right logo by Royal National Institute of the Blind (RNIB) following an audit by the charity.

Disability awareness training is provided for all new staff. In addition specialist training is given to appropriate staff in the use of wheelchairs, wheelchair ramps and induction loops.

5.8.2.6 Affordability

Thameslink offers a range of value-for-money fares both for the frequent and the not-so-frequent customer. Railcard discounts for young people and older people are valid on Thameslink services in common with other Train Operating Companies.

Thameslink also offers a number of family friendly deals. Its Kids for a Quid scheme allows up to 4 children to travel with each fare-paying adult for just £1 each at off-peak times on nearly all Thameslink journeys. The company also offers a Group Save ticket allowing 3 or 4 people to travel for the price of 2 on Cheap Day, Network AwayBreak or tickets for most journeys in the Thameslink area.

5.8.2.7 Health & Safety

- Signals Passed at Danger - 6
  (0.85 SPADs per million train miles)
  (Target 03-04 = 1 SPAD per million train miles)
  (Target 04-05 = 1 SPAD per million train miles)
- Physical Attacks on Staff - 47
  (1.1 incident for every million passenger journeys, a significant reduction on the 2002/3 rate)

Safety of our passengers, staff and the general public is our first priority. Our Health & Safety Management System covers all our operations.

Our overall aim is to foster a health & safety culture whereby every individual takes personal responsibility for health & safety issues. All employees are encouraged to raise issues and concerns on a day-to-day basis.

Rail safety is regulated by Network Rail and the Health & Safety Executive. Thameslink has dedicated Safety Standards Managers responsible for managing the health & safety system and monitoring performance.

Health & safety issues are discussed as part of the regular company programme of meetings to review issues, initiatives and performance. They are also discussed and reviewed with Trade Union representatives and health & safety is one of the first items to be discussed at board meetings. The company uses internal and external audits to assess performance.

Training is central to the company meeting its health & safety objectives. Training on health & safety issues is a central element in the 220 day induction for new train drivers. Existing traincrew members benefit from 4 refresher days of safety training each year. Other staff are briefed on a 4 weekly basis. Training covers a large number of subjects including fire precautions, emergency evacuation, first aid, conflict avoidance and accident investigation.

Each year, the company sets an overall safety plan which is endorsed by the Board. Performance against the plan is reviewed each four week period. The plan sets objectives in the areas of:

- Risk management
- Major risks
- Passenger Safety & Risk
- Public Safety
- Workforce Safety
- The Environment

Thameslink was the first Train Operator to be fully fitted and operating the new Train Protection and Warning System (TPWS). This project was completed in October 2001. Thameslink was also one of the first Train Operators to obtain ‘secure station’ status. There were no health & safety enforcement notices served against the company during 2003/4.

CASE STUDY: Secure Stations

Government research shows that public transport passengers are most concerned when waiting at stations. To combat this, the Government, British Transport Police (BTP) and Crime Concern launched the Secure Stations Scheme in 1998. Crime Concern is the accreditation agency.

Secure Stations is a national accreditation scheme recognising standards of good practice in rail station, staff and passenger security. The national scheme covers all overground and underground rail stations across England, Wales and Scotland, which are policed by the BTP.
Thameslink has worked to obtain secure station status for many of its stations and was one of the first train operating companies to do so.

Stations must provide evidence that they are effectively managing crime problems over the twelve months prior to applying for accreditation in the areas of station management, station design and passenger perceptions. Clear criteria are set out in each of these areas.

5.8.2.8 Workplace
Thameslink employs 900 people. Drivers make up 35%, station staff 24%, office staff 16%, revenue protection staff 15%, carriage cleaning staff 8% and other grades accounting for the remaining 2%.

Customer feedback has shown that friendliness has a direct influence on how our passengers view our services. The measures that are important to us and our stakeholders are:

• Staff Turnover and Absenteeism
• Training
• Industrial Relations
• Diversity

Staff Turnover and Absenteeism
Three key measures that affect our ability to operate efficiently are staff turnover, absenteeism levels and length of service. They are also a useful indicator on levels of stress within the workforce. The performance for Thameslink is:

<table>
<thead>
<tr>
<th>Measure</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Staff Turnover</td>
<td>12.6%</td>
</tr>
<tr>
<td>Absence</td>
<td>4.1%</td>
</tr>
<tr>
<td>Average length of service</td>
<td>7 years 6 months</td>
</tr>
</tbody>
</table>

Our staff report that the company offers good job satisfaction, attractive pension and travel facilities. The main reasons why employees leave us are:

• shift working
• as a means to increase pay
• a desire to move away from a passenger contact role

In a competitive labour market, Thameslink has a good record of retaining its staff.

Absenteeism
Absenteeism levels are satisfactory for the industry. The main reasons for illness are colds and flu and stress. Initiatives to reduce stress are managed under the Health & Safety strategy and discussed with our Unions as described under Stakeholder dialogue.

Training
Training is vitally important whether this is for new recruits or refreshing the skills of longstanding employees. During 2003/4, the company spent an average of £220 per employee.

Employee Relations
Thameslink recognises the RMT, ASLEF and the TSSA for collective bargaining purposes. We do not monitor what proportion of employees are members of a union. See our section on Stakeholder dialogue to review how the company works with its unions. No days were lost due to industrial action during the reporting period.

Diversity
The business case for diversity is based on common sense. We can serve our passengers better if our employees live locally and reflect the different groups that use our services.

At Thameslink, we collect data relating to the age, gender and ethnicity of our staff.

5.8.2.9 Environment
Thameslink can contribute to environmental improvement in a range of ways. We can:

• Manage our own impact
• Increase the use of public transport particularly through integrated travel

Managing Our Own Impact

• Process emissions 58,309 tonnes of CO2

Our main impact is through operating trains over the rail network. The Thameslink fleet is electric and as such, the company uses electricity for traction purposes. The company operates 72 Class 319 four-car multiple electric trains.

Network Rail is responsible for the railway infrastructure and can demonstrate environmental improvement in performance. Thameslink has no control over this aspect of its environmental performance.

Water

• 123,711 m3 of water was used. Much of this was used for cleaning purposes and washing of trains.

Waste

• 684 tonnes

5.8.2.10 Integrated transport
Feedback from passengers has shown that making it easy and simple to transfer from one mode of transport to another is an important factor in encouraging people to use public transport. Thameslink connects with:

• Five central London stations
• Ten London Underground stations
• Nine London Underground lines
• Two airports at London Luton and Gatwick

Integrated bus and rail tickets are available at Brighton Station offered in partnership with Brighton & Hove Bus Company. Thameslink is also a partner in the Overground Network along with Southern Railway.

The Thameslink Website provides information on local bus and taxi service as well as accessibility information.

5.8.2.11 Community
We describe in the section on Stakeholders some of the ways that we work with our communities to improve the provision of services in our areas of operation. In addition, Thameslink provides a range of other support including:

• Support for fundraising through the donation of prizes
• Sponsorship of local school football teams

CASE STUDY: School Football
Vandalism on trains is an issue that Thameslink takes seriously. Graffiti, scratched windows and more severe damage affects the overall journey experience. Thameslink was experiencing particular problems on the Wimbledon line. It has therefore developed a programme of engagement with schools in the Wimbledon area with the aim of reducing vandalism incidents.

Thameslink sponsors the Merton school football league, benefiting a number of local schools. The company has developed a particular partnership with Rutlish School, sponsoring football kits, funding awards for community contribution and academic achievement and inviting pupils to paint pictures in the subway of Wimbledon Chase station. This programme has reduced the number of vandalism incidents at the station.
A similar approach is being developed with other schools. Thameslink is also partnering with South West Trains to jointly identify an approach to schools.

More broadly, Thameslink has partnered with Merton Council on walking buses. These are safe routes to school whereby Thameslink has supplied funding for High Visibility jackets for use by parents and young children. For older children, Thameslink is sponsoring a cycle safety awareness programme with Merton council and the police to promote safe cycling to school.

5.8.2.12 Performance and data
How is Thameslink performing?

View the associated graphs to see how Thameslink has been performing.

### General

<table>
<thead>
<tr>
<th>Metric</th>
<th>2004/05</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vehicle kms travelled (million)</td>
<td>11.3</td>
</tr>
<tr>
<td>Passenger journeys (million)</td>
<td>42.5</td>
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</table>

### Environment

<table>
<thead>
<tr>
<th>Metric</th>
<th>2004/05</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site electricity (kWh) (000)</td>
<td>3,973</td>
</tr>
<tr>
<td>Site gas (kWh) (000)</td>
<td>1,825</td>
</tr>
<tr>
<td>Electricity usage for traction power (000)</td>
<td>135,603</td>
</tr>
<tr>
<td>CO2 site (t)</td>
<td>2,056</td>
</tr>
<tr>
<td>CO2 transport (t) (cars and vans)</td>
<td>31,72</td>
</tr>
<tr>
<td>CO2 process (t) (buses, trains)</td>
<td>58,309.37</td>
</tr>
<tr>
<td>CO2 ppj process (kg)</td>
<td>1.4</td>
</tr>
<tr>
<td>Water use (m3)</td>
<td>123,711</td>
</tr>
<tr>
<td>Water use (litres) ppj</td>
<td>2.91</td>
</tr>
<tr>
<td>Waste (t)</td>
<td>684</td>
</tr>
<tr>
<td>Waste (g) ppj</td>
<td>16.09</td>
</tr>
</tbody>
</table>

### Society

<table>
<thead>
<tr>
<th>Metric</th>
<th>2004/05</th>
</tr>
</thead>
<tbody>
<tr>
<td>SPADS</td>
<td>6</td>
</tr>
<tr>
<td>Complaints</td>
<td>11,668</td>
</tr>
<tr>
<td>Compliments</td>
<td>501</td>
</tr>
<tr>
<td>Women (number)</td>
<td>146</td>
</tr>
<tr>
<td>Men (number)</td>
<td>754</td>
</tr>
<tr>
<td>Average length of service (years and month)</td>
<td>7.6</td>
</tr>
<tr>
<td>Turnover rate %</td>
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</tr>
<tr>
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<td>8</td>
</tr>
<tr>
<td>Attacks on staff</td>
<td>58</td>
</tr>
</tbody>
</table>

### 5.8.2.13 Targets

#### Targets

<table>
<thead>
<tr>
<th>Targets 2003/4</th>
<th>Outcome</th>
<th>Targets until 31st Dec 2004</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce risk of SPADs by 80% by 2009 NB. These are all Railway Group objectives which we contribute.</td>
<td>On track</td>
<td>Reduce risk of SPADs by 80% by 2009 Thameslink target is to reduce to under 1 per million train miles - Thameslink has already delivered the 80% reduction</td>
</tr>
<tr>
<td>Reduce line of route offences by 10% on 2000/1 baseline</td>
<td>*</td>
<td>Maintain major passenger injury rate at below 7.5 per million passenger journeys</td>
</tr>
<tr>
<td>Reduce major passenger injury rate to below 7.5 per million passenger journeys</td>
<td>Achieved</td>
<td>*</td>
</tr>
<tr>
<td>Reduce assaults on staff by 10% of April 2002 rate</td>
<td>Achieved 20%</td>
<td></td>
</tr>
<tr>
<td>Reduce crime incidents for passengers and others by 7.5%</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Develop competence framework for control staff</td>
<td>Achieved</td>
<td>*</td>
</tr>
</tbody>
</table>

*We have a number of objectives in our current safety plan which finishes on 31st December 2004. The new plan for calendar year 2005 is in the process of compilation and this table will be updated when plan is finalised.
6. Aviation

The Go-Ahead Group has a major presence in the aviation market and is now established as the third part of the operations of the group. Our presence in this market comes from two businesses:

- aviance
- Meteor

Aviance provides services at 17 airports across the UK and Ireland and handles 45 million passengers each year as well as loading and unloading cargo planes.

Meteor is our parking business and provides many synergies with other aspects of Go-Ahead operations. In aviation, the company manages in excess of 40,000 car parking spaces on behalf of the British Airports Authority (BAA) at airports including London Heathrow, London Stansted, Edinburgh and Newcastle. Meteor also offers Park and Ride services and across all its operations it manages over 70,000 spaces.

Both companies offer distinct services but also form part of the wider infrastructure that is integral to the successful operation of a modern efficient airport.

More information on the operations of aviance and Meteor can be found in their reports.

6.1 Company reports

As Go-Ahead operates on a devolved management basis, each operating company is responsible for its own business performance, including the setting of relevant environmental and social targets. In line with this ethos each local operating company has its own tailored mini environmental and social report.

6.1.1 aviance

Aviance provides a range of airport services. It loads and unloads commercial cargo from freight flights, provides baggage handling and check-in services for passenger airlines, operates executive lounges and information desks and manages aircraft slot management and customs clearance.

Aviance provides services at the following airports: Dublin, Heathrow, Gatwick, Stansted, Manchester, Aberdeen, Belfast, Birmingham, Cardiff, Edinburgh, Glasgow, Jersey, Leeds/Bradford, Liverpool, Luton, Teesside, and Southampton.

Aviance UK is a member of the first ever alliance of airport services providers in the world. The alliance was created in 1999 under the "aviance" brand to provide the carriers with a co-operative alternative to existing global handlers.

6.1.1.1 Stakeholder dialogue

The characteristics of the business carried out by aviance means that consultation with stakeholders is different from the bus and rail divisions. Aviance has a small number of very large airline customers. Each customer relationship is governed by a detailed contract that describes the performance standards and reporting we must achieve. Regular meetings are held with key customers to review progress. Contracts can be renewed on a competitive pitch basis or as part of an ongoing relationship. Dialogue with customers takes place in the context of the contractual relationship.

Community engagement and consultation is led by the appropriate airport owner or operator. Aviance engages with communities both directly and through the Airport Operators Committee. In the section below, BAA plc explains the role of an airport in the local community and its expectations of a ground handler such as aviance.

During 2003/4, the main ways that aviance gained feedback from its stakeholders are as follows:

- Employees. Aviance senior managers hold regular informal feedback sessions with staff. This provides an opportunity for employees to raise issues and opportunities for operational improvement. Aviance recognises the General Municipal and Boilermakers Union (GMB), Transport & General Workers Union (TGWU), AMICUS, and the Services, Industrial, Professional & Technical Union (SIPTU) for collective bargaining purposes. Regular meetings are held between the unions and company management to discuss strategy, health & safety issues as well as employment conditions. This has been a difficult year for employee relations across the baggage handling industry. You can read more about this in the section on employee relations.

- Airport Authorities. Most airports have an Airport Operators Committee, or similar, to discuss issues of interest to passengers and local communities. Aviance is a member of these committees.

- Local Authorities. All airport operators have close relationships with Local Authorities and indeed some are owned by a Local Authority. Airport Operating Committees provide a means for aviance to get feedback on community perspectives. In addition, aviance contributes to local sustainable development plans such as through its membership of the Environmental Forum in Crawley and Southampton.

- Community. The main engagement that aviance has with communities is as an employer. The company has participated in jobs fairs and providing career information to local schools. The airport bases in Wales entered a team in an 'It's A Knockout' competition for charity.

- Government. Aviance has focused its involvement on Aviation Security and Health & Safety. Aviance is an active member of a group aiming to revitalise health & safety in air transport. It is also involved in helping identify practical areas for health & safety improvement at individual airports. For example, aviance is a member of a consultative committee chaired by Irish Aviation Authority and Aer Rianta to improve ramp safety at Dublin Airport.

CASE STUDY: Aviation - A Stakeholder Perspective: A view from BAA plc

BAA owns seven UK airports, including the world’s busiest international airport at Heathrow as well as Gatwick and Stansted. Together, these seven UK airports serve over 130 million passengers each year. Aviance has operations at all seven of our UK airports, while Meteor provides services at Heathrow, Stansted, Edinburgh and Southampton.

At BAA we have recognised that the aviation industry cannot grow unless it identifies and tackles its local and global impacts. This means making the most of the positive economic, social and cultural benefits of aviation and constantly striving to drive down the negative impacts on its local communities and the environment.

For our part, BAA has used its risk management and stakeholder processes to identify the local, regional and global sustainability benefits and impacts associated with the development and operation of our airports. This process has helped BAA identify the following issues as priority areas for performance for our airports:

- Health, Safety & Security
- Noise, Surface Transport & Air Quality
- Climate Change
- Staff development
- Economy & Jobs
- Community Investment

Community Investment

Go-Ahead
Airports are complex operations. All the companies that operate in the airports play their part in contributing to these issues. As such, we expect our business partners to share our commitment to sustainable development supported by management systems to measure their performance.

As a stakeholder, we welcome the opportunity to set the scene for the Environment and Social reporting of the aviation businesses of Go-Ahead.

6.1.1.2 Statement from the CEO – Aviation

Since last year, the events that depressed our industry have continued to blight any signs of marked improvements. We are only now starting to see some light at the end of this long tunnel.

The business has stabilised with no further down-sizing taking place - trading conditions remain difficult with airlines still placing cost as their number one priority. This places its own pressures on our business and has caused problems meeting our customers’ aspirations.

We have remained focused on health & safety, but operational pressures have taken their toll on our performance so we will have to work harder on this in the coming year, even though we are faced with economic difficulties. We have not yet reached the standards we have set, and remain committed to achieving them.

There have been three initiatives during the previous 12 months. The introduction of a maximum bag weight for passenger baggage was a major step forward in controlling manual handling issues at our major airports. Plus major training programmes are producing improved accident reporting, investigation and prevention, in conjunction with a risk assessment module. Finally, the imposition of a self audit programme has initially produced some good results. Going forward, we will continue to monitor the performance at each airport closely.

Environmental issues are monitored through the Environment Committees, which have continued to expand around our airports, with around 50% of airports having a separate committee, or combined with the safety committee.

6.1.1.3 Marketplace

Ground handling is a competitive industry operating in a difficult marketplace. The international airline industry has experienced considerable shocks - international terrorism, the outbreak of SARS in Asia and now spiraling fuel costs. At the same time, the structure of the industry is changing through the continued growth of the low-cost airlines. Together, these factors explain why airlines still place cost as their number one priority in selecting a passenger ground handling service.

In 2003/4, aviance served 45 million passengers for its airline customers. The marketplace issues for aviance are:

• Customer Service
• Health, Safety and Security

6.1.1.4 Customer service

aviance also actively receives passenger feedback on its services showing that the most important issues for airline passengers arising from aviance activities are:

• Lost baggage
• Delayed flight handling
• Mishandled cargo

Our staff were praised for being helpful, going beyond job expectations and on standards of service delivery. Many of our customers run award schemes to promote good practice among its suppliers. During 2003/4, the company received the following awards:

• Glasgow - ‘UK & Ireland Airport of the Year 2003’ awarded by First Choice
• London Luton - ‘Don’t Delay, Get Away Award 2004’ awarded by Britannia Airways
• Birmingham International Airport - ‘4 Crown Award’ for service awarded by KLM
• Birmingham International Airport - On time targets achieved for year - service award awarded by Thomas Cook
• Birmingham International Airport - Service delivery awards achieved on more occasions than any competitors
• Cardiff International Airport - Performance achievement awards Aug 03, Sept 03,Oct 03 and April 04 awarded by First Choice
• London Stansted - 10 out 12 monthly performance First Choice achievement awards

Details of aircraft movements and delays attributable to aviance are described in our section on performance and data.

6.1.1.5 Health, Safety and Security

Health & safety is a priority for aviance. The nature of the business is such that a significant proportion of employees undertake heavy lifting such as loading and unloading suitcases onto airplanes. In addition, airports can be dangerous and noisy places and great care is needed by all employees.

The Health & Safety Management System used by aviance covers all our operations and has been developed to comply with industry standards. aviance has a dedicated unit responsible for managing the health & safety system and monitoring performance.

Our overall aim is to foster a health & safety culture whereby every individual takes personal responsibility for health & safety issues. All employees are encouraged to raise issues and concerns on a day-to-day basis. aviance runs both monthly and quarterly competitions with prizes designed to help in hazard spotting. This is accompanied by league tables of monthly statistics featured in the company newsletter together with weekly results posted in each crew room.

At London Heathrow, there is a scheme to video real life manual handling techniques. This will be used as an aide to train manual handling in a more realistic manner. It is hoped that this will reduce manual handling injuries as we train staff more realistically and will be rolled out to the larger stations in the company with an initial target of 50% coverage by the end of 2005.

Health & safety issues are discussed with staff, Trade Union representatives and health & safety is one of the first items discussed at board meetings. The company uses internal and external audits to assess performance.

CASE STUDY: Manual Handling

Handling heavy baggage can cause strains and injuries. Unlike most industries, there are no guidelines on the maximum weight for any single item. While Health & Safety Executive can issue enforcement notices, this has not happened in the airline industry.
aviance identified this issue as a priority issue to tackle. The company set up a Working Group that proposed to establish a limit of 32kg per piece of luggage. Aviance contacted all the airlines it handles in Gatwick and the case was made for adopting this limit. This step met with near 100% agreement. Inspired by aviance, in January 2004, all handling agents in Gatwick jointly adopted a policy of not accepting any bag weighing over 32kg. Following pressure from aviance and trade unions, BAA at Gatwick and Heathrow responded by adopting a full policy of not accepting any bag over 32kg. Aviance has also implemented this policy in at Stansted, Southampton, Manchester and Edinburgh. It is also being discussed in at London Luton.

Training is central to the company meeting its health & safety objectives. For all new entrants, two weeks on health & safety issues forms part of the wider induction course. Training covers risk assessment, fire marshal training, first aid, health & safety awareness as well as accident reporting and investigation. All existing staff benefit from ongoing health & safety training with 2.5 days provided for each front-line employee.

Security is a significant issue at all airports and all new aviance employees are subject to stringent security checks.

6.1.1.6 Workplace
Aviance employs 4,399 people based in 17 airports across the UK and in Ireland. The measures that are important to us and our stakeholders are:
- Staff Turnover and Absence
- Training
- Employee Relations
- Diversity

Staff Turnover and Absence
Three key measures that affect our ability to operate efficiently are staff turnover, absenteeism levels and length of service. These are also useful indicators on the levels of stress and job satisfaction within the workforce. The performance for aviance is:

| Staff Turnover: | 20.4% |
| Absence:        | 4.8%  |
| Average length of service: | 5 years |

Levels of staff turnover fell slightly in 2003/4. The aviation services industry traditionally has high levels of staff turnover. Attraction and retention of staff is a challenging issue as there is considerable local competition for employees in and around many of the airports where we operate. Our staff report that the main attractions for working for aviance are working in an airport, flexible shift working and as a means of gaining relevant experience for cabin crew roles. The negative aspects are unsocial hours of work, travel and stress from dealing with passengers with lost luggage.

Aviance undertook a recruitment drive this year attending job fairs and placed newspaper adverts.

Absence
Levels of absence are among the lowest for the Go-Ahead Group. The main reasons for illness are muscular injuries, colds and flu and stomach problems. See our section on Health, Safety and Security for initiatives to reduce muscular injuries, including the introduction of a maximum baggage allowance at certain airports.

Training
Training is important both for new recruits and refreshing the skills of longstanding employees. Our section on Health, Safety and Security describes some of the training undertaken. The company plans to reappoint a training manager this year.

Employee Relations
This has been a difficult year across the ground handling industry in the UK. Cost continues to be the driving concern of airline customers faced by difficult market conditions and severe competitive conditions. Cost concerns are leading to pressures for changes in working practices.

In July 2004, members of the TGWU voted to strike over a dispute relating to a 2.5% pay rise offer. Talks held with aviance management averted the stoppages although some days were lost due to unofficial industrial action during the reporting period.

See our section on Stakeholder dialogue to read about how the company works with its unions.

Diversity and Recruitment
The business case for diversity is based on common sense. We can serve our passengers better if our employees live locally and reflect the different groups that use our services.

At aviance, we collect data relating to the age and gender of our staff. During 2003/4, we recruited almost 700 people.

6.1.1.7 Environment
Aviance faces a number of challenges in demonstrating environmental improvement. Baggage handling relies on the infrastructure of an airport which is provided by the airport operator. As such, aviance cannot always isolate its environmental impact.

Aviance has established an Environmental Management System (EMS) based on the principles of the ISO 14001 environmental standard. The EMS is audited internally and externally.

Managing Our Impact
- CO2 emissions of 11,021 tonnes

Our main impact is through operating vehicles within the airport. The majority of these are electric with the balance of vehicles run on diesel. Aviance operates a fleet that includes buggies (electric & diesel), flatbed lorries, freight lorries, driveable steps, traffic cars, pushback tugs, hi-loaders, de-icers and other vehicles. In 2002/3, the company completed a fleet rationalisation and modernisation programme. As part of the programme, 30 electric powered buggies have been introduced into our operations at London Heathrow. See the case study on our experience with vehicle tracking linked to these new vehicles.

CASE STUDY: Vehicle Tracking
In December 2002, aviance started a trial with the Amicus VMS (Vehicle Management System) on the 30 new electric buggies purchased. This system monitors vehicle & driver performance, with data logging providing:
- Improved productivity and Cost Efficiency
- Health & Safety compliance
- Enhanced vehicle security and vehicle tracking
- Journey and driver monitoring
- Accurate business and private mileage records
- Fuel efficiency
- Reduced Environmental Impact
Some of the controls set by aviance include:

- Controlling access to nominated drivers
- A crash switch that detects when the vehicle has had an accident and records the previous 16 seconds prior to the incident to aid accident analysis
- Ensuring equipment is returned to the charger

aviance has now upgraded to a web-based system and is currently fitting this to all new vehicles coming into the company. At present we have 86 vehicles fitted with the system at London Heathrow with a further 93 (including retro fitting existing vehicles) to be fitted in the next 4 months.

The system is also to be fitted to Reed Newspaper’s 10 vehicles at London Luton to help them with their UK distribution business, 61 ramp and cargo towing vehicles at London Gatwick and all vehicles at Aberdeen. This will particularly help with Aberdeen as the ‘hours run’ data on the equipment can be used to more efficiently plan when to service the fleet.

aviance plans to fit this to all new vehicles purchased in the next year. Initially it will be in ‘passive mode’, allowing drivers to use vehicles as they do now. However, as Station Managers build a data map, the company can use this knowledge to improve its performance.

**Water**

- 1,852m³ of water was used. This is an under estimate as virtually all aviance stations are within common user or public areas and as such aviance use is not separately metered.

**Waste**

- 846.6 tonnes, of which 394.87 tonnes is recycled.

The main waste recycled is tyres. Other waste recycled included oil and lubricants, solvents, filters, batteries, aluminium and scrap metal and paper. Although recycling practice is well established within aviance, waste reporting remains incomplete and again not all bases for aviance are included within the reporting framework.

**6.1.1.8 Community**

aviance gets involved in local community activity in a range of ways.

Every effort is made to unite baggage with their owners. Nevertheless, sometimes suitcases remain uncollected. aviance’s policy is that after 90 days, uncollected luggage is donated to the mental health charity, Scope for sale in its charity shops. Similarly, redundant aviance uniforms are debadged and donated to Scope.

The company also participates in school open days and work experience to raise awareness and interest in aviance as an employer as well as providing equipment loans for RAF benevolent shows.

**6.1.1.9 Performance and Data**

How is aviance performing?

<table>
<thead>
<tr>
<th>Environment</th>
<th>Site electricity (kWh) (000)</th>
<th>4,683</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Site gas (kWh)</td>
<td>1,477</td>
</tr>
<tr>
<td></td>
<td>Fuel use (litres) (000)</td>
<td>3,212</td>
</tr>
<tr>
<td></td>
<td>CO2 site (t)</td>
<td>2326.70</td>
</tr>
<tr>
<td></td>
<td>CO2 process (t) (buses, trains)</td>
<td>8694.06</td>
</tr>
<tr>
<td></td>
<td>CO2 ppj process (kg)</td>
<td>17.91</td>
</tr>
<tr>
<td></td>
<td>Water use (m³)</td>
<td>1,852</td>
</tr>
<tr>
<td></td>
<td>Water use (litres) ppj</td>
<td>3.82</td>
</tr>
<tr>
<td></td>
<td>Waste (t)</td>
<td>846.6</td>
</tr>
<tr>
<td></td>
<td>Waste (g) ppj</td>
<td>18.81</td>
</tr>
<tr>
<td></td>
<td>Recycled (t)</td>
<td>394.87</td>
</tr>
<tr>
<td></td>
<td>Vehicles reused and recycled</td>
<td>6</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>Society</th>
<th>Complaints</th>
<th>294</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Compliments</td>
<td>180</td>
</tr>
<tr>
<td></td>
<td>Women (number)</td>
<td>1,280</td>
</tr>
<tr>
<td></td>
<td>Men (number)</td>
<td>3,119</td>
</tr>
<tr>
<td></td>
<td>Average length of service (years and month)</td>
<td>5.0</td>
</tr>
<tr>
<td></td>
<td>Turnover rate %</td>
<td>20.4</td>
</tr>
<tr>
<td></td>
<td>Absence rate %</td>
<td>4.8</td>
</tr>
<tr>
<td></td>
<td>% of posts vacant</td>
<td>4.16</td>
</tr>
<tr>
<td></td>
<td>3 day injury (staff) + RIDDOR</td>
<td>259</td>
</tr>
</tbody>
</table>

£ Charitable giving and investment 3,166
### 6.1.1.10 Targets

#### Targets

<table>
<thead>
<tr>
<th>Targets 2003/4</th>
<th>Outcome</th>
<th>Targets 2004/5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce accidents by 50%</td>
<td>Not achieved</td>
<td>Reduce accidents by 50%</td>
</tr>
<tr>
<td>Introduce EMS procedures into all stations</td>
<td>50% achieved</td>
<td>Introduce EMS procedures into remaining 50% of stations</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Provide training in H&amp;S, HR and Industrial Relations to all supervisory staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Appoint a Training Manager</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Review Customer awareness training</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Set energy reduction targets</td>
</tr>
</tbody>
</table>
7. GRI Index

In preparing this report, Go-Ahead considered the reporting guidelines prepared by the Global Reporting Initiative. The report has been structured to best describe the mix of businesses within the Go-Ahead Group and the dilemmas that they face. Nevertheless, we recognise that some readers use the Global Reporting Initiative (GRI) in reviewing company performance and have therefore prepared the tables in this section, providing a reference to the GRI and appropriate references.

Visions and strategy

<table>
<thead>
<tr>
<th>GRI</th>
<th>2003/4 REPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Sustainable Development vision and strategy</td>
<td>View from our Chief Executive</td>
</tr>
<tr>
<td>1.2 Chief Executive Statement</td>
<td>View from our Chief Executive</td>
</tr>
</tbody>
</table>

Organisational Profile

<table>
<thead>
<tr>
<th>GRI</th>
<th>2003/4 REPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Name of reporting organisation</td>
<td>Our business: Who we are</td>
</tr>
<tr>
<td>2.2 Major products and/or services, including trends if appropriate</td>
<td>Our business: Who we are - Our Operations</td>
</tr>
<tr>
<td>2.3 Organisation structure</td>
<td>Our business: Who we are - Our Operations</td>
</tr>
<tr>
<td>2.4 Description of major divisions, operating companies, subsidiaries</td>
<td>Our business: Who we are - Our Operations</td>
</tr>
<tr>
<td>2.5 Location of Go-Ahead's operations</td>
<td>Our business: Where we operate - National &amp; South East Operations Map</td>
</tr>
<tr>
<td>2.6 Nature of ownership</td>
<td>Our business: Who we are</td>
</tr>
<tr>
<td>2.7 Countries in which Go-Ahead's operations are located</td>
<td>Our business: Who we are</td>
</tr>
<tr>
<td>2.8 Basis of reporting organisation</td>
<td>Our business: Where we operate</td>
</tr>
<tr>
<td>2.9 List of Go-Ahead stakeholders</td>
<td>Our business: Our approach to reporting - Our Stakeholders</td>
</tr>
</tbody>
</table>

Report Scope

<table>
<thead>
<tr>
<th>GRI</th>
<th>2003/4 REPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.10 Contact person(s) for the report</td>
<td>Contacts</td>
</tr>
<tr>
<td>2.11 Reporting period</td>
<td>Our business: Our approach to reporting</td>
</tr>
<tr>
<td>2.12 Date of previous report</td>
<td>Our business: Our approach to reporting</td>
</tr>
<tr>
<td>2.13 Boundaries of the report</td>
<td>Our business: Our approach to reporting</td>
</tr>
<tr>
<td>2.14 Changes in size and ownership since last report</td>
<td>Our business: Who we are - Recent acquisitions and disposals</td>
</tr>
<tr>
<td>2.15 Basis for reporting on joint ventures</td>
<td>Our business: Who we are - Our structure</td>
</tr>
<tr>
<td>2.16 Explanation of any re-statement of information in previous reports</td>
<td>Our business: Who we are - Recent acquisitions and disposals</td>
</tr>
</tbody>
</table>

Report Profile

<table>
<thead>
<tr>
<th>GRI</th>
<th>2003/4 REPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.17 Decisions not to apply GRI principles</td>
<td>GRI</td>
</tr>
<tr>
<td>2.18 Criteria / definitions used</td>
<td>Throughout Report</td>
</tr>
<tr>
<td>2.19 Significant changes in methods</td>
<td>Throughout Report</td>
</tr>
<tr>
<td>2.20 Policies and practices on accuracy, completeness and reliability</td>
<td>Throughout Report</td>
</tr>
<tr>
<td>2.21 Policy and practice regarding independent assurance</td>
<td>Our business: Our approach to reporting</td>
</tr>
<tr>
<td>2.22 Obtaining additional information</td>
<td>Contacts</td>
</tr>
</tbody>
</table>

Structure and Governance

<table>
<thead>
<tr>
<th>GRI</th>
<th>2003 REPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Governance structure of Go-Ahead</td>
<td>Our business: Our policies and governance</td>
</tr>
<tr>
<td>3.2 Independent non-executive Directors</td>
<td>Our business: Our management</td>
</tr>
<tr>
<td>3.3 Process for determining the expertise of Board members</td>
<td>Not reported</td>
</tr>
<tr>
<td>3.4 Process for identification and management of risks</td>
<td>Not reported</td>
</tr>
<tr>
<td>3.5 Executive compensation and achievement of company goals</td>
<td>Not reported</td>
</tr>
<tr>
<td>3.6 Organisational structure and key individuals for implementation and audit</td>
<td>Our business: Our management</td>
</tr>
<tr>
<td>3.7 Mission and values statements, internally developed codes</td>
<td>Our business: Our policies and governance</td>
</tr>
<tr>
<td>3.8 Mechanisms for shareholders to provide recommendations</td>
<td>Not applicable</td>
</tr>
</tbody>
</table>

Stakeholder Engagement

<table>
<thead>
<tr>
<th>GRI</th>
<th>2003 REPORT</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.9 Identification and selection of major stakeholders</td>
<td>Our business: Our approach to reporting - Stakeholders</td>
</tr>
<tr>
<td>3.10 Stakeholder consultation</td>
<td>Our business: Our approach to reporting - Stakeholders</td>
</tr>
<tr>
<td>3.11 &amp; 3.12 Information from stakeholder consultation and its use Overarching Policies and Management Systems</td>
<td>Our business: Our approach to reporting - Stakeholders</td>
</tr>
<tr>
<td>3.13 The precautionary principle</td>
<td>Not reported</td>
</tr>
<tr>
<td>3.14 Voluntary charters or other initiatives</td>
<td>Not reported</td>
</tr>
<tr>
<td>3.15 Industry and business</td>
<td>Not reported</td>
</tr>
<tr>
<td>3.18 Policies and systems for managing indirect impacts</td>
<td>Throughout report</td>
</tr>
<tr>
<td>3.17 Approach to managing indirect impacts</td>
<td>Not reported</td>
</tr>
<tr>
<td>3.18 Major decisions on operational changes</td>
<td>Our business: View from our Chief Executive</td>
</tr>
<tr>
<td></td>
<td>Our business: Who we are</td>
</tr>
<tr>
<td>3.19 Programmes and procedures</td>
<td>Throughout Report</td>
</tr>
<tr>
<td>3.20 Certification pertaining to management systems</td>
<td>Not reported</td>
</tr>
</tbody>
</table>
8. Group Performance data

How is the Go-Ahead group as a whole performing?

View the associated graphs to see how Go-Ahead group has been performing.

General

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bus fleet size</td>
<td>3,250</td>
</tr>
<tr>
<td>% of fleet with Euro II or above engine</td>
<td>77.63</td>
</tr>
<tr>
<td>% of fleet with CRT</td>
<td>59</td>
</tr>
<tr>
<td>Average age of fleet</td>
<td>5.23</td>
</tr>
<tr>
<td>% of fleet with low floor buses</td>
<td>63.0</td>
</tr>
</tbody>
</table>

Environment

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site electricity (kWh)(000)</td>
<td>52,194</td>
</tr>
<tr>
<td>Site gas (KWh)(000)</td>
<td>28,651</td>
</tr>
<tr>
<td>Fuel Use (litres)(000)</td>
<td>98,972</td>
</tr>
<tr>
<td>Electricity usage for traction power (100)</td>
<td>440,5 69</td>
</tr>
<tr>
<td>CO2 s t (t)</td>
<td>31,00 0.48</td>
</tr>
<tr>
<td>CO2 transport (t) (cars and vans)</td>
<td>2,126</td>
</tr>
<tr>
<td>CO2 process s (t) (buses and trains)</td>
<td>416,9 73.66</td>
</tr>
<tr>
<td>CO2 ppj process (kg)</td>
<td>0.61 (not including aviation)</td>
</tr>
<tr>
<td>VOC s (HC) (t)</td>
<td>115.05</td>
</tr>
<tr>
<td>VOC s (HC) ppj (g)</td>
<td>0.24</td>
</tr>
<tr>
<td>CO (t)</td>
<td>219.60</td>
</tr>
<tr>
<td>CO ppj (g)</td>
<td>0.46</td>
</tr>
<tr>
<td>NOx (t)</td>
<td>1,966.84</td>
</tr>
<tr>
<td>NOx ppj (g)</td>
<td>4.16</td>
</tr>
<tr>
<td>PM (t)</td>
<td>29.94</td>
</tr>
<tr>
<td>PM ppj (g)</td>
<td>0.66</td>
</tr>
<tr>
<td>Waste e use (m3)</td>
<td>612,4 04</td>
</tr>
<tr>
<td>Wat e use (litr es) (ppj)</td>
<td>16.35</td>
</tr>
<tr>
<td>Waste e (t)</td>
<td>8,768</td>
</tr>
<tr>
<td>Waste e (g) ppj</td>
<td>12.86</td>
</tr>
<tr>
<td>Recycled (t)</td>
<td>842</td>
</tr>
<tr>
<td>Vehicles reused and recycled</td>
<td>111</td>
</tr>
</tbody>
</table>

Society

<table>
<thead>
<tr>
<th>Metric</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled km operated (buses), services on time (trans) %</td>
<td>98.88</td>
</tr>
<tr>
<td>SPA DS</td>
<td>28</td>
</tr>
<tr>
<td>Complaints</td>
<td>52,720</td>
</tr>
<tr>
<td>Compliments</td>
<td>1,660</td>
</tr>
<tr>
<td>Women (number)</td>
<td>2,645</td>
</tr>
<tr>
<td>Men (number)</td>
<td>16,262</td>
</tr>
<tr>
<td>Turnover rate %</td>
<td>19.9</td>
</tr>
<tr>
<td>Absence rate %</td>
<td>4.60</td>
</tr>
<tr>
<td>% of posts vacant</td>
<td>4.04</td>
</tr>
<tr>
<td>Accidents (responsible)</td>
<td>4,352</td>
</tr>
<tr>
<td>Accidents (not responsible)</td>
<td>5,057</td>
</tr>
<tr>
<td>3 day injury (staff) = RID DOR</td>
<td>521</td>
</tr>
<tr>
<td>Attacks on staff</td>
<td>807</td>
</tr>
<tr>
<td>£ Charitable giving and investment</td>
<td>196,232</td>
</tr>
</tbody>
</table>

Environmental and Social Report 2004 page 82 of 86
9. Assurance statement

The SMART Company was commissioned by the Go-Ahead Group plc for the third year to provide an independent review of the Environmental and Social Report 2003/4.

An Associate Director of SMART, who was independent of the report writing process, carried out the verification. The scope of the verification was to review the accuracy and completeness of the report, including the systems used to collect the data, and to comment on the extent to which the data is used in the management of the businesses.

The process has included interviews and site visits with management responsible for data collection in a sample of three operating company businesses. In addition, the auditor interviewed Group executive management responsible for data collection, interpretation and report preparation. On the basis of this process, we are satisfied that the report is a reliable and accurate reflection of the performance of the company.

The verification was undertaken using the principles of the AA1000 Assurance Standard: materiality, completeness and responsiveness. It was pleasing to note that progress has been made in each of these areas.

Completeness
It was observed that data collection on social and environmental issues is becoming well established within the group. However, the annual nature of the survey makes data collection more difficult for some of the indicators. Data collection processes for health & safety, customer service, staff composition, air emission and fuel efficiency are complete and robust. However, there was evidence of under reporting in some aspects of environmental and social performance including waste, community spend, training and development.

Materiality
The format of the reporting tool results in the analysis of a significant volume of data. While it is commendable to measure such a wide-range of environmental and social indicators, it is important that key issues for stakeholders can be identified at a group and individual company level. The partnership nature of many of the groups’ activities ensures that the priorities of stakeholders such as clients and regulators are clearly articulated. However, it is less clear whether the key issues of other stakeholders such as suppliers and the community have been identified.

The analysis of key issues contained in the summary and full version of the report is an important step in the identification and management of key environmental and social issues for Go-Ahead.

The format of the reporting standard currently used does not include all aspects of some of the more recent activities within the group, for example security services. We recommend that this be addressed to ensure that the company reports on all areas of performance.

Responsiveness
The degree of responsiveness to different stakeholders depends on the historical priorities of individual companies, the regulatory climate (where appropriate) and contractual requirements.

Responding to feedback from employees is important at Go-Ahead and has successfully improved morale, hence reducing absenteeism and staff turnover.

The operating companies have well defined processes for responding to the concerns of customers, pressure groups and regulators, ensuring that feedback is disseminated throughout the management and acted upon at both a local and strategic level. However, some companies had significant aspects of their service provision over which they felt they had no control and for which they accepted no responsibility.

It is less clear how the company responds to the concerns and interests of other stakeholder groups, for example suppliers and the community.

Based on our review we would recommend that Go-Ahead consider the following to further develop the process for measuring, reporting and managing environmental and social performance:

- Continue exploring opportunities for external benchmarking and the use of comparative data within the group. This would provide context to the data and enable comparison both internally (where appropriate) and with industry best practice.
- Develop greater clarity about the links between corporate and individual measurement of social and environmental performance. This would facilitate a more coherent approach to the management of environmental and social factors and both group and individual company level.
- Now that the data collection is well established, there are opportunities to use trending of data and target setting to aid in the active management of environmental and social issues.
- Review the reporting mechanism used to gather data on environmental and social performance in the light of the changing composition of the group, for example the inclusion of parking and security businesses. Ensure that the indicators used are meaningful to the individual businesses, reflecting and complementing existing company reporting mechanisms to avoid duplication and aid embeddedness.
- Continue to encourage operating companies to apply the results of the data collection to the management of the businesses. The move towards the monthly reporting of some indicators is a positive step. Operating companies should be encouraged to use this opportunity to manage these issues more proactively.

Environmental and social issues are increasingly becoming embedded in the operational management of Go-Ahead, but with the exception of Health & Safety, are not seen as core activities. This is a key challenge for the business. Much has been achieved and we look forward to seeing continued progress in future reports.

1st October 2004

Helen Rushton

The SMART Company
www.thesmartcompany.net

The SMART Company is a consultancy specialising in corporate social responsibility (CSR) and related public policy issues in all sectors. It advises on, and implements, tailor-made programmes for businesses, charities and public bodies to help them respond to the needs of their stakeholders.
10. Frequently asked questions

I find it difficult to get about. How does Go-Ahead make it easier for me to travel?
Helping people with mobility problems is very important to Go-Ahead. Whether it is investing in new buses or trains, providing information or training our staff, we aim to make travelling easier. You can read more in our section on accessibility-buses and accessibility-rail

Can I travel on buses and trains at a subsidised rate?
Many of our operating companies run schemes for young people, older people and people with disabilities. See each of our operating companies for more information on what is available from your local Go-Ahead company.

I have heard a lot about integrated travel. What does that mean in practice?
Integrated travel just describes how easy it is to transfer from one form of transport to another. Go-Ahead businesses run trains and buses and provide aviation, parking and security services. This means we are ideally placed to develop initiatives that help make it easier for people to choose public transport, and to transfer between modes of transport.

Aren't you just adding to the climate change problem?
Most journeys are made by private car, and the resultant air emissions per passenger are considerably higher than those of buses and trains. Go-Ahead recognises our responsibility to the environment and are trying to cut our contribution to climate change in several ways such as ULS diesel and investing in up to date fleet. This report includes a section on climate change.

I am a transport enthusiast - where can I find out more about the buses and trains you run?
Each of our operating companies would be pleased to help you. See the Brighton & Hove Website as an example of the information we provide.

How do you develop your employees?
We are committed to effective training. Training is essential for maintaining a safe service as well as providing employees opportunities to grow and develop. Follow this link for more on training.

Can I get a hard copy of this report?
Our full report is only available online, but it’s easy to print off from the reports page. We also produced a summary report - you can download a pdf or contact us to ask for a copy to be sent to you.

Who can I contact to ask another question?
We’re really interested to hear what you are interested in. Please contact us and we’ll respond to you directly.