

# LONDON CENTRAL AND LONDON GENERAL

ENVIRONMENTAL & SOCIAL REPORT 2006



# London

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

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## OUR RESPONSIBILITY

### A message from the Managing Director

Building on last year's report, I am pleased to introduce, enhance and further demonstrate our commitment to corporate and social responsibility, this being the second published report. The year past clearly tested our corporate responsibility with the effects of the London bombing in July of 2005. However, what I believe it did was to enhance our standing within the community by showing our staff to be professional and our management being responsive to the needs of the public that we serve. Despite the disruption at the time, the service resumed to near normal position within hours of the devastation to ensure that Londoners were provided with the best bus service possible.

As a company we continue to meet the needs of Transport for London (TfL), and the level of service that the public have come to expect. The performance of our company being the best ever achieved. We are certainly at the forefront as far as our customers – both London Buses and the public – are concerned.

In our drive to maintain our commitment to improve the environment where we live, we are the first company in London to introduce the latest emission technology on double deck vehicles in production with the purchase of over 50 vehicles which meet the latest European standards before Government requirements come into force, with fuel efficient Euro IV engines being fitted. We are also trialling, in partnership with TfL, the first hybrid electric buses on Route 360.

In terms of our staff, we continue to seek the highest standards, having achieved training for all of our driving staff in a nationally recognised BTEC award (Business Technology Education Council). BTEC training has been extended to all our supervisory and support staff; another industry first.

In terms of safety and security we continue to strive for excellence in conjunction with London Buses and the Police by addressing the level of vandalism and assaults to staff to maintain and improve the perception of safety on our vehicles regardless of time of day or night.

This year sees David Brown leave the role of Chief Executive of London Central and London General to take up a new role as Managing Director of Surface Transport at TfL. David leaves a company that is consistently at the top of London Buses' quality league tables. We look forward to continuing to work in partnership with David to maintain our position.

Finally, I commend this report to you and hope that you find it as interesting and as informative as the previous report and trust that it firmly establishes our drive towards ensuring that the company meets its contractual requirements to provide a clean, safe public transport system for London. If you have any comments or views on our services or any other issues relating to this report we would be pleased to hear from you.

**John Trayner**  
Managing Director

## WHO WE ARE

London Central and London General operate a network of bus routes serving the southeast, the southwest and central London. Between them, our two companies run a fleet of around 1,300 buses and account for 300 million bus journeys annually on about 100 routes. This represents around 15% of the London bus market.

London Central runs a fleet of around 600 buses in southeast and central London from garages in Bexleyheath, Camberwell, New Cross and Peckham. London General operates a fleet of around 700 vehicles in southwest and central London from its Merton, Putney, Stockwell, Sutton and Waterloo garages. Most of the routes operated by London Central and London General are under five or seven year contracts with Transport for London (TfL), with contracts being awarded under a rolling tendering programme.

### About The Go-Ahead Group plc

London Central and London General are part of The Go-Ahead Group plc. Go-Ahead is a major provider of transport services across the UK employing over 24,000 people and carrying around 800 million passengers. Its operations span bus, rail and aviation services (including parking).

The Go-Ahead Group believes that local people make the best decisions on running local services. However, the Group also believes in the importance of a common framework for measuring each company's impact on local communities and the environment. This report describes our performance against the framework developed by the Go-Ahead Group.

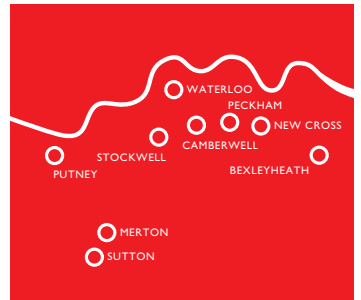
### About this report

This report describes our performance for the 12 months to 1 July 2006. It is divided into four main sections, which describe the impacts that we have on the world around us and how we approach managing these responsibly:

- Marketplace** – how we run our services
- Workplace** – issues that affect the people who work for us
- Environment** – how we manage and reduce our impact on the environment
- Community** – making the communities where we operate better places to live and work.

As part of our annual business planning, we have set targets and goals to improve our social and environmental performance for 2006/7.

To keep this report short, we have placed a lot more information on the web [www.go-ahead.com/corporateresponsibility](http://www.go-ahead.com/corporateresponsibility)



*Our company structure ensures that local management make local decisions about local services.*

## THE MARKETPLACE

Our responsibilities in the marketplace

Buses are an essential part of London life, transporting Londoners to workplaces, shops and a host of other activities in the city.

The nation's capital faces extra transport pressures and challenges. Private cars, pedestrians, cyclists, taxis all compete with buses for a share of the road. We want to attract people out of their cars and onto our buses in order to ease congestion in the city.



London's bus market has a unique structure. Transport for London (TfL) sets the operational framework for running buses in the capital and our challenge is to demonstrate that we can outperform other providers in meeting its requirements. We have an enviable record in doing so, and we enthusiastically support the groundbreaking social and environmental initiatives of TfL and the Mayor's Office.

London has enjoyed an increase in bus use at a time when bus passenger numbers are falling in most parts of the country. This has been achieved through a coherent, integrated strategy designed to increase the use of public transport in the city. Last year, our buses carried nearly 300 million people.

Our passengers, employees and other stakeholders have confirmed that increasing travel by bus is our most important responsibility; they have also identified the factors that most influence people to use our buses:

**Reliability, convenience and punctuality**

**Accessibility for all**

**Safety and security**

**Affordability**

We are therefore reporting our performance in each of these key areas of responsibility:

### **Our responsibility: providing reliable, convenient and punctual services**

TfL operates Quality Incentive Contracts designed to reward excellent customer service and publishes quarterly league tables comparing the performance of its different operators. London Central and London General consistently top these quality league tables.

The tables include data on mileage and reliability and compare performance against minimum standards, benchmarks and network averages. In the first quarter of 2006, we were top of four of the seven quality tables and exceeded the London Bus Services average in every area except the provision of night buses.

The latest quality tables can be viewed at [www.tfl.gov.uk/buses/about/performance/league-table](http://www.tfl.gov.uk/buses/about/performance/league-table)

We have invested heavily in training and in increasing the number of bus controllers working on our services. These controllers monitor our services and develop solutions for traffic hotspots.

**Our responsibility: accessibility for all, particularly people with disabilities**

TfL is focused on providing bus services that are accessible to all. We have risen to the challenge by investing in low-floor and wheelchair-accessible vehicles. Following the withdrawal from service of the Routemaster buses last year, almost 100% of our services are now low-floor and ramp-fitted. We have made a commitment that we will not run any services with faulty ramps.

We were the first company to introduce bendy buses, with their accessible low-floor central doors, to London. We were also the first London bus company to make the BTEC Customer Service programme, which includes training on the needs of disabled passengers, a requirement for all our drivers.

**Our responsibility: safety and security of passengers, employees and the general public**

CCTV is now fitted to all buses on the London Bus Network and plays a vital role in the security of passengers and employees. CCTV footage provides evidence whether an incident occurs on our buses themselves or in the communities they serve. Footage from our buses has provided evidence which has been used in a number of high profile court cases within the past year.

We work with TfL, the police and the local media to combat crime and vandalism and are part of a London-wide crackdown on vandals responsible for graffitti and window etching on buses. This involves close monitoring of a number of buses and supplying CCTV images to the police for use in prosecutions. Our shop-a-job campaign with a local Bexleyheath newspaper is another successful crime prevention scheme.



We are working with TfL, the police and local media to combat crime and vandalism.

**Our responsibility: affordability to ensure as many as possible can use our services**

Transport for London sets a common framework for discount schemes in London. These include free travel for children under 16 and freedom passes for older people and the disabled.

Passenger journeys **293.64m**

Total vehicle kms **70.67m**

Passenger vehicle kms **70.25m**

**Low-floor buses (%)**

05-06	98.67
04-05	82
03-04	75
02-03	73

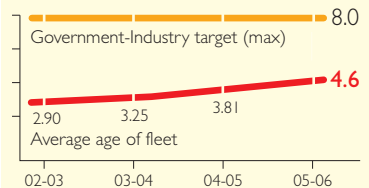
**Size of bus fleet**

05-06	1,333
04-05	1,269
03-04	1,302
02-03	1,320

**Vehicle accidents per million kms travelled**

05-06	17.2
04-05	27.9
03-04	30.4
02-03	22.0

**Average age of fleet: Government-Industry target vs London Central & London General (years)**



**VOSA PSV vehicle test pass rate**

London Central & London General **99.91%**

National average **85.30%**

**Scheduled km operated buses**

London Central & London General **99.55%**

TfL target **99.00%**

## THE WORKPLACE

Our responsibilities in the workplace

Our business success is dependent on the people we employ. We can only maintain our position at the top of the Transport for London bus quality league tables if we have sufficient happy and motivated employees to run our services to timetable.



All our bus controllers have gained BTEC accreditation in customer service and we have now extended the programme to our drivers.

A key part of our success is our commitment to being a good employer. We invest in a range of initiatives to recruit, retain, train and motivate our people. These pages give some examples of the initiatives we run:

### **Our responsibility: Training and Development**

Good training is central to the London Central and London General approach. We were the first London bus company to require our bus controllers to gain the BTEC accreditation in customer service. We were also the first bus company to extend that programme to our drivers. We provide rigorous and extensive driver training for new recruits and existing drivers and our commitment to training was featured on the BBC TV series, the Big Red Bus.

Personal development opportunities are a key part of our staff retention programme. This year, our Stockwell Garage participated in the BBC Reading and Writing campaign setting up an informal lending library. Some of our Stockwell employees speak English as a second language and value the opportunity to develop their reading skills.

This year, we are looking to develop a learning partnership with our trade union.

**Our responsibility: Retention and Recruitment**

Our employee turnover rate stabilised this year. This stabilisation has been achieved partly through our investment in employee benefits. Our 'You at Work' package of staff discounts includes child care vouchers and money off purchases of books and CDs.

We have an active recruitment programme, including a partnership with Job Centre Plus that offers a tailored package for work returners, many of whom are women.

**Our responsibility: Equality and Diversity**

London is a diverse and vibrant city and our employee mix reflects this diversity. We provide a programme of support for our employees designed around their specific needs and offer mentoring and personal development training.

We are keen supporters of TfL's Women in the Bus Industry programme, which tackles the perception that the bus industry is just for men. As part of our commitment to the programme, we have:

- Changed how we advertise and recruit
- Updated our family-friendly policies, introducing new benefits such as childcare vouchers
- Provided mentoring and support for new women joiners
- Reviewed the work environment for women

**Our responsibility: Health and Safety**

We believe that every employee has a personal responsibility for making the work environment safe and healthy, and that it is our responsibility as a business to support them in this. Safe driving is central to our driver training. All driving incidents are reviewed and each employee is encouraged to raise issues both directly and through union representatives.

We have taken action to deter members of the public spitting at our drivers by introducing specially-designed DNA testing kits at our Bexleyheath Garage. These kits are intended to provide the police with evidence for prosecutions. If successful, the kits will be introduced to all our garages.



DNA kit used to help identify members of the public who have spat at our drivers.

**Number of employees**

05-06	4,018
04-05	3,922
03-04	4,251
02-03	4,252

**Employee turnover rate (%)**

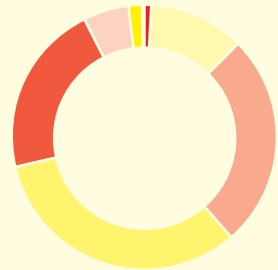
05-06	23.8
04-05	*23.8
03-04	20.4
02-03	24.7

**Diversity by gender (Male)**

05-06	3,738
04-05	3,681
03-04	3,930
02-03	3,934

**Diversity by gender (Female)**

05-06	280
04-05	241
03-04	321
02-03	318



**Diversity by age**

16-19: 0.3%	50-59: 21.5%
20-29: 11.7%	60-64: 5.6%
30-39: 26.4%	65+: 1.7%
40-49: 32.8%	

**Diversity by Ethnicity**

Asian, black or other ethnic origin	49.8%
White	50.2%

**Physical assaults on staff per million passenger journeys<sup>†</sup>**

05-06	0.20
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\* Relates to all leavers voluntary and involuntary in line with the reporting procedures for all other Go-Ahead operations.

† The recording method for physical assaults on staff changed this year. 2005/06 is a new baseline.

## THE ENVIRONMENT

### Our responsibilities to the environment

Buses' capacity to carry many passengers gives them a vital role tackling congestion and improving air quality by reducing the number of vehicles on the road.

However, we recognise that our buses themselves are a source of greenhouse gases and local air pollutants and that it is our responsibility to minimise their environmental impact. We do this through investment in new technology and thorough maintenance.



Our depots and garages use energy for maintenance, heating and cooling, and water for bus washing. Our bus washing machines have had water reclamation units for a number of years. Due to a drought restriction at Sutton, which is served by Sutton & East Surrey Water; modifications were made so that only 25 litres of water were used per wash. We also reduced the use of the machine so buses were washed three times a week; normally they would get washed every night.

### Our responsibility: reducing congestion

Central and inner London is severely hampered by congestion. An improved bus network together with the congestion charge is helping to make central London a more pleasant location for residents, visitors and businesses. Our role is to ensure that our bus services continue to attract passengers.

### Our responsibility: reducing emissions

We have fitted exhaust particulate traps across our fleet as an integral part of our maintenance programme.

This year, we were the first bus company in the UK to introduce regular buses powered by engines that meet the Euro IV standards. We have also made a £5 million investment in 39 new, lighter and more fuel-efficient buses.

In partnership with TfL, we introduced six new single-decker, diesel-electric hybrid buses on route 360 in March 2006. Hybrid vehicles operate using a combination of a conventional diesel engine and an electric motor. We are testing whether these can deliver a 30 per cent reduction in emissions whilst maintaining reliability levels.

**Our responsibility: reducing noise**

With an average age of the London Central and London General bus fleet of only 4.6 years old, our buses benefit from the latest noise reduction technology. As part of our on-going commitment to further reduce noise from our buses, we are trialling modifications to the mounting of the alternator on part of our fleet. We also carried out a noise survey at our Camberwell Garage.

**Our responsibility: measuring our performance**

For the second year, the Go-Ahead Group came top of the public transport companies that participated in the Business in the Community Corporate Responsibility Index. The Group scored 89%, a further significant improvement. In the dedicated environment index, we did even better, improving to a score of 91.5%, which included maximum marks for our emissions management performance.



99% of our buses are now fitted with CRTs.

**VOSA emissions pass rate**

London Central & London General **100%**

**% of fleet with Euro II engines or above**

<b>05-06</b>	<b>100</b>
04-05	97
03-04	90
02-03	83

**% of fleet with CRT**

<b>05-06</b>	<b>99</b>
04-05	96
03-04	89
02-03	82

**Air pollution: NOx (g)\***  
per passenger journey

<b>05-06</b>	<b>3.12</b>
04-05	3.21

**Air pollution: PM (g)\***  
per passenger journey

<b>05-06</b>	<b>0.01</b>
04-05	0.01

**Air pollution: CO<sup>2</sup> (kg)\***  
per passenger journey

<b>05-06</b>	<b>0.30</b>
04-05	0.32

**Air pollution: CO (g)\***  
per passenger journey

<b>05-06</b>	<b>0.04</b>
04-05	0.05

**Air pollution: HC (g)\***  
per passenger journey

<b>05-06</b>	<b>0.01</b>
04-05	0.02

\*This year, we updated the way we calculate our emissions. Our 04-05 emissions have been restated using the new system and this will be our new baseline. Our full report on the web provides emissions data using both the previous system of calculation and the new data as published above.

## THE COMMUNITY

Our responsibilities to the community

We are part of the fabric of London, providing essential services for the millions of people that live and work in the city as well as those who visit. We also employ over four thousand Londoners and have responsibilities both to them and their families.

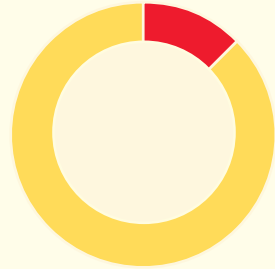
Vibrant and successful communities are in everybody's interest. Our contributions include fundraising for charity, in-kind donations and free advertising for good causes. In addition, the Go-Ahead Group provides cash donations on behalf of all the operating companies.

### Support for the victims of the 7th July bombings

Last year we reported our £30,000 donation to the London Bombings Relief Fund. This donation recognized the commitment of our staff in continuing to run services throughout that day.

This year we are funding one of the popular Local Intervention Fire Education (LIFE) courses run by the London Fire Brigade. The LIFE programme is delivered by London Fire Brigade staff, usually operating from within their own borough. It is aimed at addressing the problems of young people who deliberately set fires, and their antisocial behaviour.

The programme is targeted particularly at young people, aged between 13 and 19, who have offended, are at risk of offending, or those that may have been victims of crime. One of its aims is to prevent young people from becoming persistent young offenders by providing an intensive five day work experience within a tightly structured and focused team environment.



■ Community spend  
£58,552: 12.7% of total Group spend (£460,944)

At a local operating company level community investment is driven through 'support in kind' activities, while the Group Head Office handles direct financial donations. The figures above include an element of both these community investment streams.



*We fund one of London Fire Brigade's LIFE courses aimed at young people between 13 and 19 to prevent them becoming persistent offenders.*

# SUMMARY INDEPENDENT VERIFICATION AND AUDIT STATEMENT

The SMART Company was commissioned by the Go-Ahead Group plc to undertake an independent review of their Environmental and Social Report for the period July 2005 to June 2006. A Senior Consultant, who did not participate in the data gathering and report writing process, conducted the verification.

The verification was undertaken using the principles of the assurance standard AA1000: materiality completeness and responsiveness. This is the fifth consecutive year that SMART has provided assurance for Go-Ahead and we have undertaken a rolling programme of audits, ensuring all operating companies have been audited at least once during this period. In 2006 a sample of three operating companies were visited as part of the verification process, as well as a visit to the Group Head Office.

Sample checks of the data sources were undertaken and interviews were conducted with members of the management team who had been responsible for data collection. We are therefore satisfied that this report is a reliable and accurate reflection of the performance of the company. A full verification report, containing a more detailed analysis together with recommendations for developing the processes for measuring, managing and reporting Go-Ahead plc's environmental and social impacts, can be found at [www.go-ahead.com/corporateresponsibility](http://www.go-ahead.com/corporateresponsibility).

**Zoë Hatherly**  
Senior Consultant, The SMART Company,  
August 2006

## Go-Ahead

London Central and London General are part of The Go-Ahead Group plc. Members of the Group operate bus services (in the West Midlands, South and North East of England, as well as London), commuter train networks, aviation ground handling and parking services. Other companies within the group are:

- aviance-UK
- Brighton & Hove Bus Company
- Go North East
- Go West Midlands
- Meteor
- Metrobus
- Oxford Bus Company
- Solent Blue Line
- Southeastern
- Southern Railway
- Southern Vectis
- Wilts & Dorset

There is no report for Southeastern as the rail franchise was not awarded to us until April 2006.



More information on how London Central and London General manages its responsibilities can be found at [www.go-ahead.com/corporateresponsibility](http://www.go-ahead.com/corporateresponsibility)

If you have any comments, views or ideas on how we might improve, or have any thoughts on other issues that we should address in this report, please use the enclosed form or write to:

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Printed on Revive Silk which is made from 75% post consumer waste.

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**CarbonNeutral®** publication

In order to minimise the environmental impacts of our reports, Go-Ahead is working with The CarbonNeutral Company to assess and 'offset' the greenhouse gas emissions created by the production and distribution of our annual and corporate responsibility reports. 12.31 tonnes of CO<sub>2</sub> will be balanced through native forestry in Northumberland and Snowdonia, making both these reports CarbonNeutral.